



ENGAGEMENT ORGANIZING

“PEOPLE POWERED CHANGE”

LTABC ANNUAL CONFERENCE

NOVEMBER 6, 2023

Renata Woodward

Thank you for contributions from: Jackie Randle (BTC), Daria Koscinski (TTLT), Stan Kozak (Gosling Foundation), Martin Straatof (OFLT), and John Kintare (Kawartha LT)

LEARNING GOALS

01

The key
concepts of
Engagement
Organizing

02

*Specific examples
of how land
trusts apply
Engagement
Organizing in
their work*

03

Reflection on
how and why get
better at
Engagement
Organizing

04

Commitment to
explore the
concept of
Engagement
Organizing in
your
organization

AGENDA

- 1 Basics of Engagement Organizing
- 2 Storytelling
- 3 Vision, Mission and Theory of Change
- 4 Pyramids (Recruitment, Mobilization, Distributed Leadership)
- 5 Data and Databases
- 6 Building Power through Advocacy



WHY DO WE NEED TO ORGANIZE?

WHAT FORCES IN HUMANITY ARE WORKING AGAINST THE GOALS OF ENVIRONMENTAL MOVEMENTS?

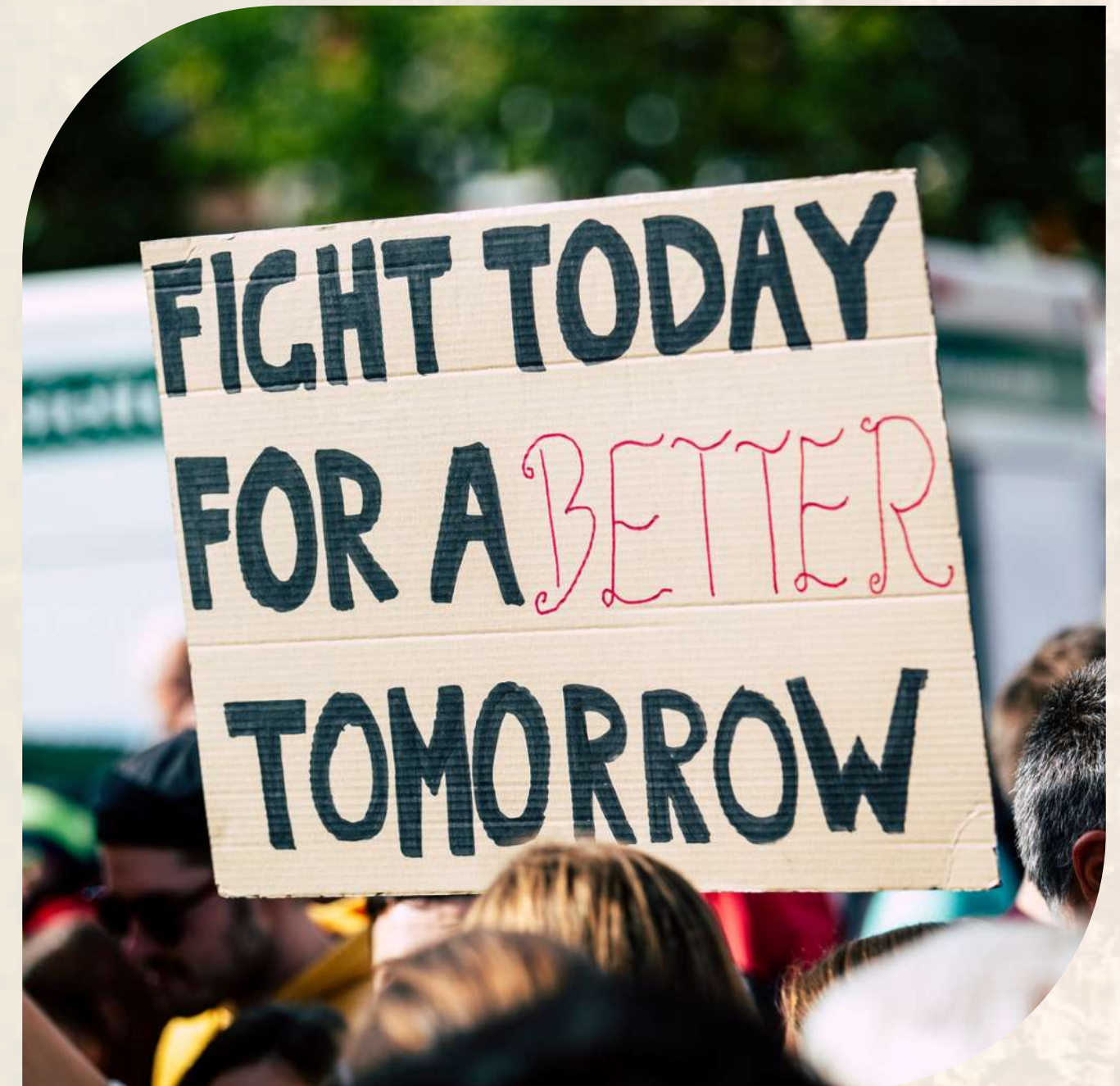
- Corporate sector players keep extracting more resources –take it all and move on
- Economic activity driven by an unrestrained growth mandate
- Human impacts at the global geophysical level –Climate Change being one
- Industrial and housing development/ sprawl
- An increasing population prompted to demand high material standards of living
- Income entering Canada looking for a maximum return on investment

HOW DO WE COUNTER THESE FORCES?

We need to evolve our practice

Engagement Organizing *asks us to:*

- *Examine our assumptions about how we think we can change the world around us;*
- *Change the trajectory of how to achieve our mission;*
- *Examine and reflect on how we bring about change.*



WHAT IS ENGAGEMENT ORGANIZING?



Finding people and organizations that have the same values/interests as you;



Building relationships with them so you get to know each other better;



Encouraging and supporting those who want to do/give more;



Letting them run with their enthusiasm and growing capacity.

TYPES OF ENGAGEMENT ORGANIZING

EO to meet long-term
organizational
vision/mission

EO to achieve a campaign
objective

EO to achieve an electoral
objective

Building organizational capacity
to undertake many actions to
achieve a long-term goal

Campaign to get a decision
maker to make the decision
you want

Elect a specific candidate in an
election

Dogwood
Couchiching Conservancy
Ecology Ottawa
Nature Trust of NB

Lead Now
Dogwood
Greenpeace

Sanders' campaign
Obama's campaign

WHAT IS ENGAGEMENT ORGANIZING?

Engagement
Organizing evolved
land trusts;

Increase your
people power;

Who then can buy
and steward more
land.

How do we
build people
power for our
organization?



The tools of EO



Recruit people



Deepen relationships



Promote initiative



Mobilize people to volunteer, donate, communicate etc.



Distribute leadership



STORYTELLING: **GANZ' KEY LEADERSHIP PRACTICES**

- Creating shared stories.
- Creating relational commitment - working together on behalf of the common cause.
- Creating shared structure - collaborate effectively on behalf of the common goal.
- Creating shared strategy - turn what we have (resources) into what we need (power) to get what we want (outcomes).
- Creating shared measurable action - clear, measurable outcomes.

Source: Marshal Ganz of Harvard University, Institute for change leaders

Storytelling

Emotions

Values

Actions





Source: Marshall Ganz

STEP 1

YOUR PERSONAL INSPIRATION - ME

Why do you do the work that you do? Why is it important to you? What were your motivations to get involved in conservation and environmental work? Tap into a particular personal experience or feeling.

STEP 2

FROM PERSONAL TO PROFESSIONAL - US

What about the conservation community would inspire others to join your work? What values do you think are central to your efforts or that make you believe in this community? What is a challenge that this group of people have overcome together?

STEP 3

CREATING A SENSE OF URGENCY: WHY NOW?

What is the problem that your supporters face? Why is it urgent to organize now? What action are you asking people to take?

STEP 4

REFINE YOUR STORY

Combine elements of the questions above and values sparked from the personal, professional, and 'the now' to craft your story.

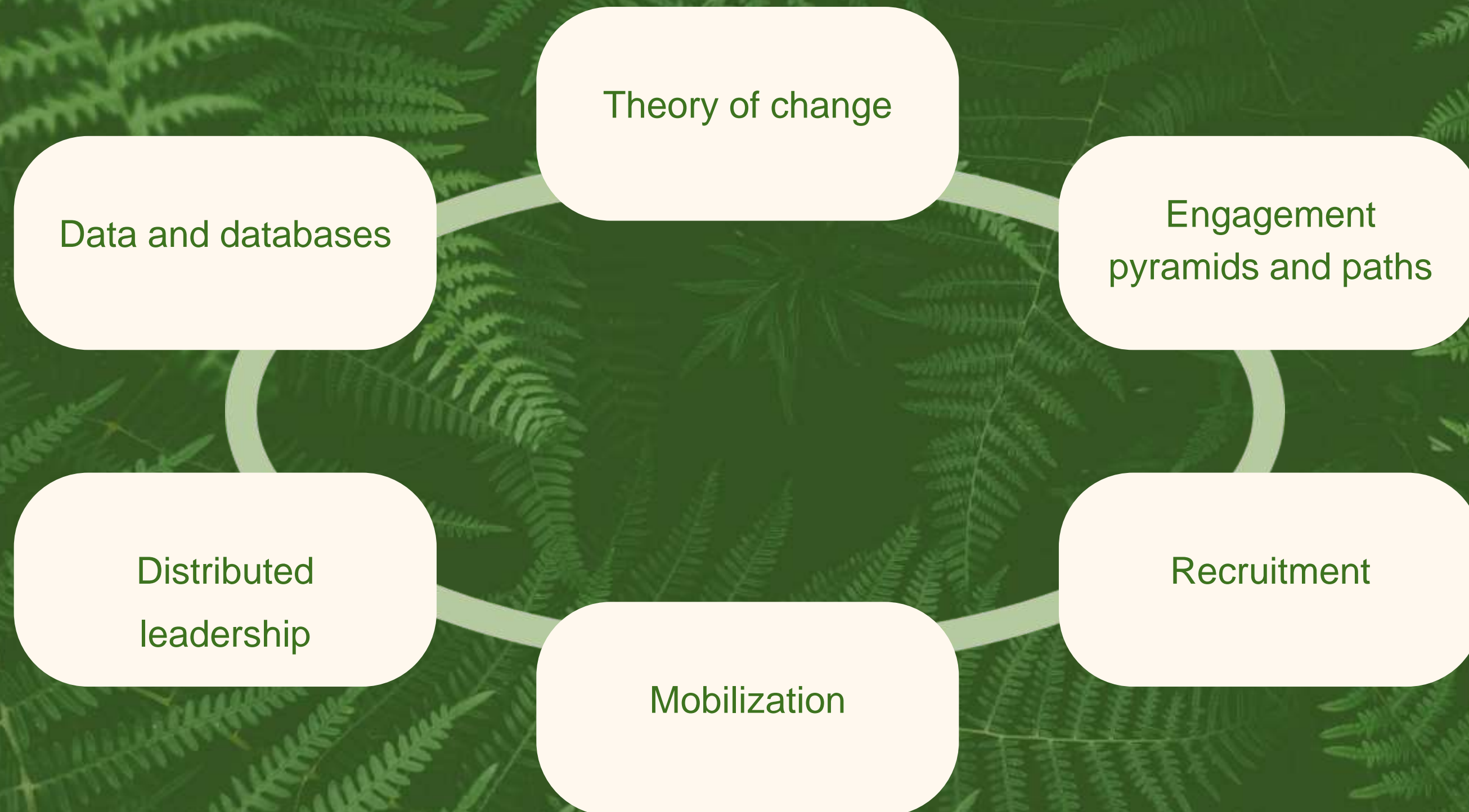
Practice telling this with a partner and refine!



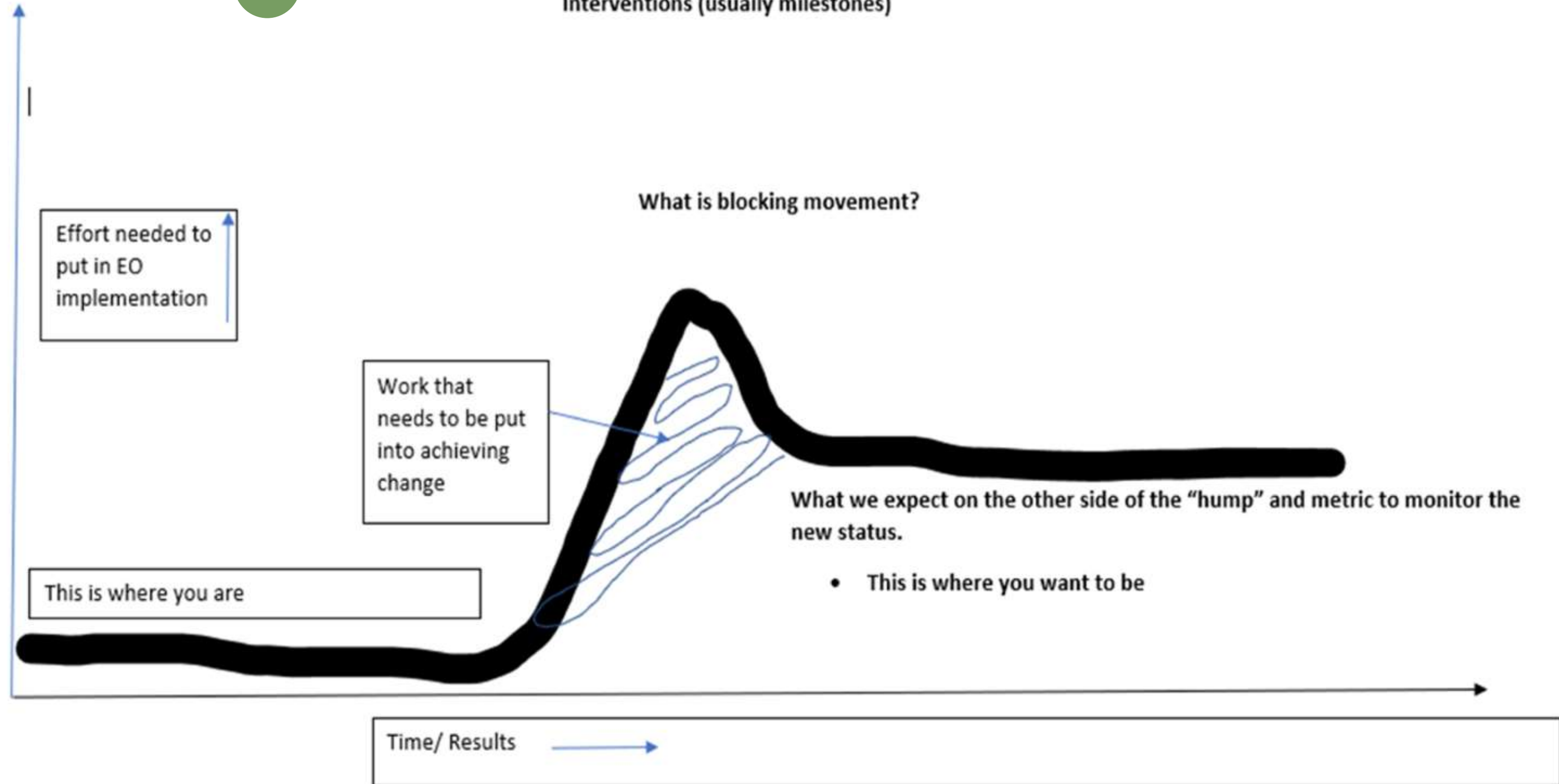
STORYTELLING EXERCISE

- 5 minutes to develop your story
- 10 minutes to share with your group
- 5 minutes to have someone from the audience to share

CORE ELEMENTS OF ENGAGEMENT ORGANIZING



Interventions (usually milestones)





STRATEGY: DEVELOPING TRAJECTORY

Mission

Vision

Elevator Pitch

Theory of change

DEFINING VISION, MISSION, AND THEORY OF CHANGE

VISION

- Identifies the destination we are striving for
- Is the realm of the future
- Max 5-25 words

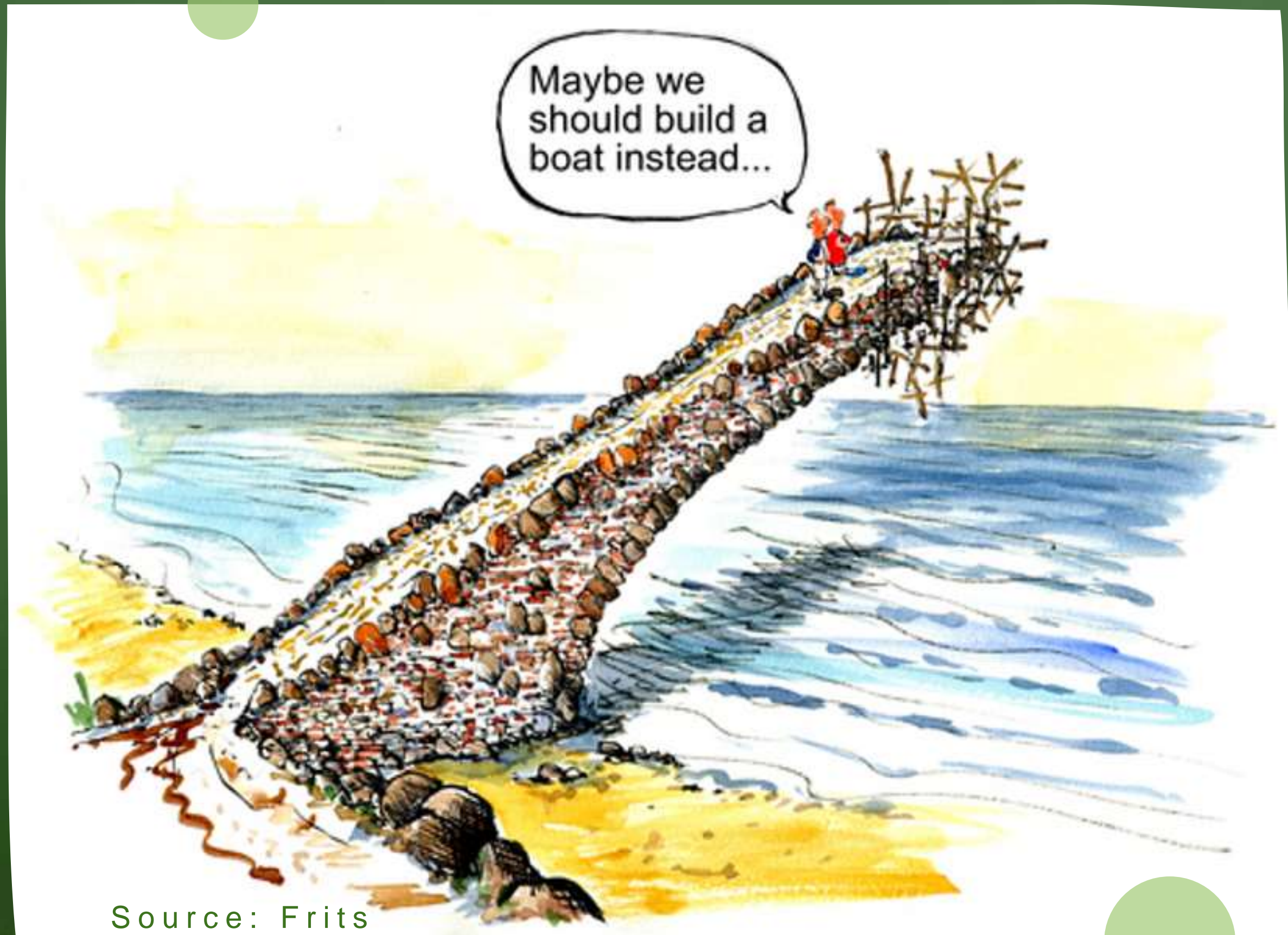
MISSION

- In the realm of today
- What do you do and why do you exist

THEORY OF CHANGE

If we do **X**, we expect **Y** to happen (because...)

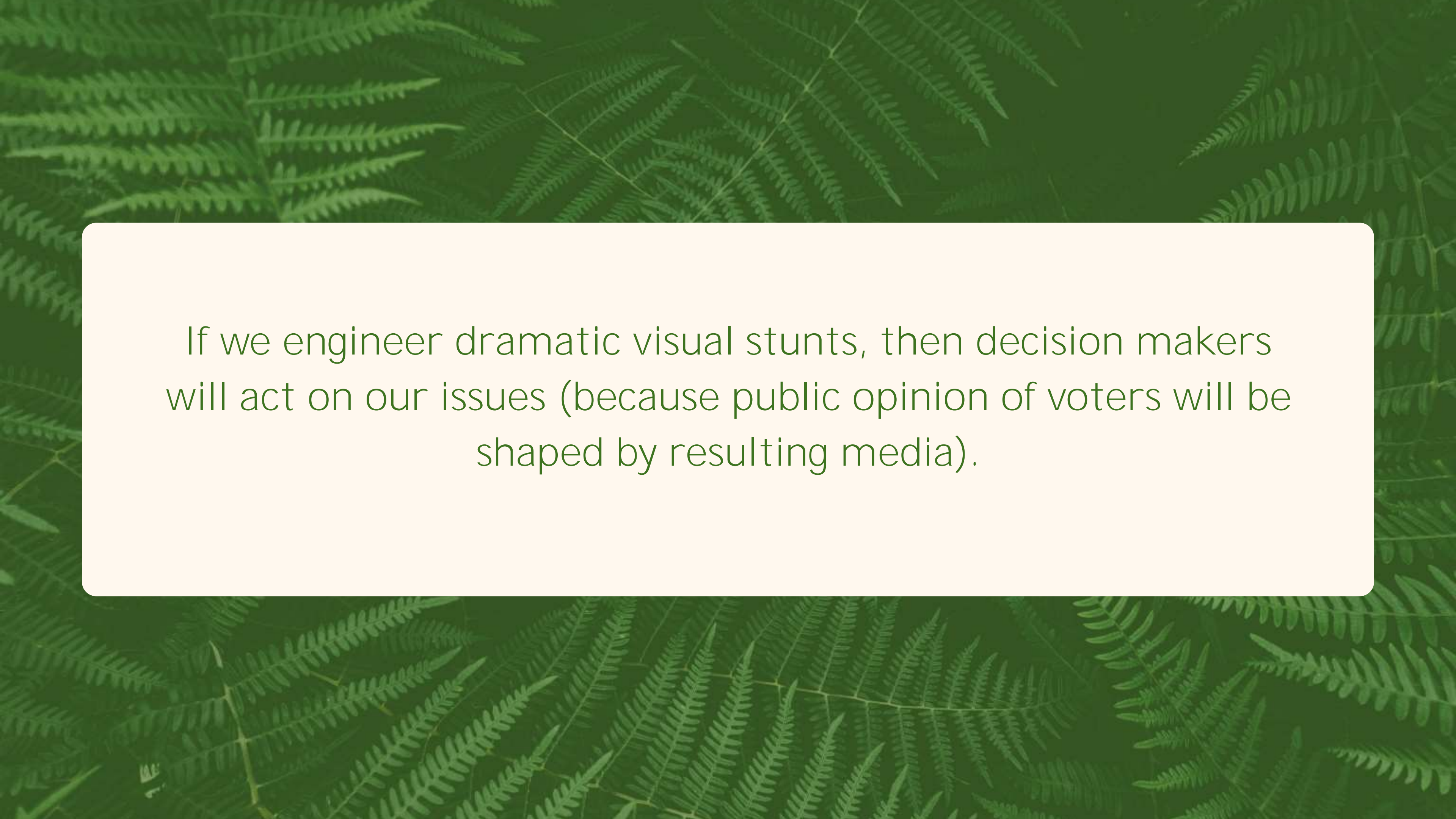




Source: Frits
Ahlefeldt



GREENPEACE



If we engineer dramatic visual stunts, then decision makers will act on our issues (because public opinion of voters will be shaped by resulting media).



If we raise money and recruit volunteers with cars, then we can feed those who are less able and less mobile (because we can buy food and deliver it).

Mission, Vision - Theory of Change Leading to Strategy



Mission

Preserving a ribbon of wilderness, for everyone, forever.

Vision

The Bruce Trail secured within a permanently protected natural corridor along the Niagara Escarpment.



Bruce Trail CONSERVANCY

Our Organization's Theory of Change

IF we preserve and steward land along the Niagara Escarpment and give people the opportunity to explore it through a fantastic, publically accessible footpath

THEN we will create a continuous conservation corridor that is protected for generations to come

BECAUSE people felt connection to the natural spaces of the Niagara Escarpment and a desire to be involved in their protection.



**The Bruce Trail
Conservancy has
created an
ambitious plan for
conservation and
connection to
nature.**

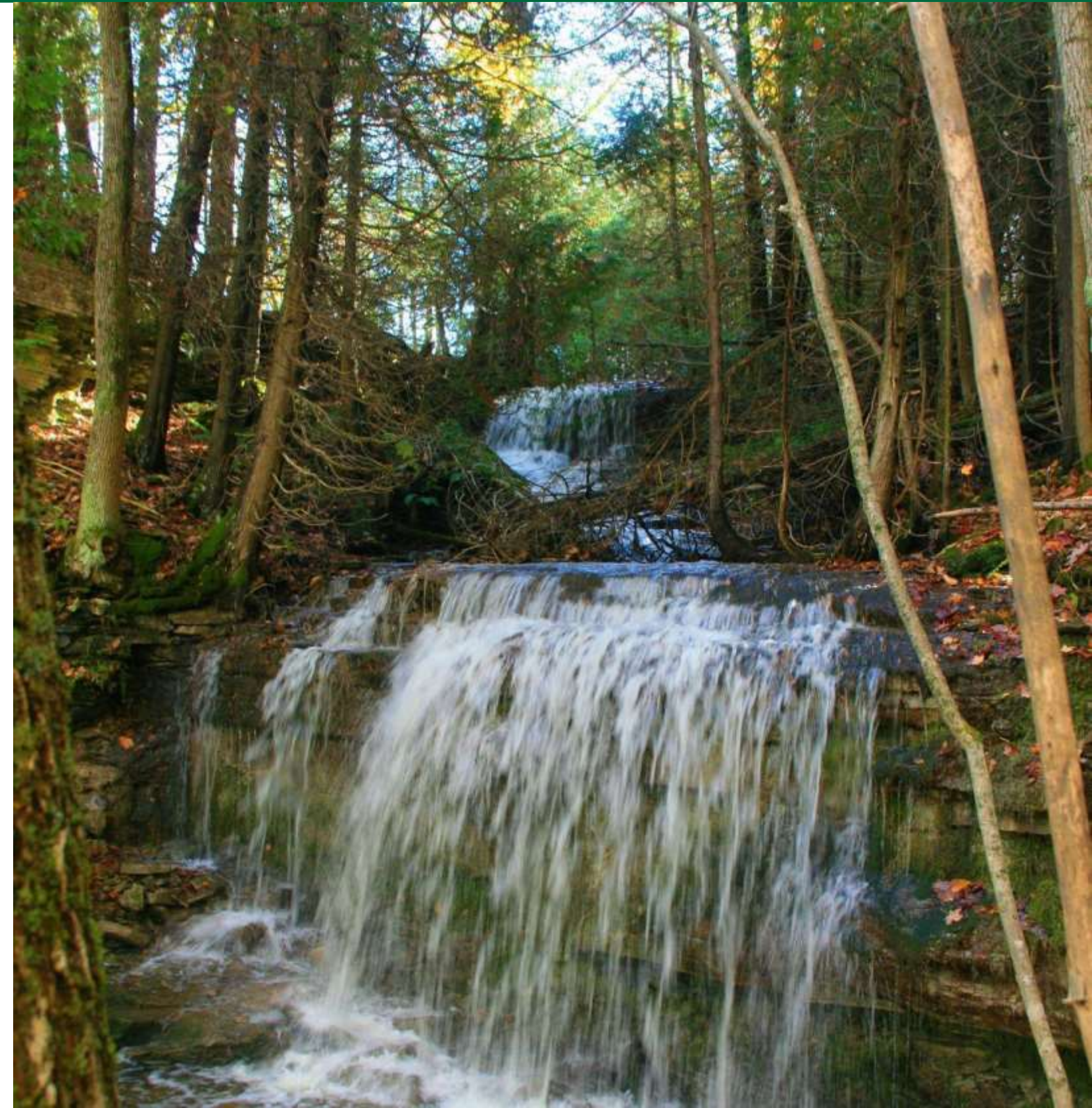
2030 STRATEGY

AN AMBITIOUS PLAN FOR CONSERVATION
AND CONNECTION TO NATURE



2030 Strategy is centered on five strategic and interconnected goals:

- Urgently protect land
- Restore and care for Niagara Escarpment land
- Enhance the Bruce Trail experience
- Inspire generosity
- Support people and culture



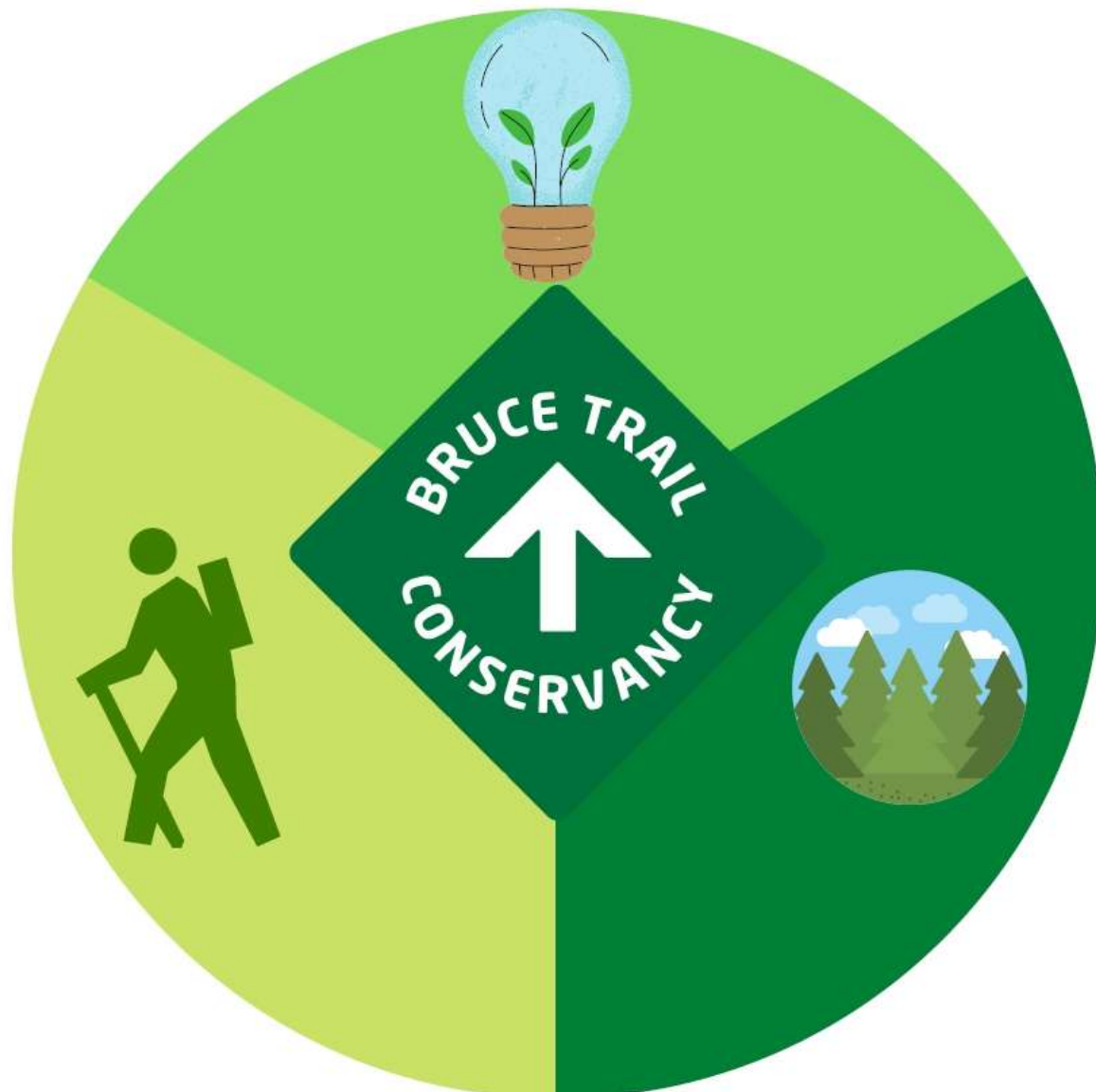


“This bold strategy will enable the Bruce Trail Conservancy to be a global leader in conservation, the steward of a world-class trail system, and a people-powered organization filled with diverse individuals who share their talents and generosity to make it all happen.”

Michael McDonald, CEO

Increasing engagement through a broader communication model

OLD MODEL



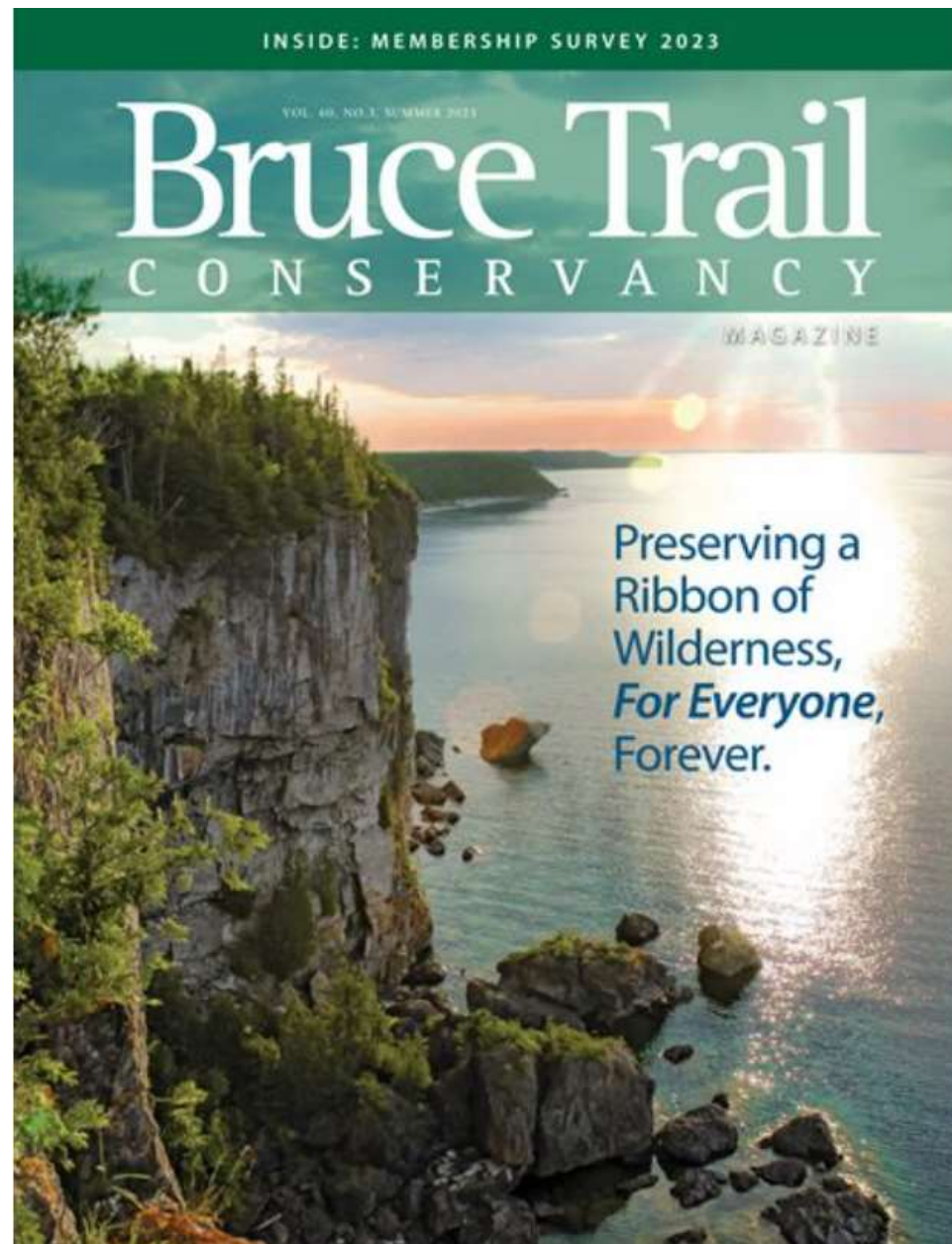
CURRENT MODEL



Indigenous Healing Gardens



Committed to Diversity Equity and Inclusion



FEATURES

- 9 Connect with the Bruce Trail Conservancy at Pride
- 10 The Power of One
- 13 Indigenous Healing Gardens
- 14 Supporting Gender Diversity on the Trail and Beyond
- 17 Giving Invasive Species the Boot with Baffin
- 18 Restoration by Fire
- 24 Proposed New Bruce Trail Conservancy By-laws



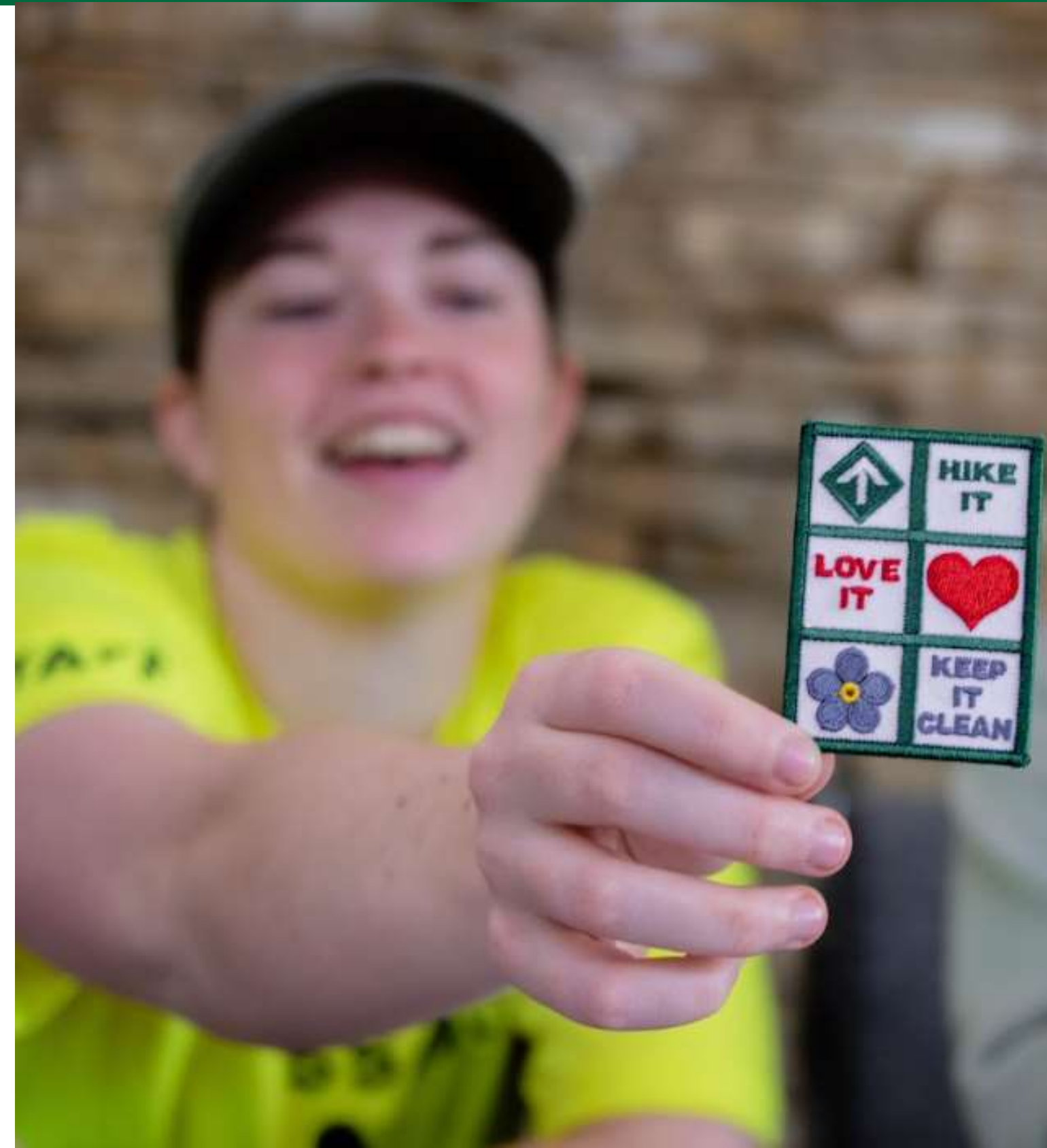
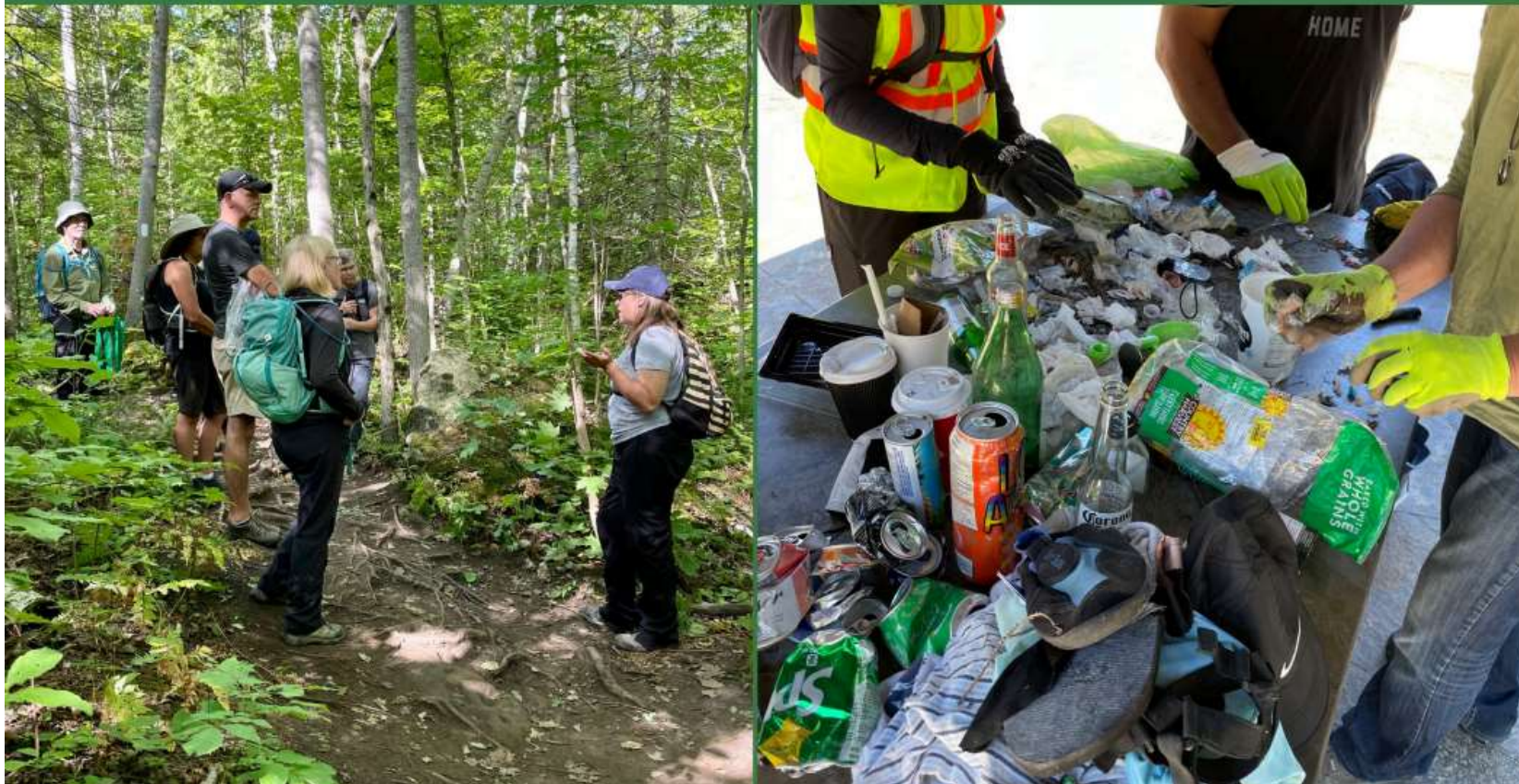
Toronto Pride



Hike It, Love It, Keep It Clean

2022 Hike It! Love It! Keep It Clean! Project!

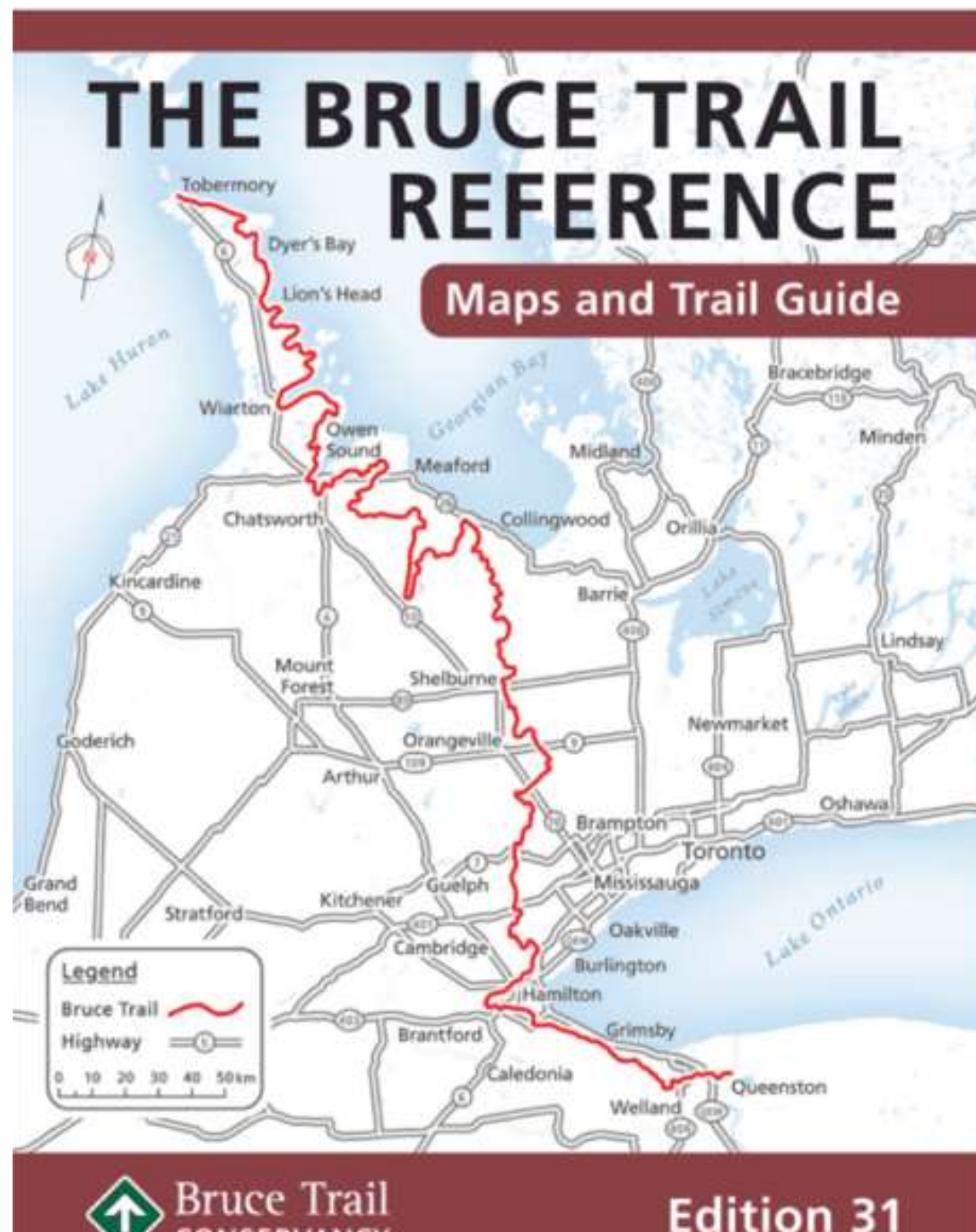
You are making a real positive difference on
the Trail and in the environment.



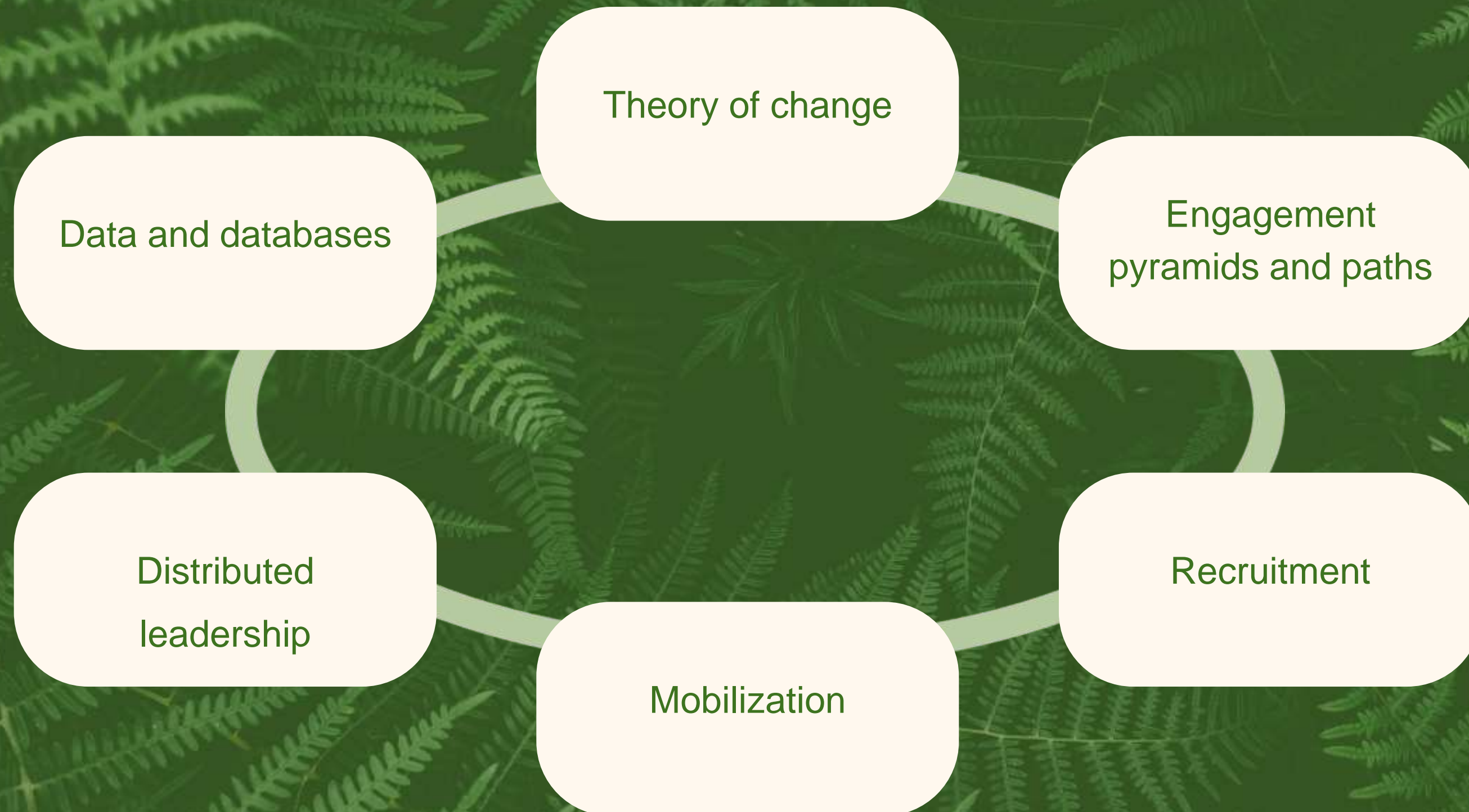
Seed Orchards

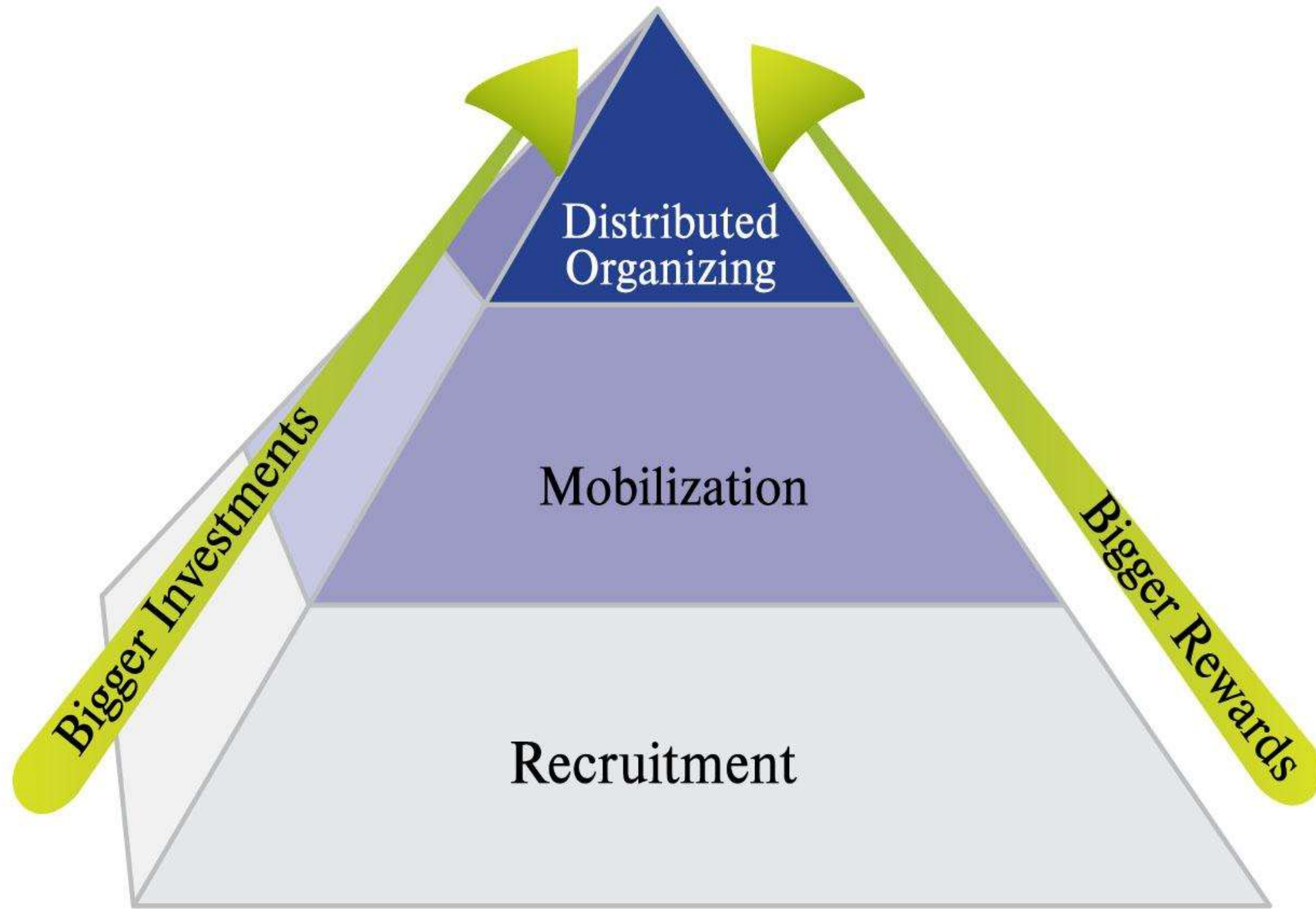


Bruce Trail Experience



CORE ELEMENTS OF ENGAGEMENT ORGANIZING

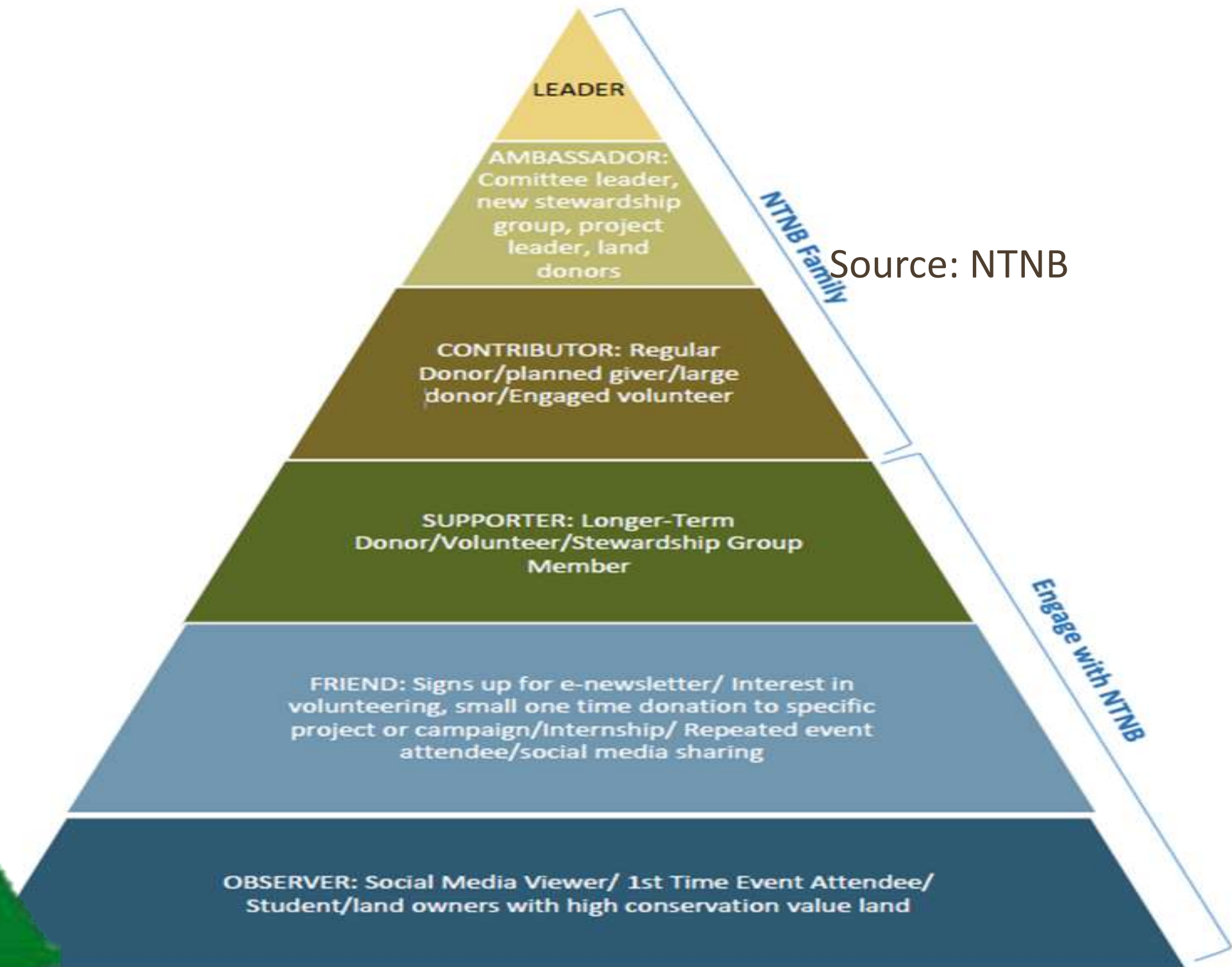




ENGAGEMENT PYRAMIDS AND PATHS

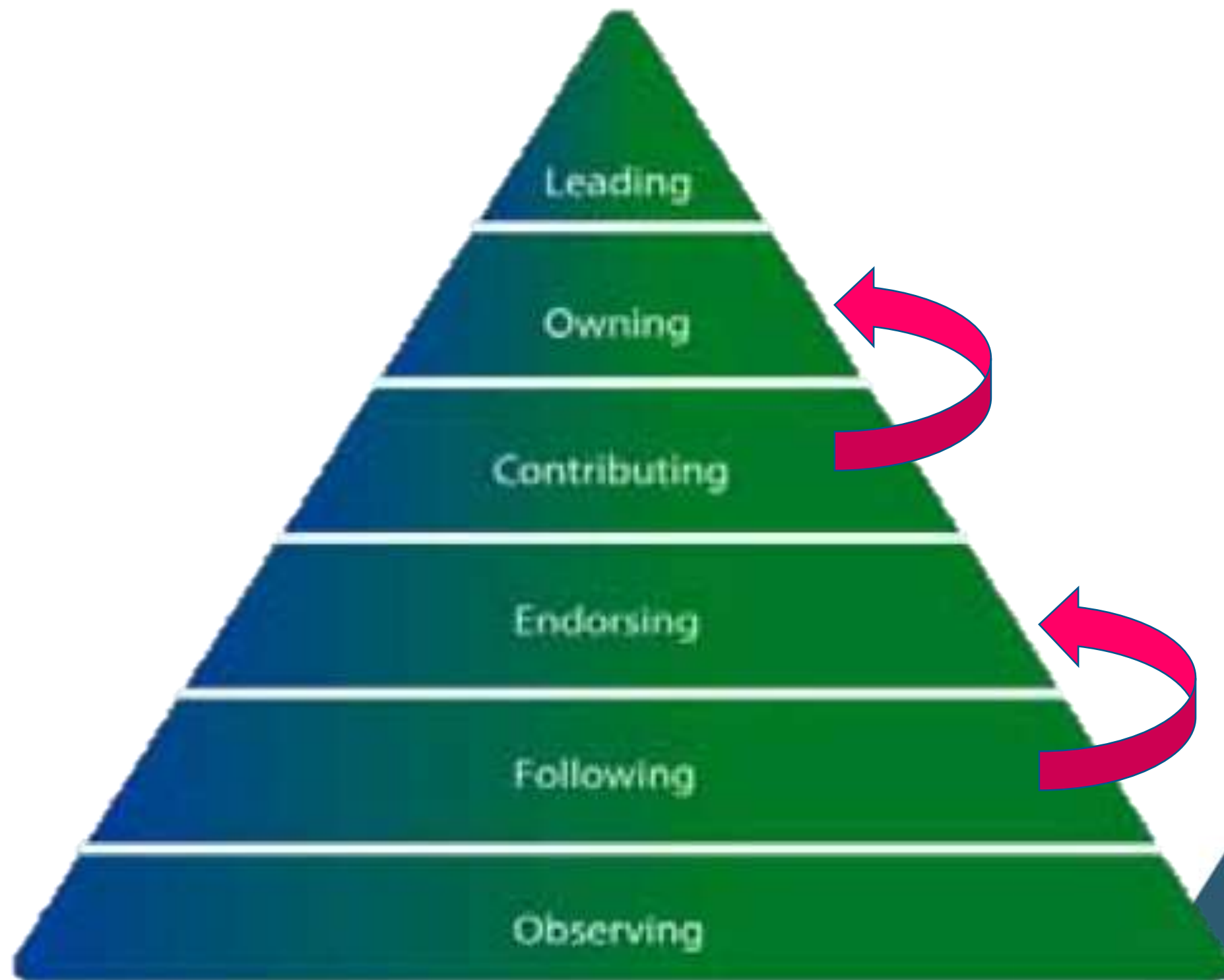
Source: Matt Price

Pyramids

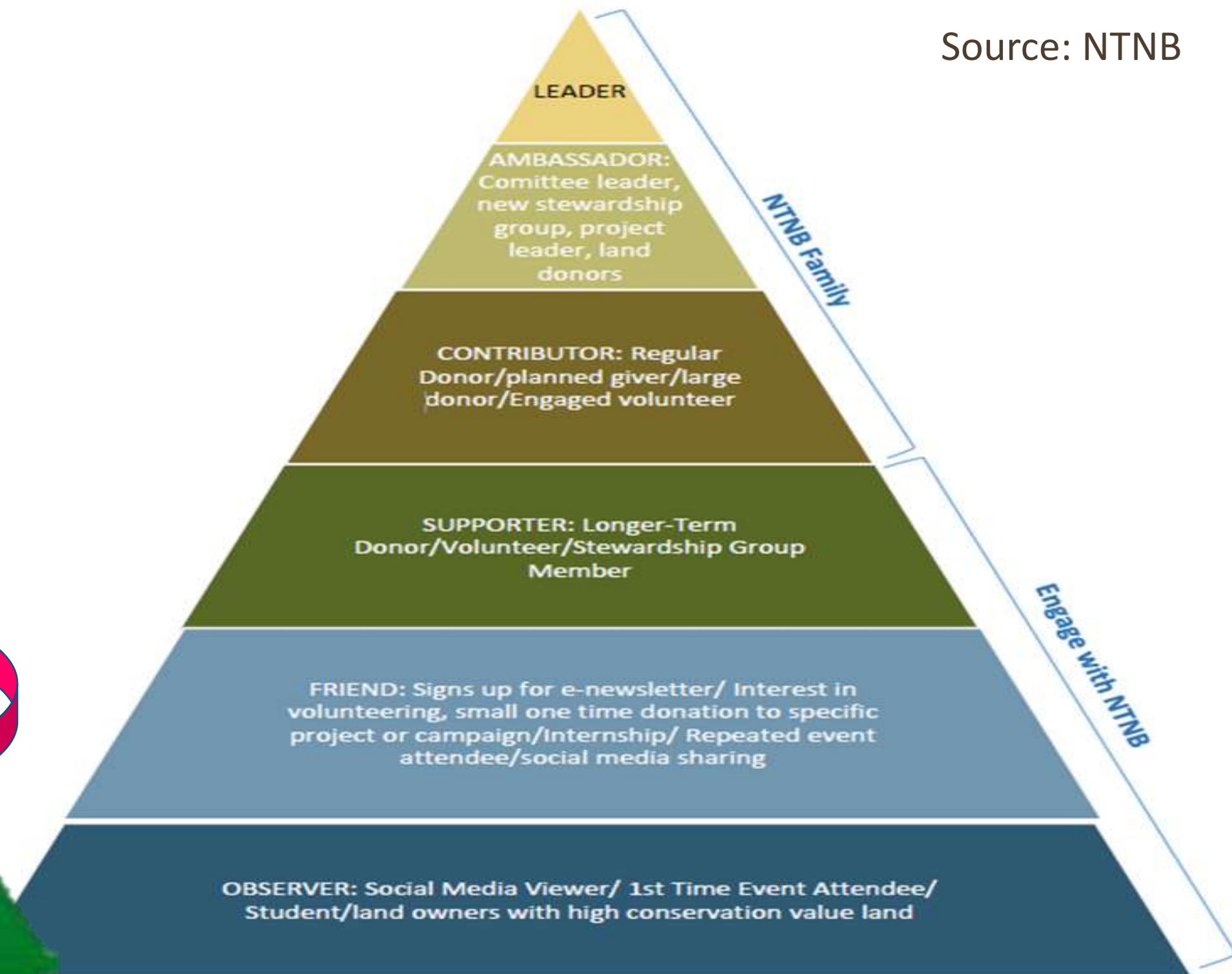


Source: NTNB

Pathways



Source: NTNB



TTLT Pyramid(s)

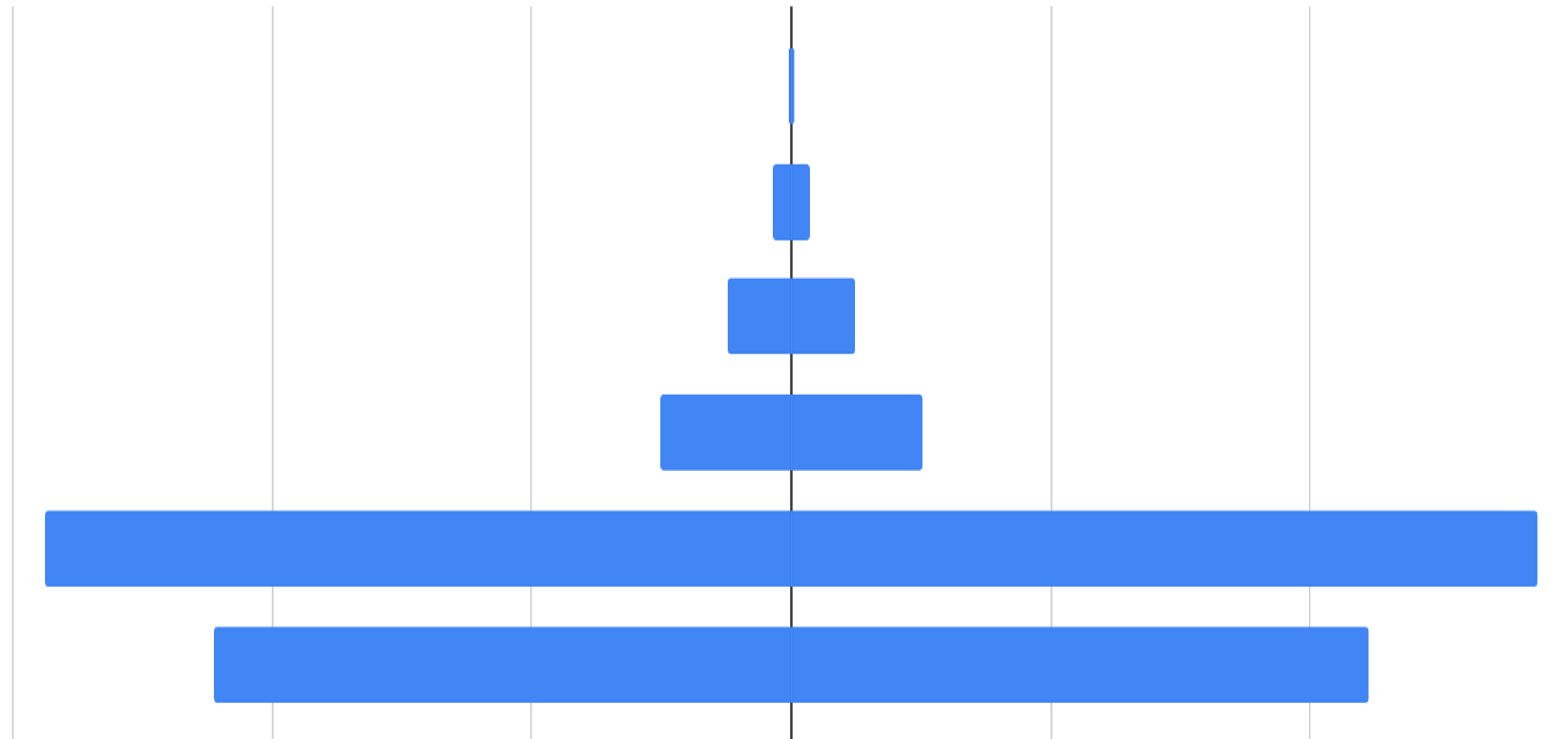
- Started with blank excel and tried to list different groups of people next to each heading
- Volunteer vs Donor
- So..two pyramids



TTLT Pyramid(s)

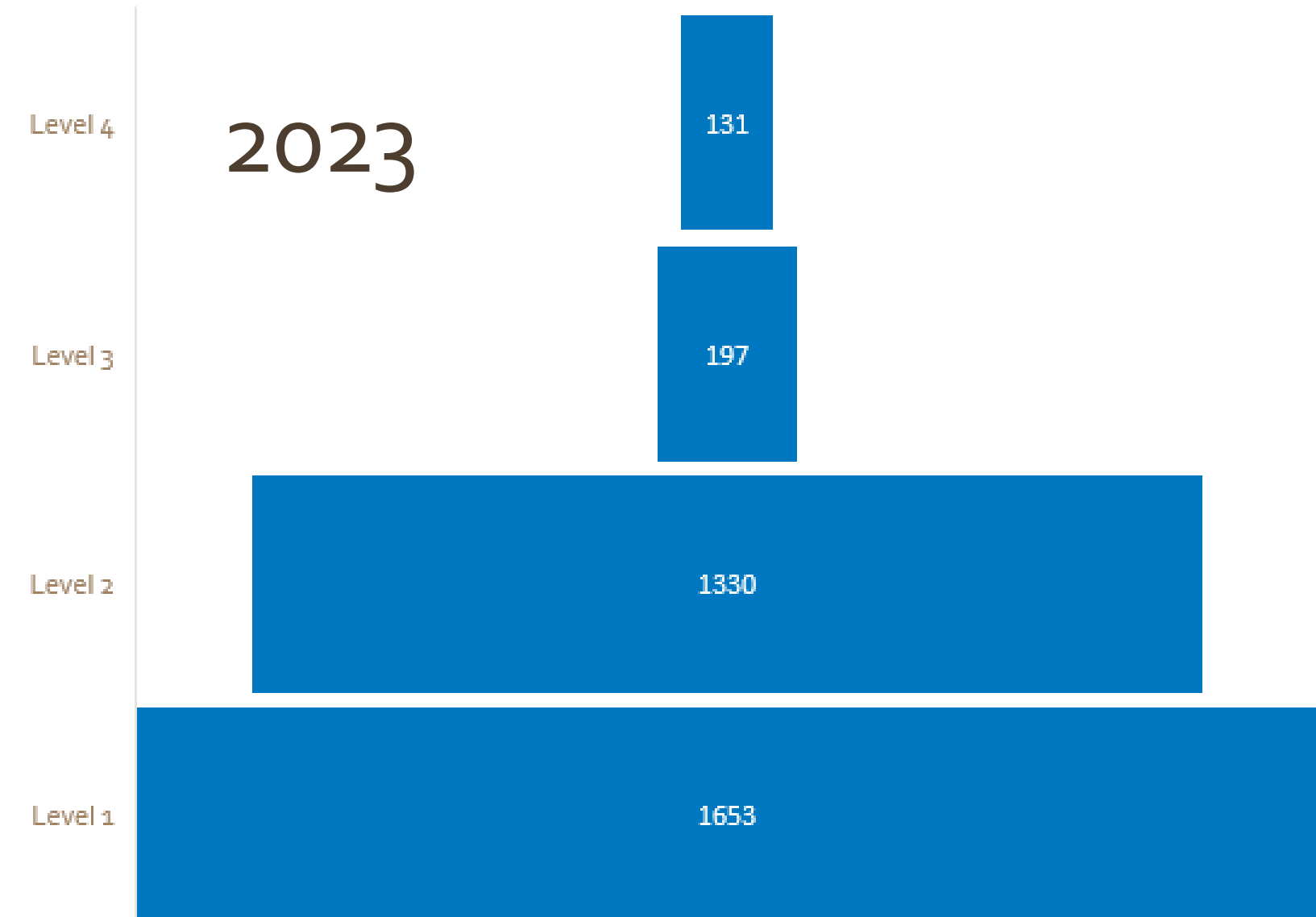
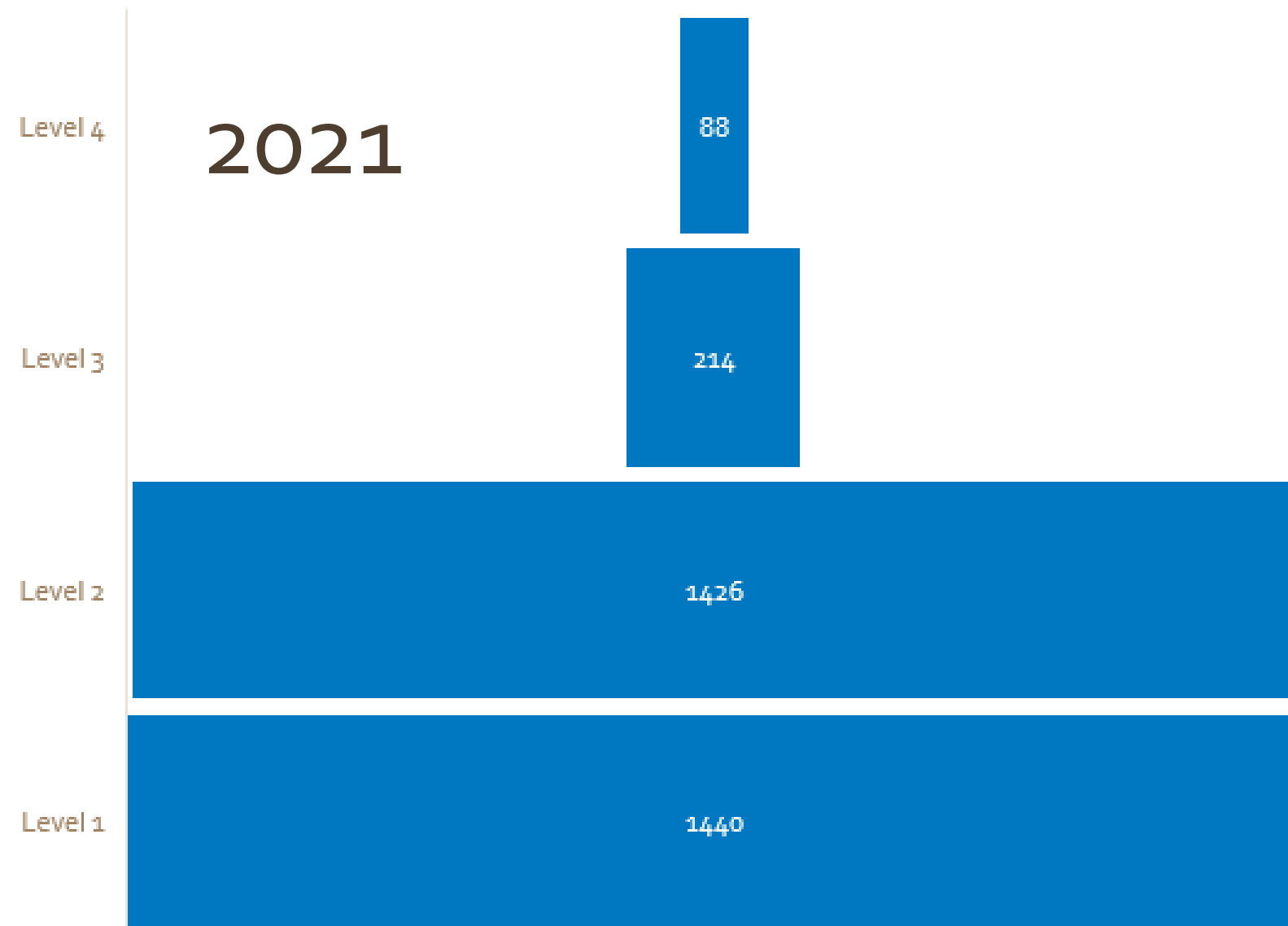
- Volunteer pyramid attempt not exactly a pyramid...

Leaders	9
Owners	72
Contributors	246
Endorsers	504
Followers	2871
Observers	2222

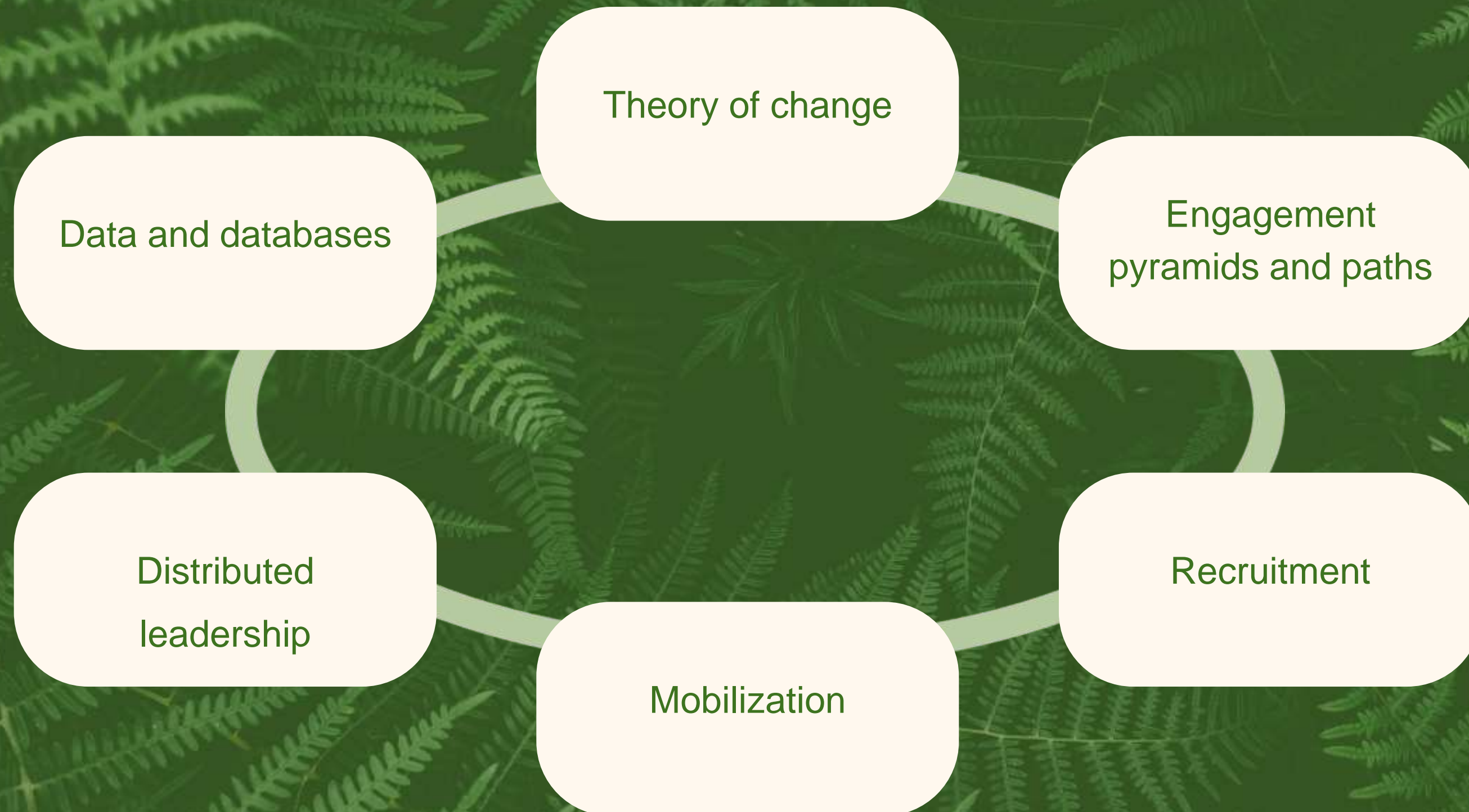


TTLT Pyramid(s)

- Four level donor pyramid integrated into fundraising strategy
- Tracking in our database (NationBuilder)



CORE ELEMENTS OF ENGAGEMENT ORGANIZING

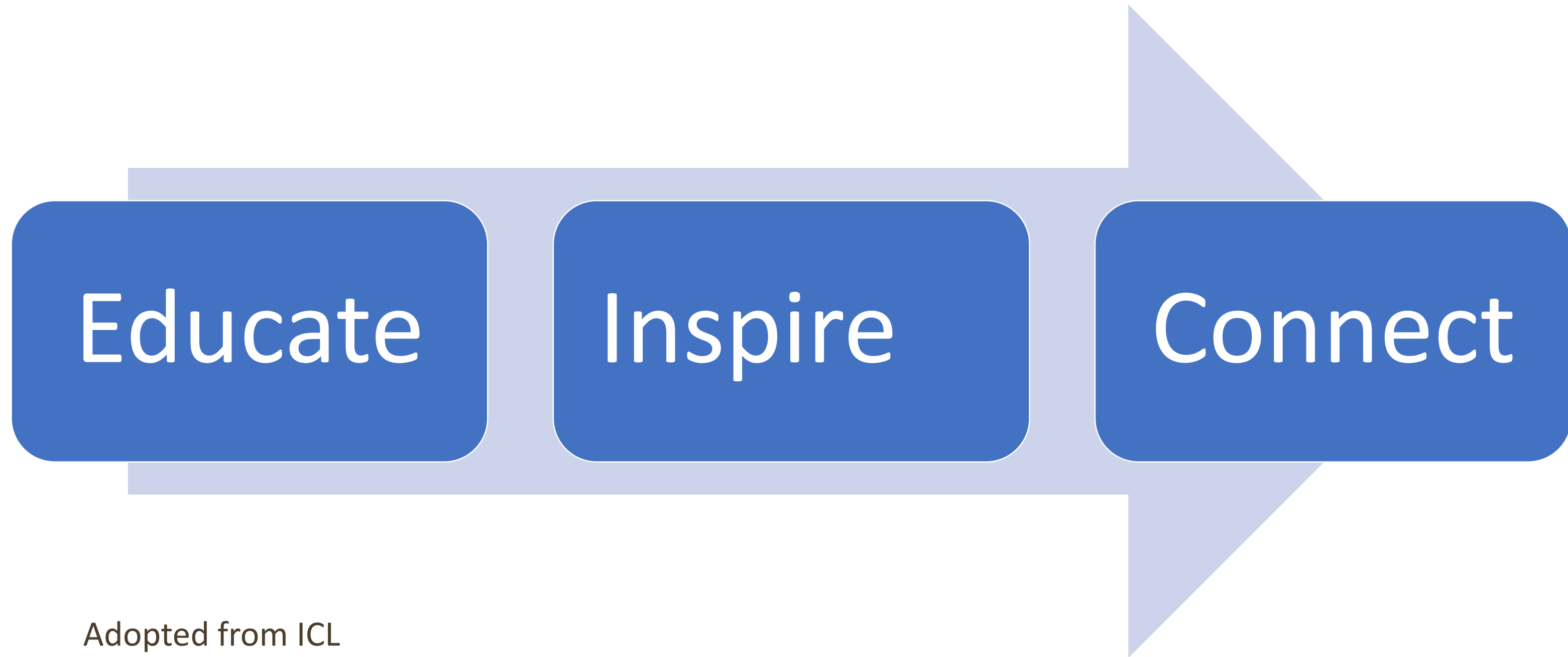


Find your people (Recruitment)

Who are your people? How do you find them?



Find your people (Recruitment)



Adopted from ICL

Find your people (Recruitment)

Meet people where they're at

- Community events – Seedy Saturday, Earth Day festivals, climate action events, etc.
- Social media
- Webinars during pandemic were great!



Find your people (Recruitment)

Create diverse “touchpoints” or opportunities to engage

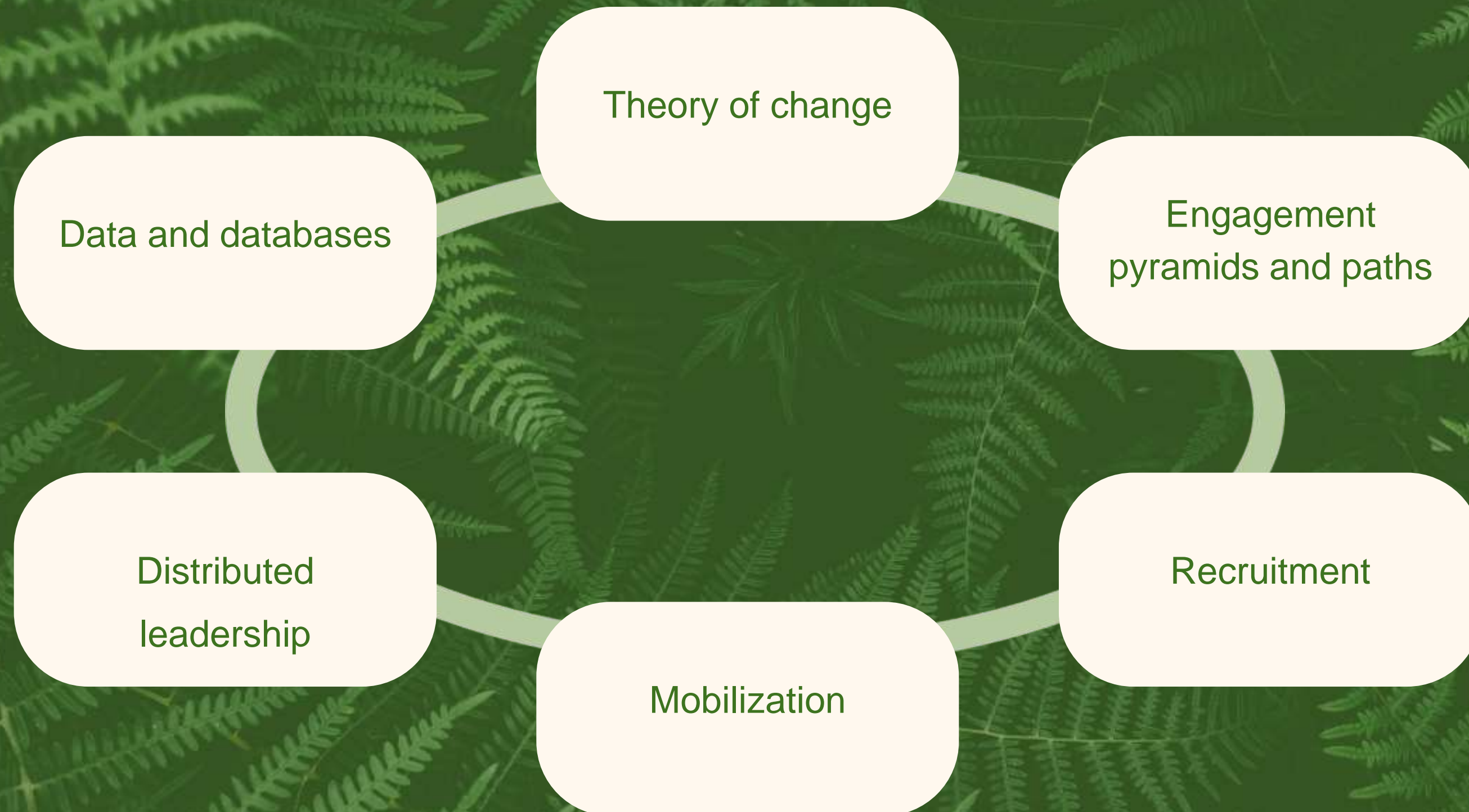
- Offer in-person and online events
- Passport to Nature, other educational programs and events
- Give people a reason to engage - call to action

Ability to contact people is key. If you can't contact them, they don't exist.

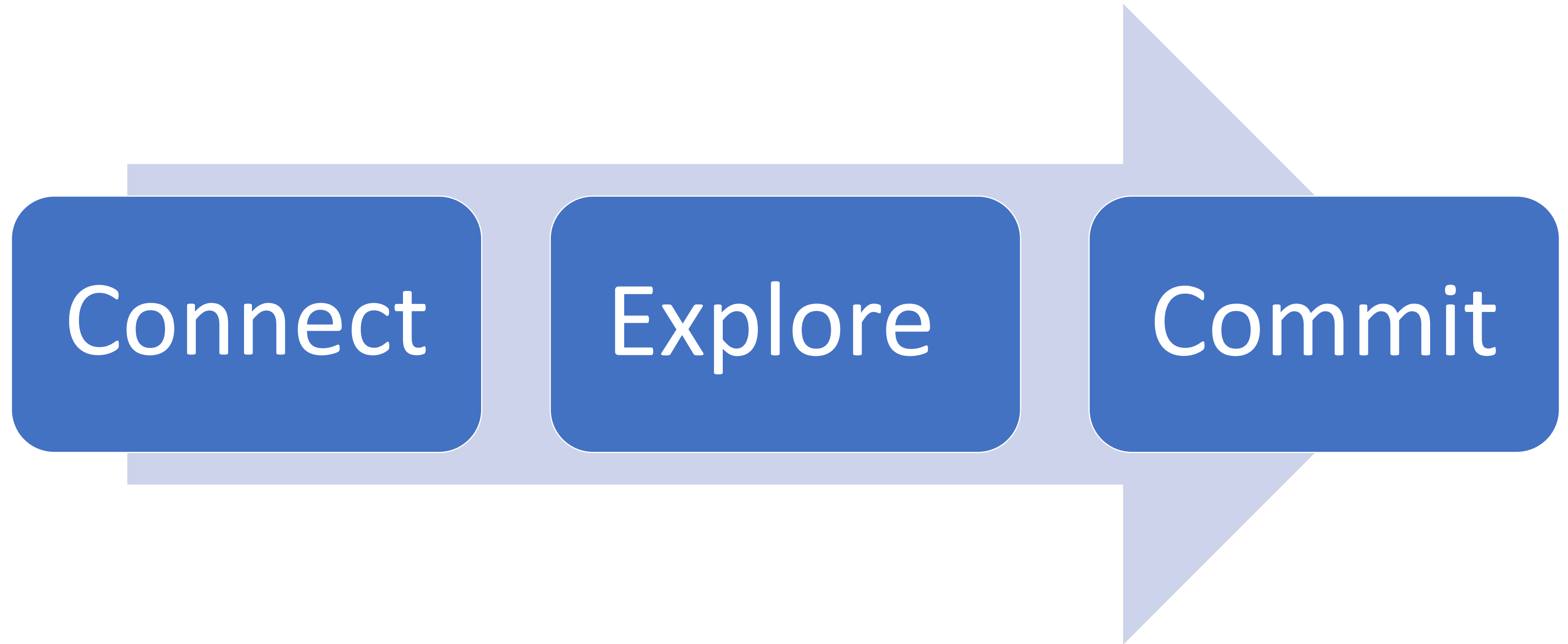
Ask for contact info every time!



CORE ELEMENTS OF ENGAGEMENT ORGANIZING



Mobilization - Relationship Building



Adopted from ICL

Mobilization - Engagement Pathways

- Ladder/pathway between pyramid levels
- Asking folks to make a bigger commitment - building a relationship
- Diverse is better
- Systematic and data driven



Mobilization - Engagement Pathways

Tracking is key. Track everything:

- Events attended
- Volunteer contributions
- Petitions signed
- Posts they liked
- Donations
- Asks
- Thank yous
- Contact (emails, phone calls)



Mobilization - Engagement Pathways

Tracking is key. Track everything:

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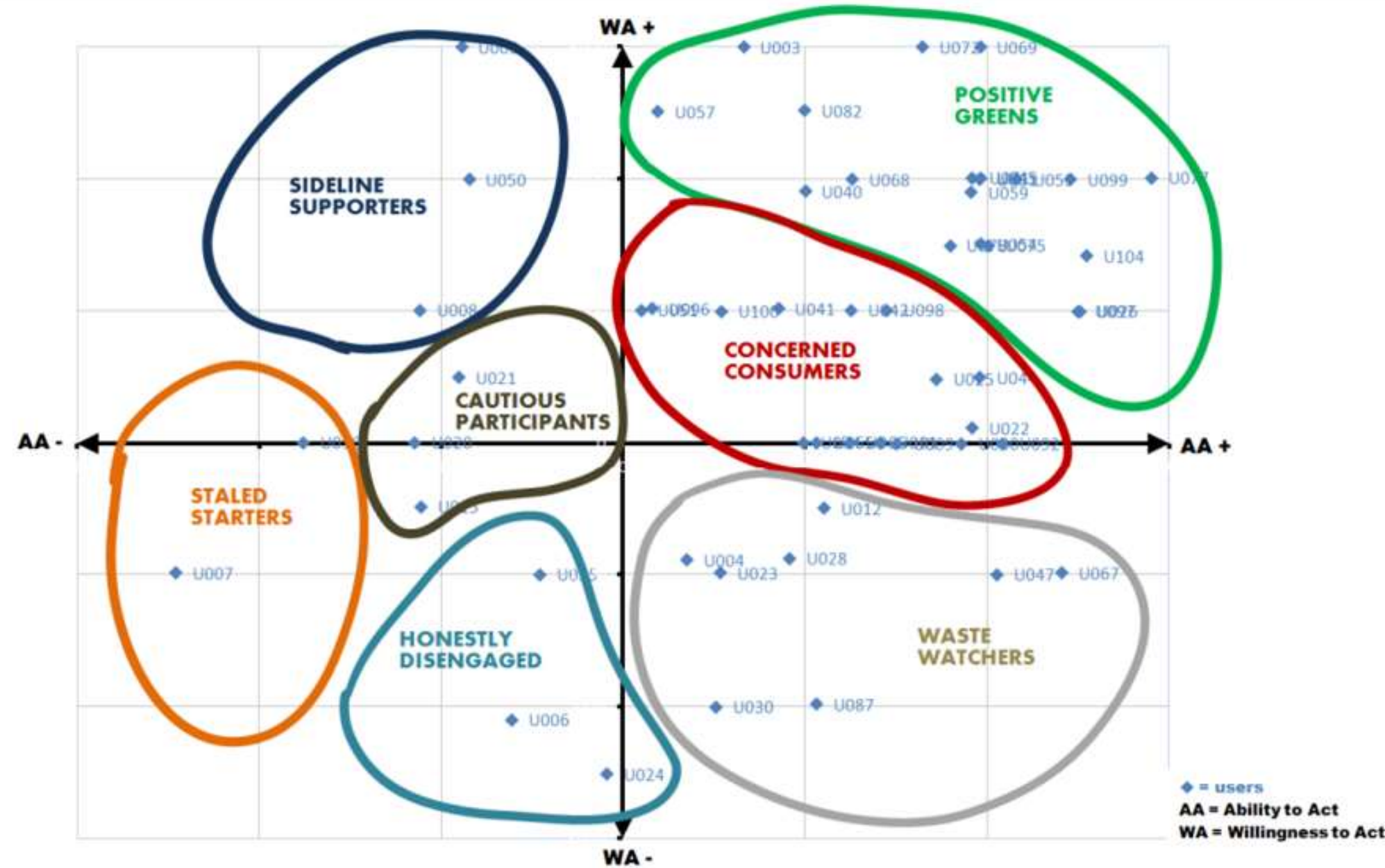


**Identify the right
people for asks**

Make appropriate asks

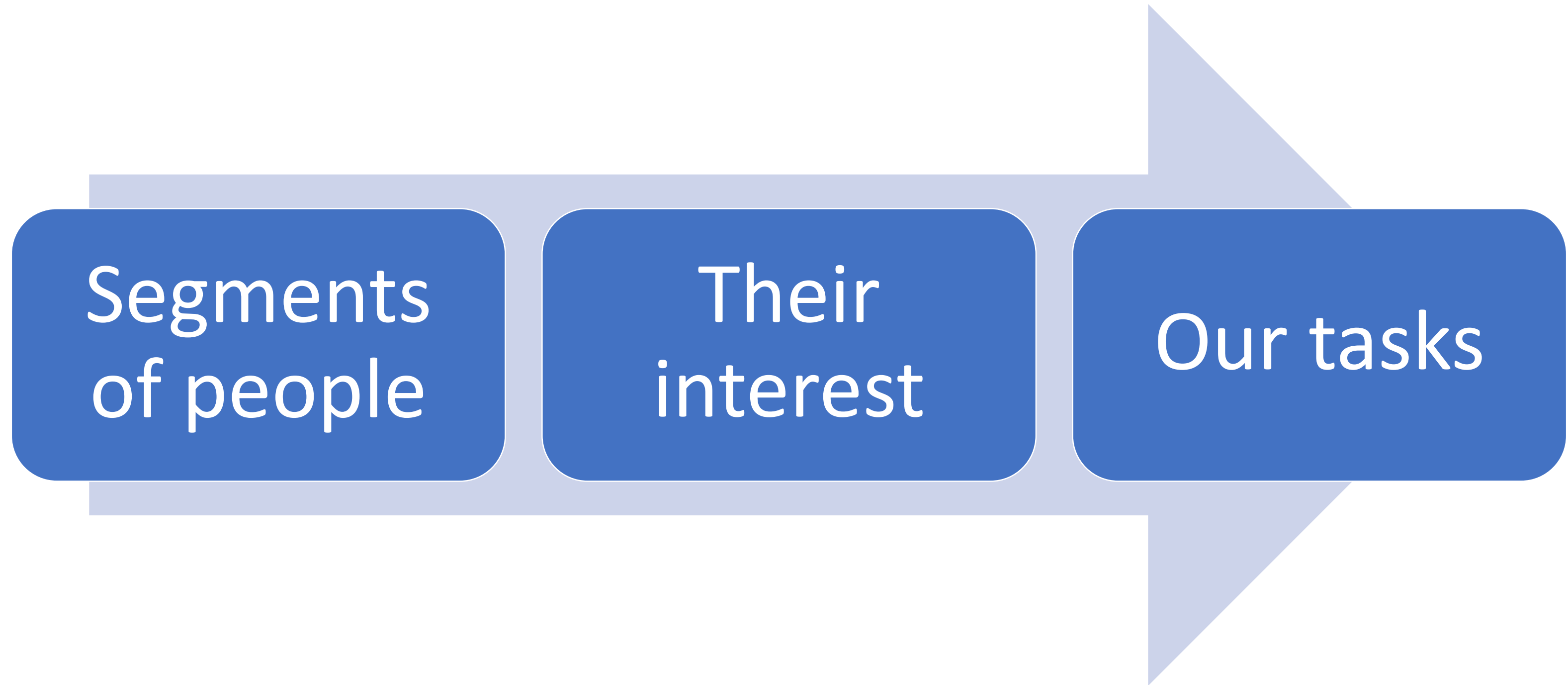
**Supporter
stewardship**

Mobilization - Engagement Pathways



**Segmentation:
Send tailored
messages**

Mobilization - Engagement Pathways



Mobilization - Engagement Pathways

Attend a
meeting

Sign a
petition

Come to
an event

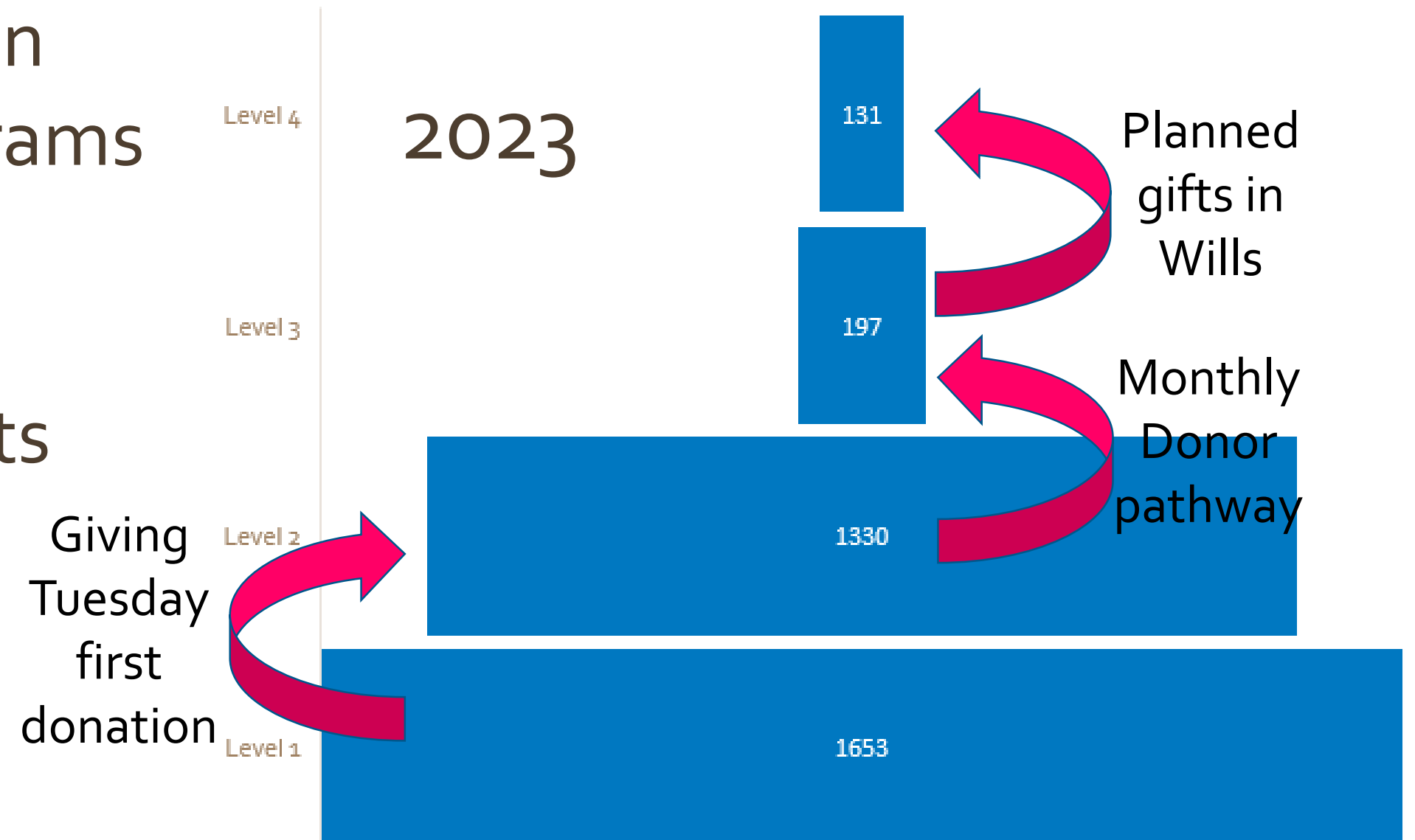
Make a
donation

Stuff
envelopes

Steward
land

Mobilization - Engagement Pathways

- Monthly giving campaign
- Giving Tuesday campaign
- Volunteer training programs
- Petition or advocacy campaign
- Major Gifts, Planned Gifts



Create teams, surface new leaders

- Small teams of 4-12 people function best
- Teams should have a goal but be allowed to develop their own methods and processes
- Over time, some people will emerge as leaders
- Leaders can help with recruiting, training, and managing other volunteers



Distributed Leadership - Snowflake Model

- Sustainable management ratios
- Shared goals and responsibility
- Mutual accountability
- Scaleable and capacity for exponential growth

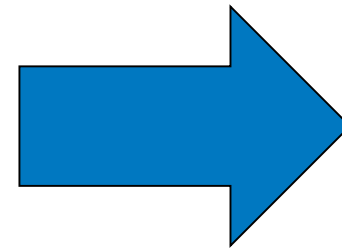
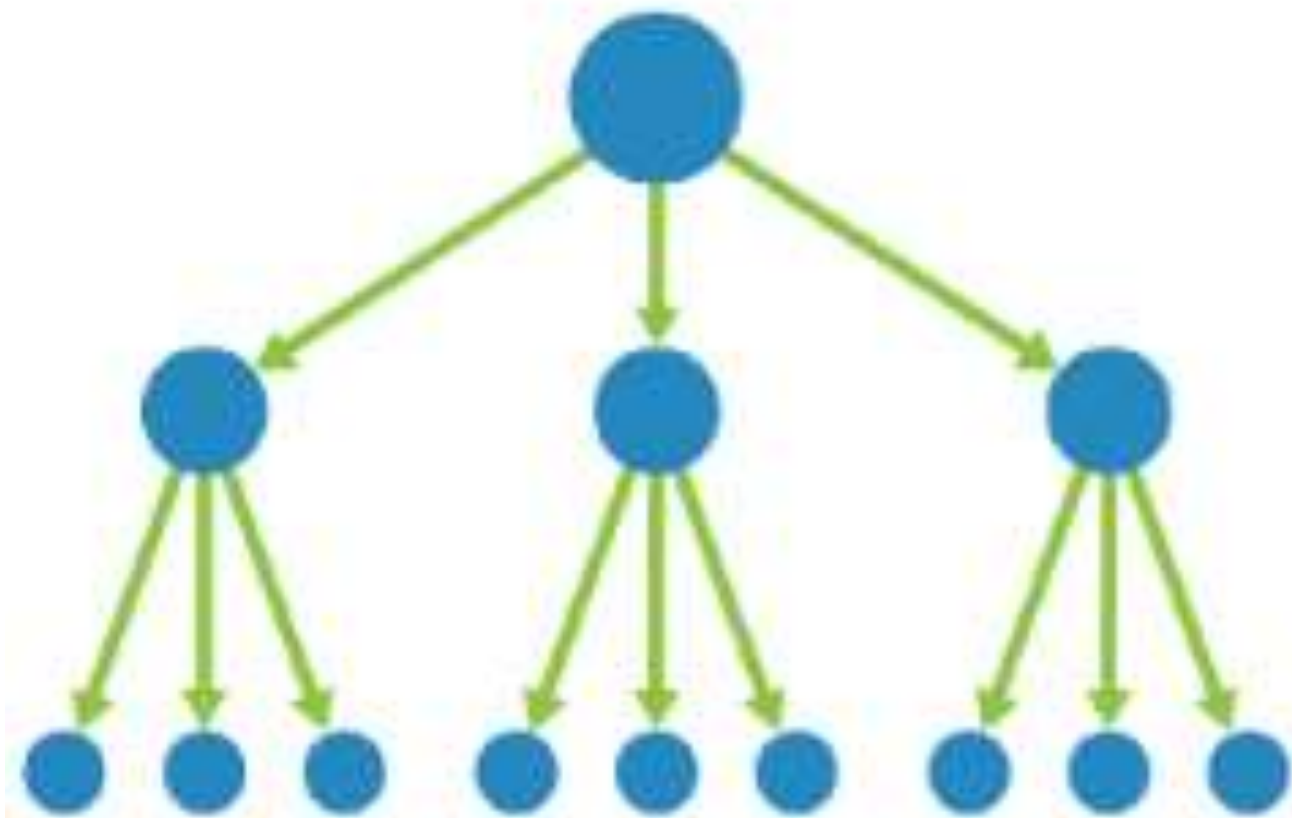


Distributed Leadership - Snowflake Model

- Provides structure but allows autonomy
- Allows leaders to emerge
- Clearly defined roles & responsibilities, allows for different levels of commitment
- A team of 3 organizers can become a team of 38 people

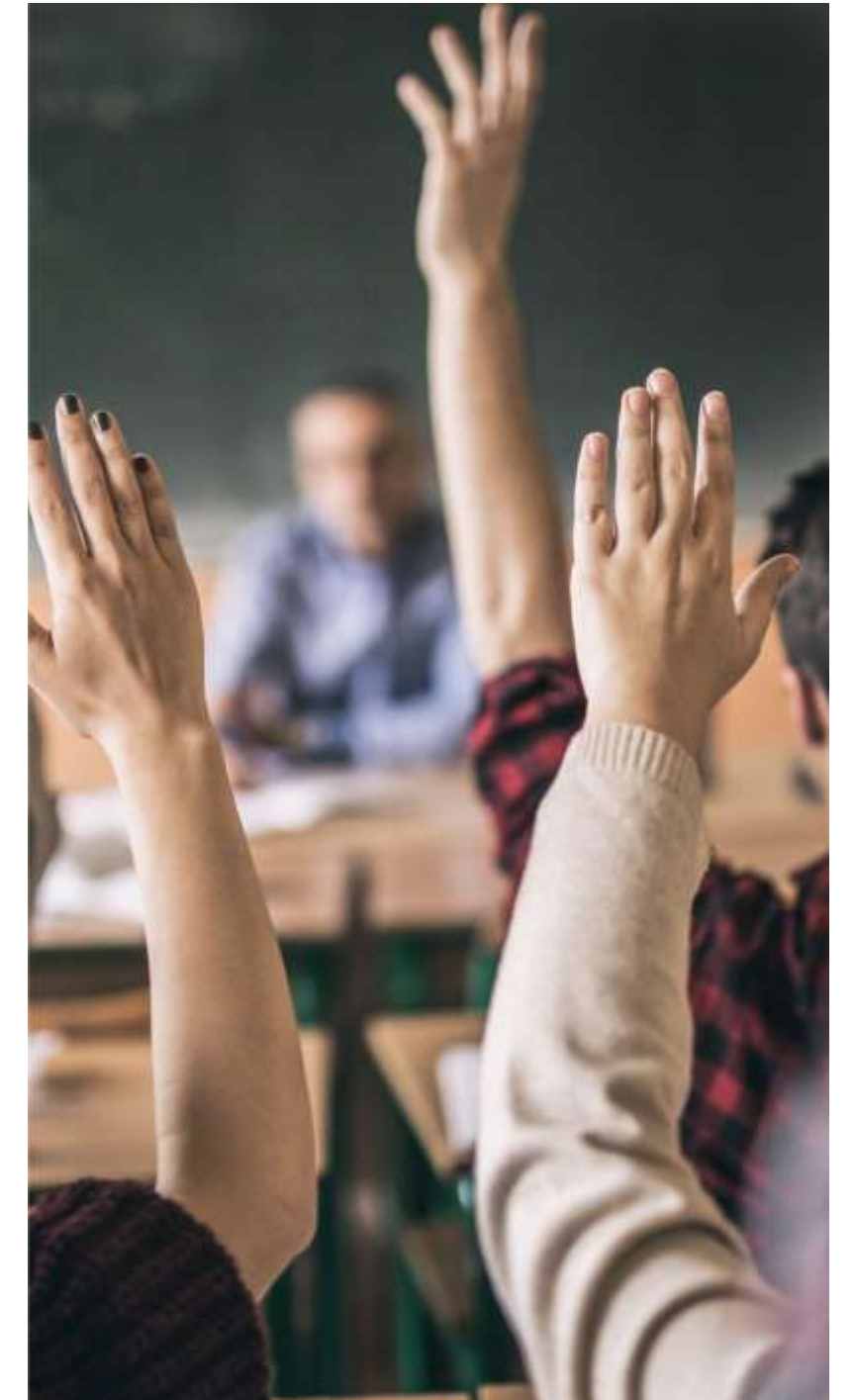


Rethink Leadership



Rethink Leadership

- How many people can one person manage?
- What is considered success in leadership?
- What is the bigger problem in your organization:
 - not enough volunteers? or
 - not enough capacity to manage volunteers?
- Great organizers realize the potential of sharing leadership



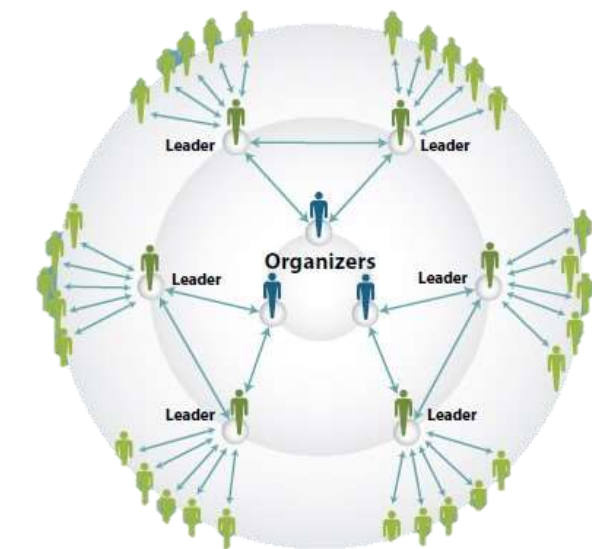
Distributed Leadership

- Expand your organization
- Empower volunteers
- Build capacity



TTLT experience

- EO is embedded throughout our organization
- Strategic Plan
- Organizational structure
- Organizational culture



- We “think” in pyramids and distributed leadership in everything we do

Successes – Volunteer Engagement

- Improvement in recruitment and onboarding, communications

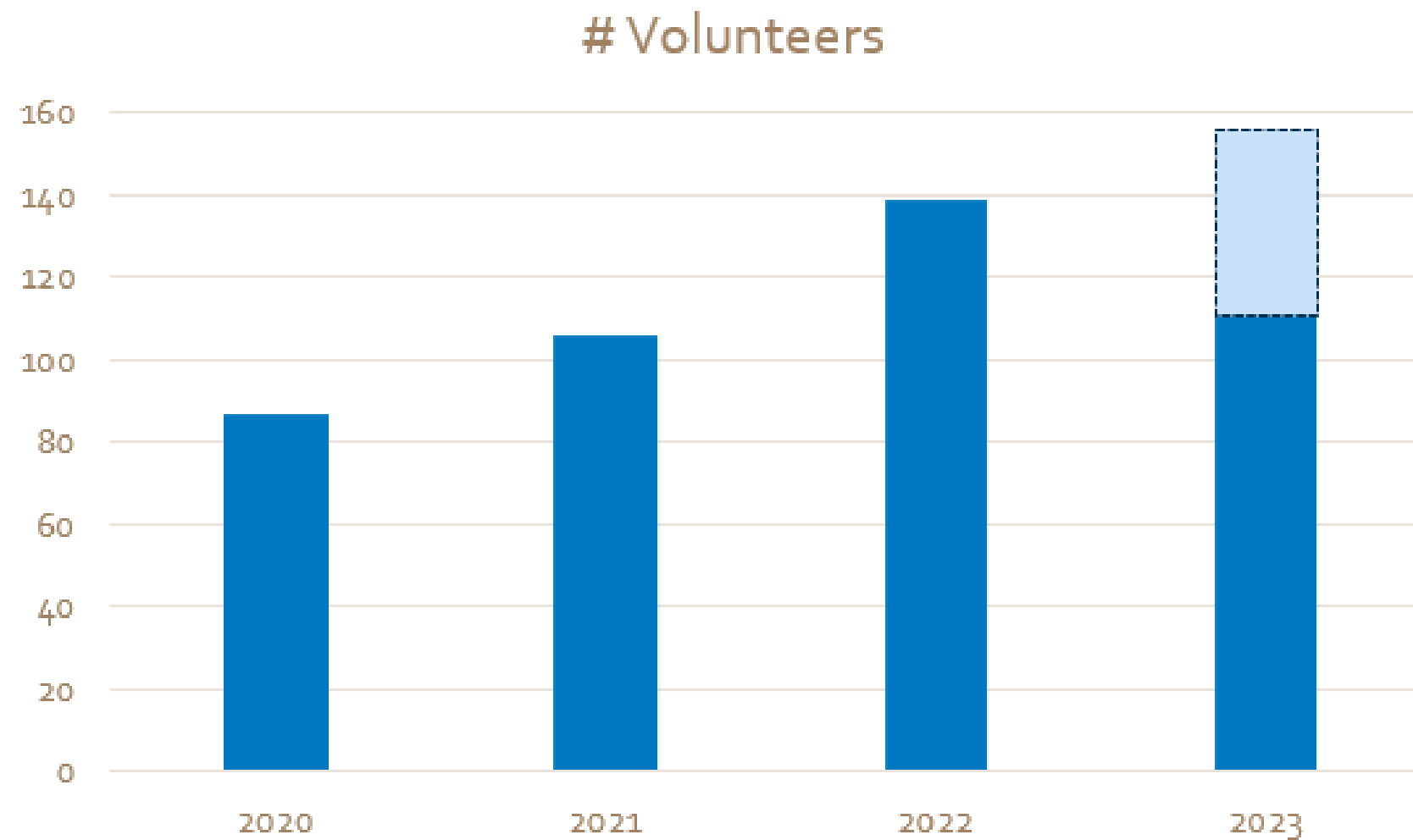


Photo TTLT staff

Challenges – Volunteer Engagement

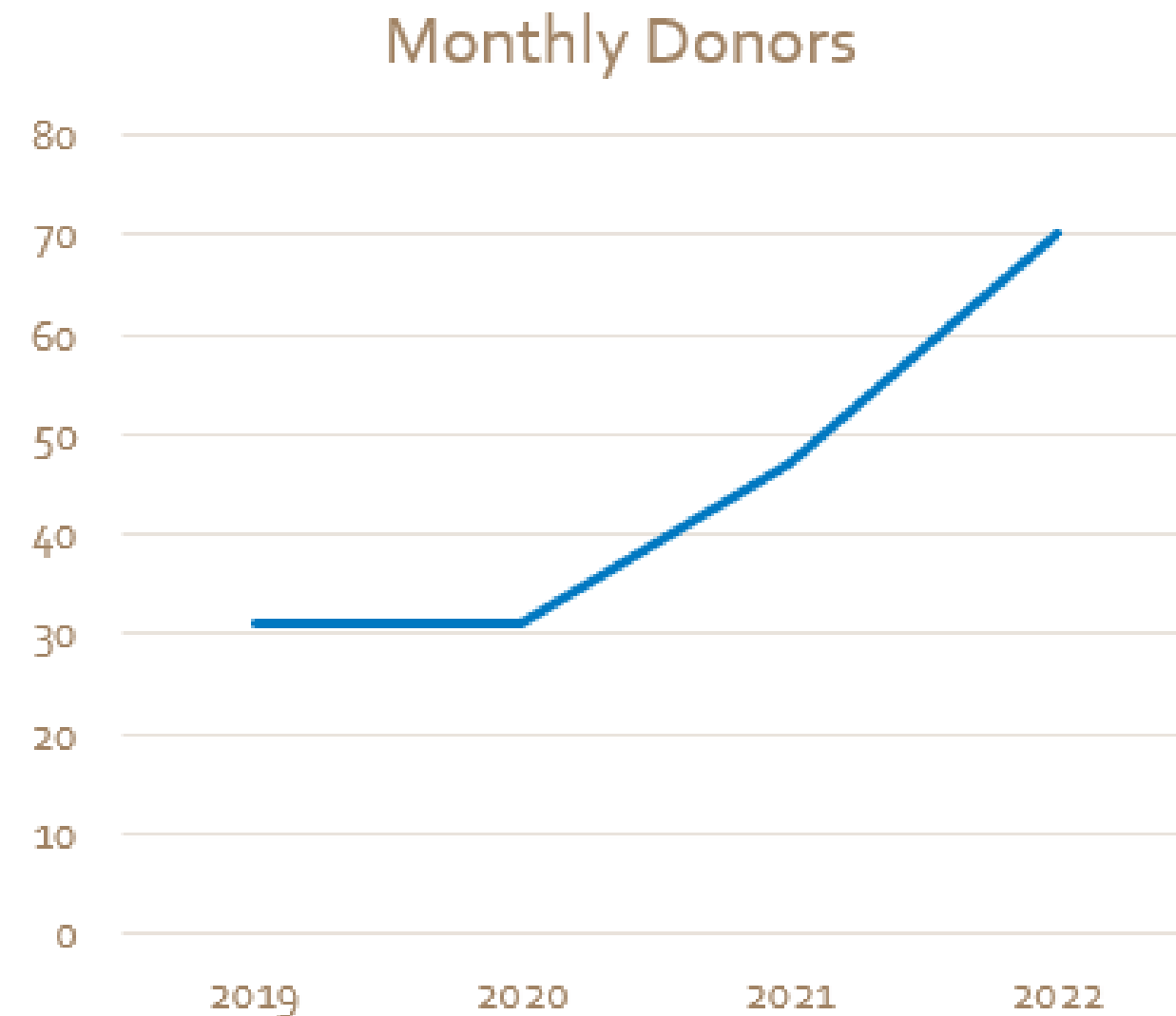
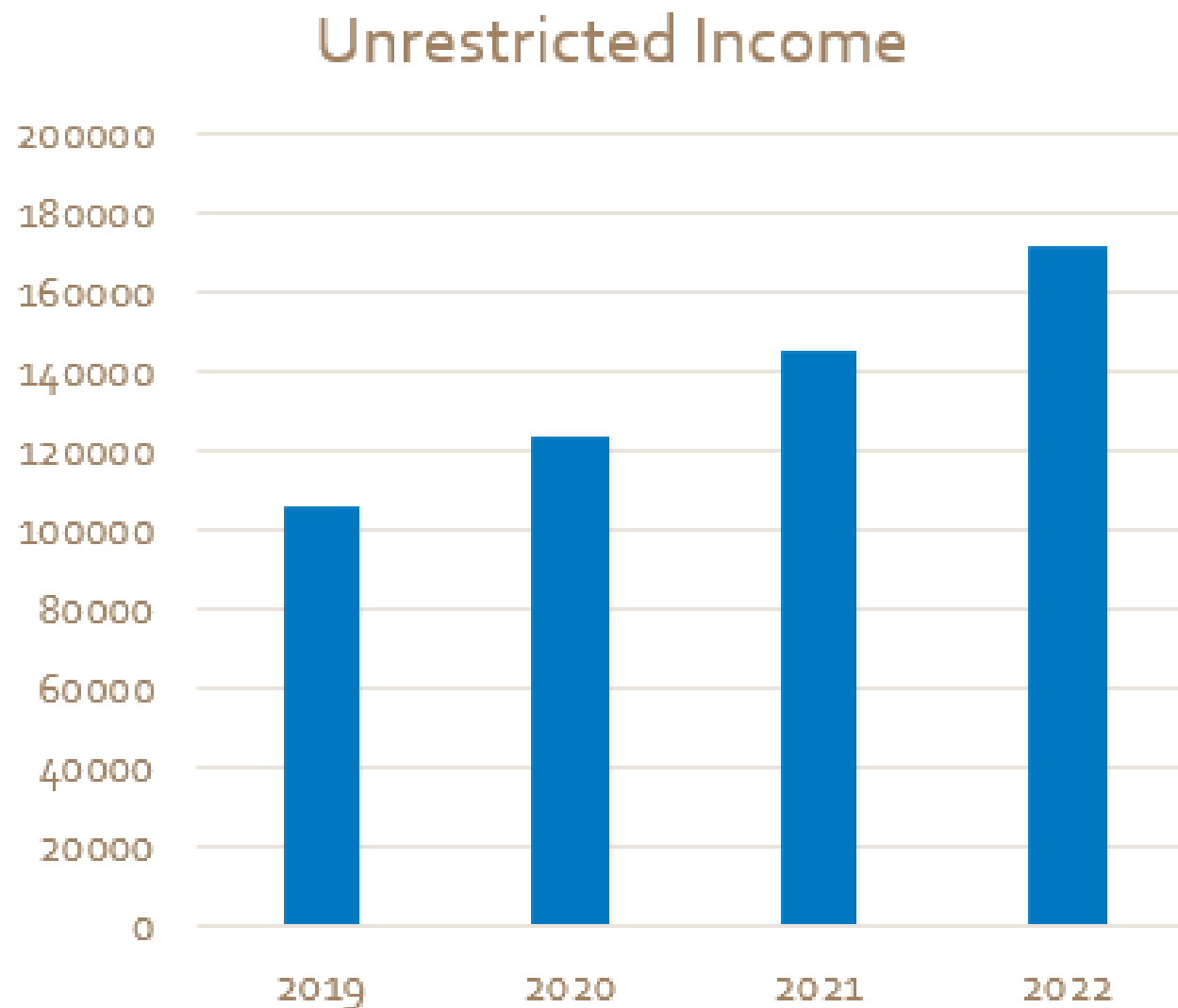
- Need more training resources
- Moving volunteer to higher levels of engagement – distributed leadership



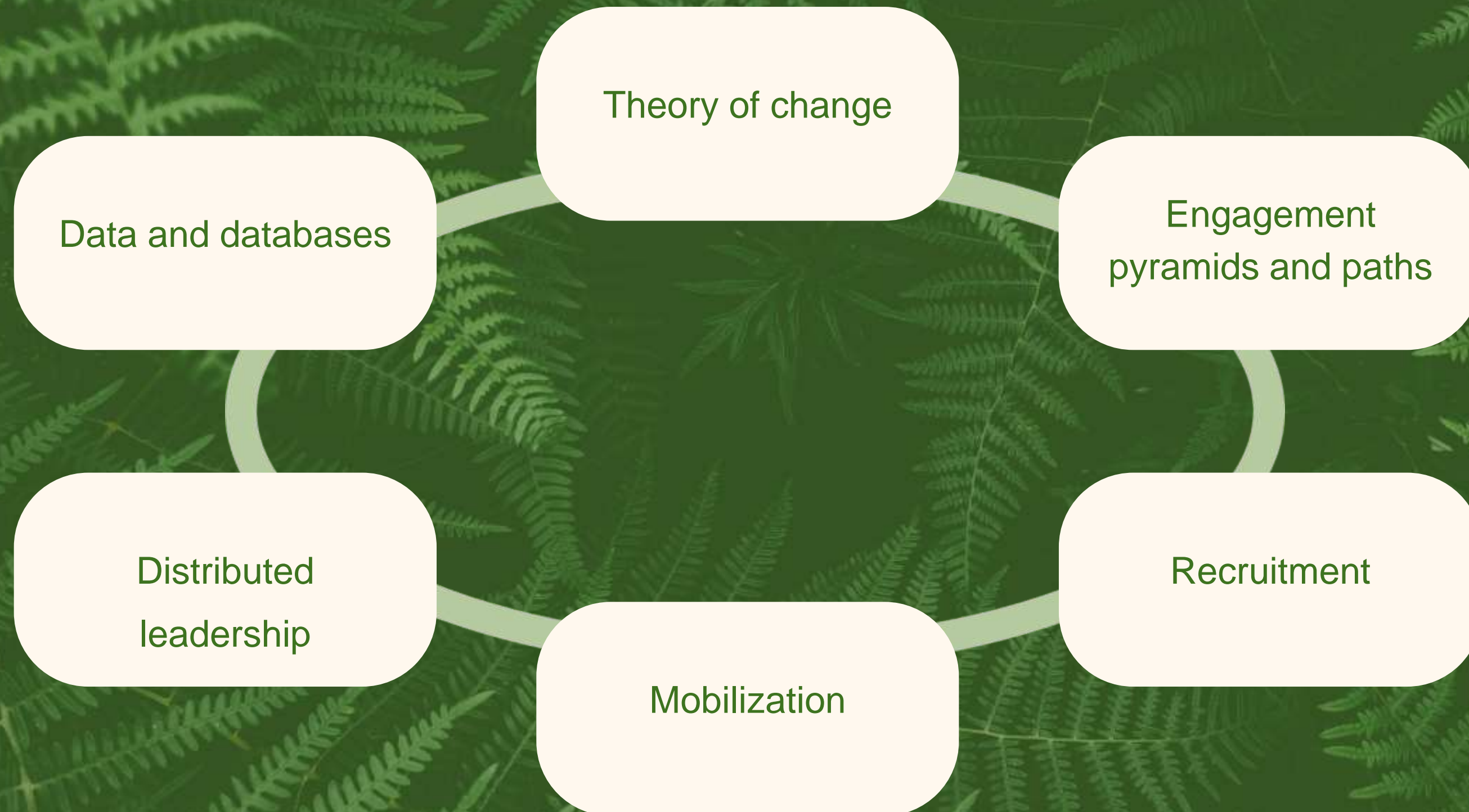
Photo Scott Gillingwater

Successes – Donor Engagement

- Improved donor stewardship and communications



CORE ELEMENTS OF ENGAGEMENT ORGANIZING



Distributed Leadership BTC Land Stewardship Program

Bruce Trail Clubs

- There are nine Bruce Trail Clubs, each corresponding to a section of the Bruce Trail
- Each Club is a unincorporated entity entirely run by volunteers
- Clubs are responsible for maintaining, building and re-routing trail, stewarding land, working with local landowners, the hiking program, fundraising events and promoting the Bruce Trail and the BTC
- Clubs receive a portion of membership fees to finance their work



Land Stewardship Program

Staff:

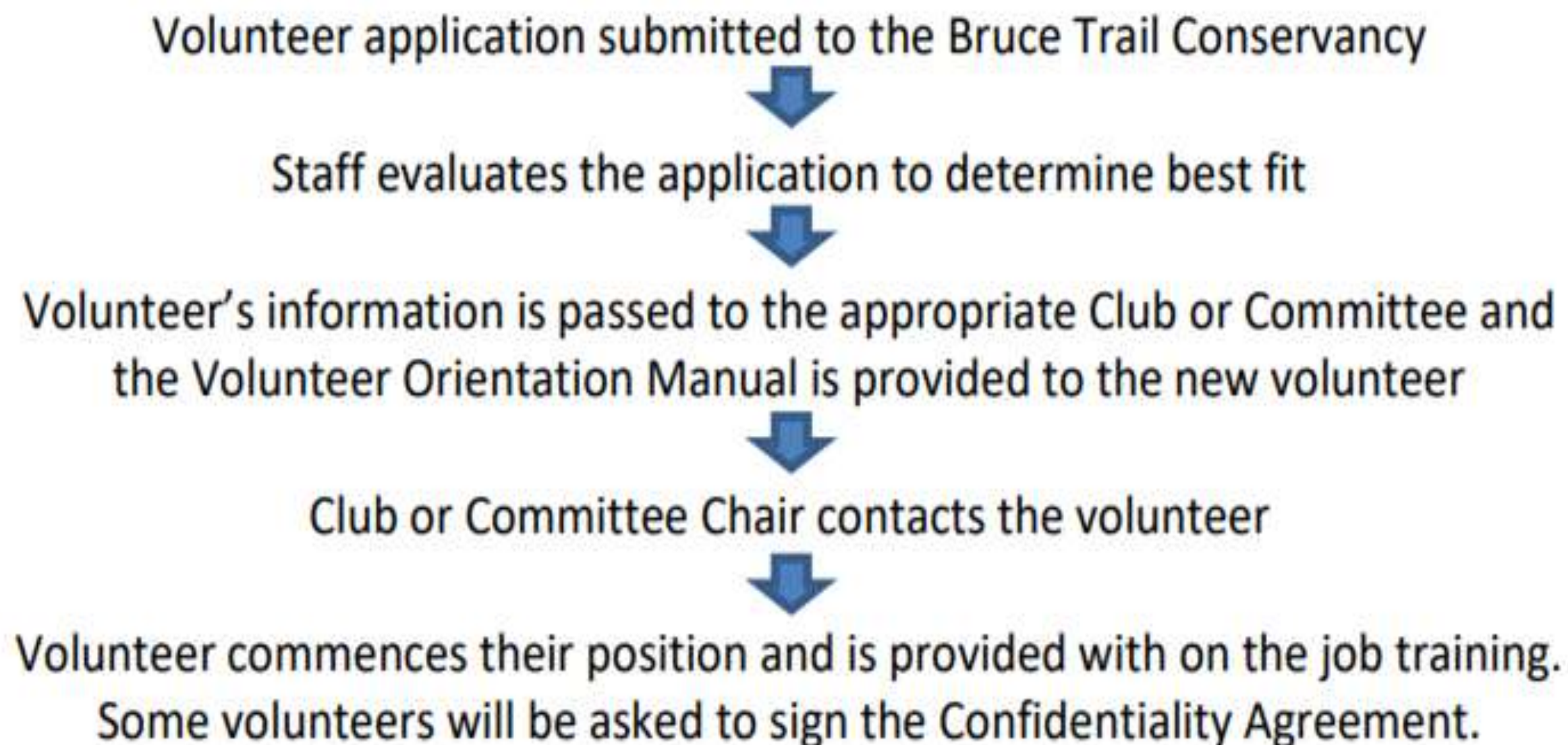
- Manager of Conservation and Trail
- 2 Land Stewardship Coordinators and Ecologists
- Conservation Technician

Volunteers:

- 9 Land Steward Directors
- 275 Land Stewards – one or two per property
- Biodiversity Volunteers – help with projects on BTC owned properties



Volunteer Process



Training

- Peer to peer training provided by Land Stewardship Directors
- Annual workshops provided by BTC Staff to Land Stewards
 - Cover a variety of relevant topics
- Training manuals available on the BTC website
- Stewardship Plans – reports on each property that are provided to the Land Steward

Annual Monitoring Reports

- Each year every Land Steward must complete their Annual Monitoring Report about the property under their care.
- These reports allow the Land Stewardship Directors and Staff to track any concerns on the property and any progress made on recommendations within the Stewardship Plan

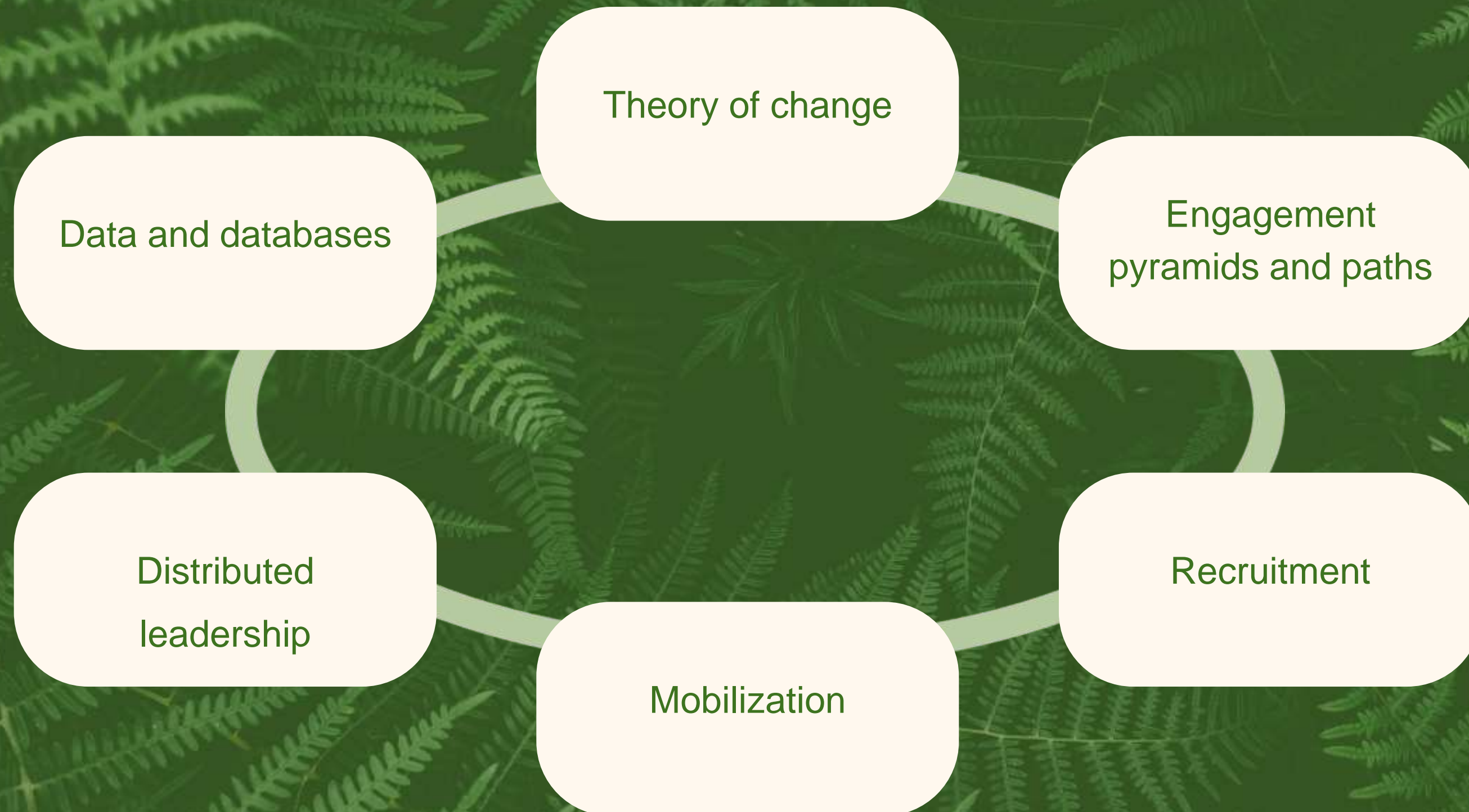
Risks

- Volunteer burnout is a real risk if there is a lack of support for the volunteers
- Loss of information
- Confidential information breach
- Poor communication

Benefits

- Allows volunteers the freedom and support to care for the land
- Creates a sense of ownership
- Allows for more activities to be done
- Allows for the generation of more ideas
- Allows for the sharing of information

CORE ELEMENTS OF ENGAGEMENT ORGANIZING



DATA BASES

One data source

Integration of data

Tracking of all data

Access by all in organization

Learn from your data



DATABASES

Integrate new engagement organizing methods;

Act as an internal communication for staff, board members and volunteers;

Become a communication and marketing tool for supporters and volunteers;

Track all of your relationships and campaigns;

Are able to engage outside supporters (board members, volunteers)

Are compatible with the existing financial system; and

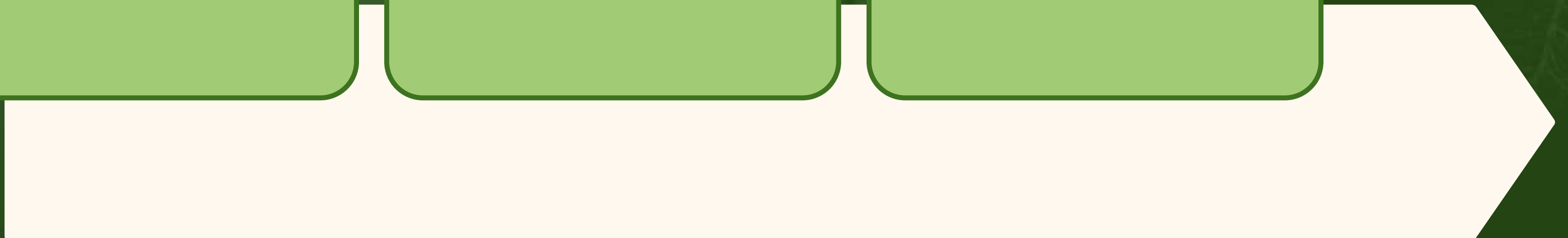
Are customizable to accommodate all needs of your organization.

What DATA and PROCESSES can you track?

Simple Data

Mixed Data

Advanced Data
Process



Sage CRM



blackbaud



A diagram illustrating the relationship between Data, Databases, and the Digital Environment. Three dark green rounded rectangular boxes are arranged horizontally, each containing white text. The boxes are labeled 'Data', 'Databases', and 'Digital Environment' from left to right. These boxes are positioned on top of a large, light green arrow that points to the right, suggesting a progression or flow from Data to Databases to the Digital Environment.

Data

Databases

Digital
Environment



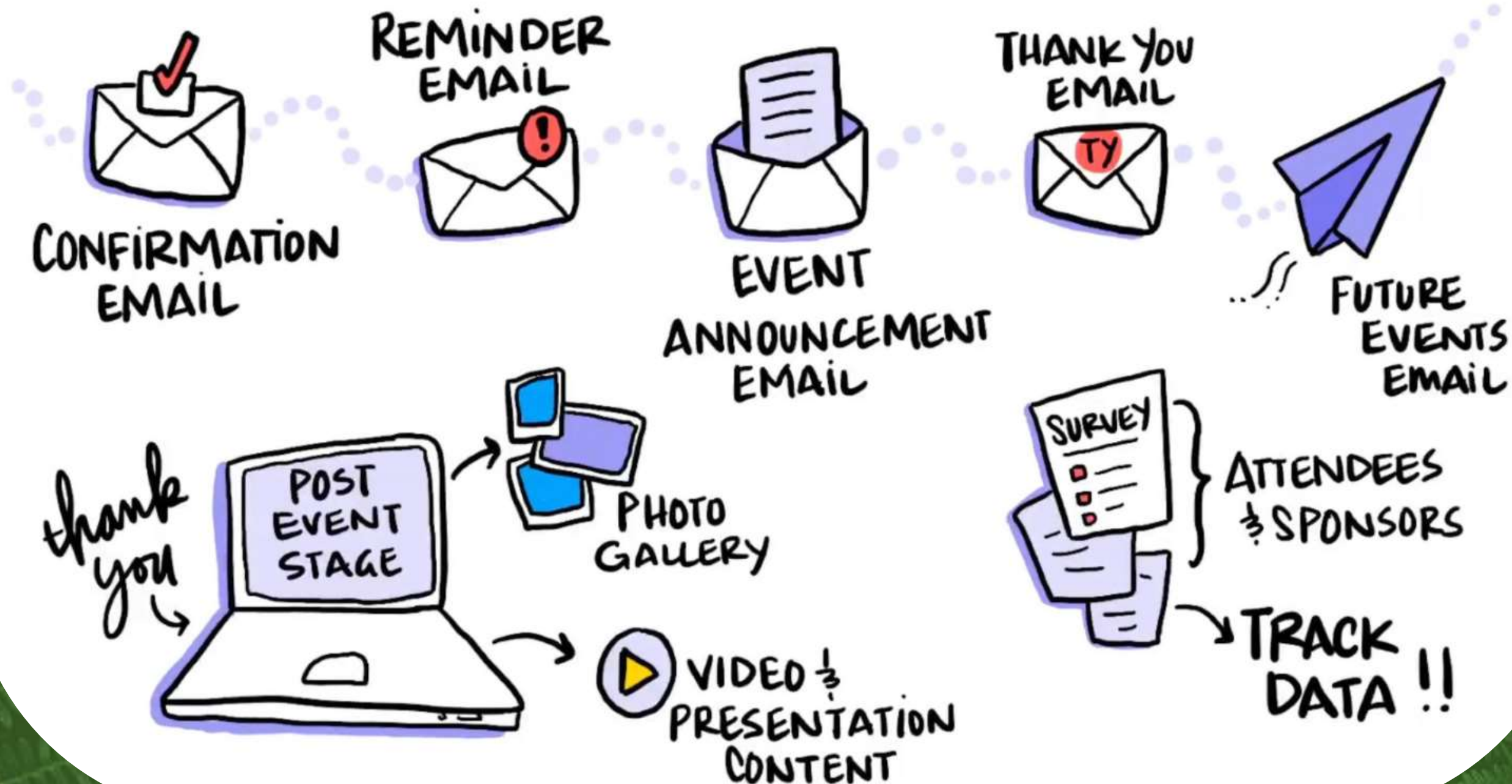
Digital
Environment

Digital
Capacity

Digital
Engagement

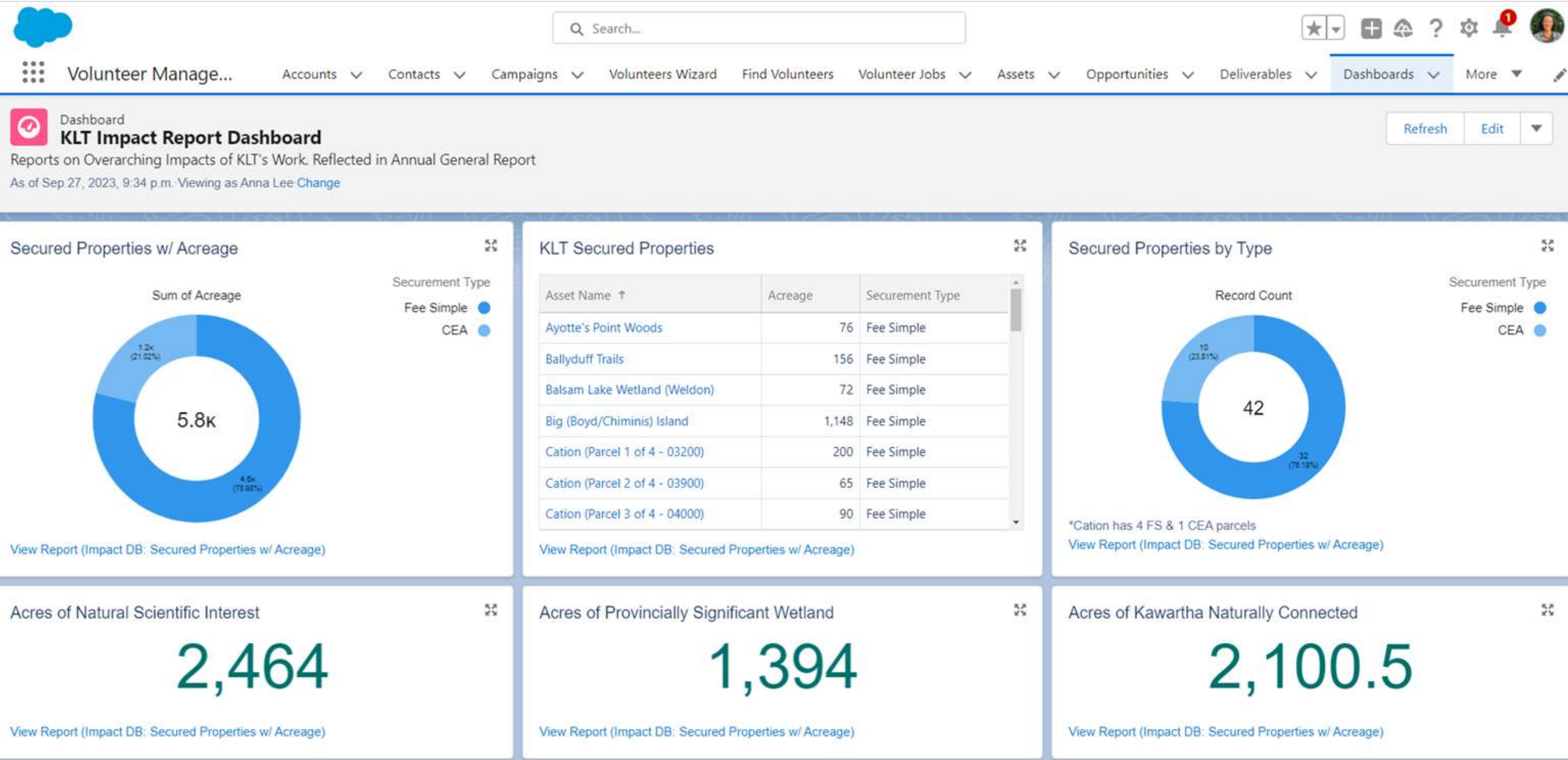


Digital engagement

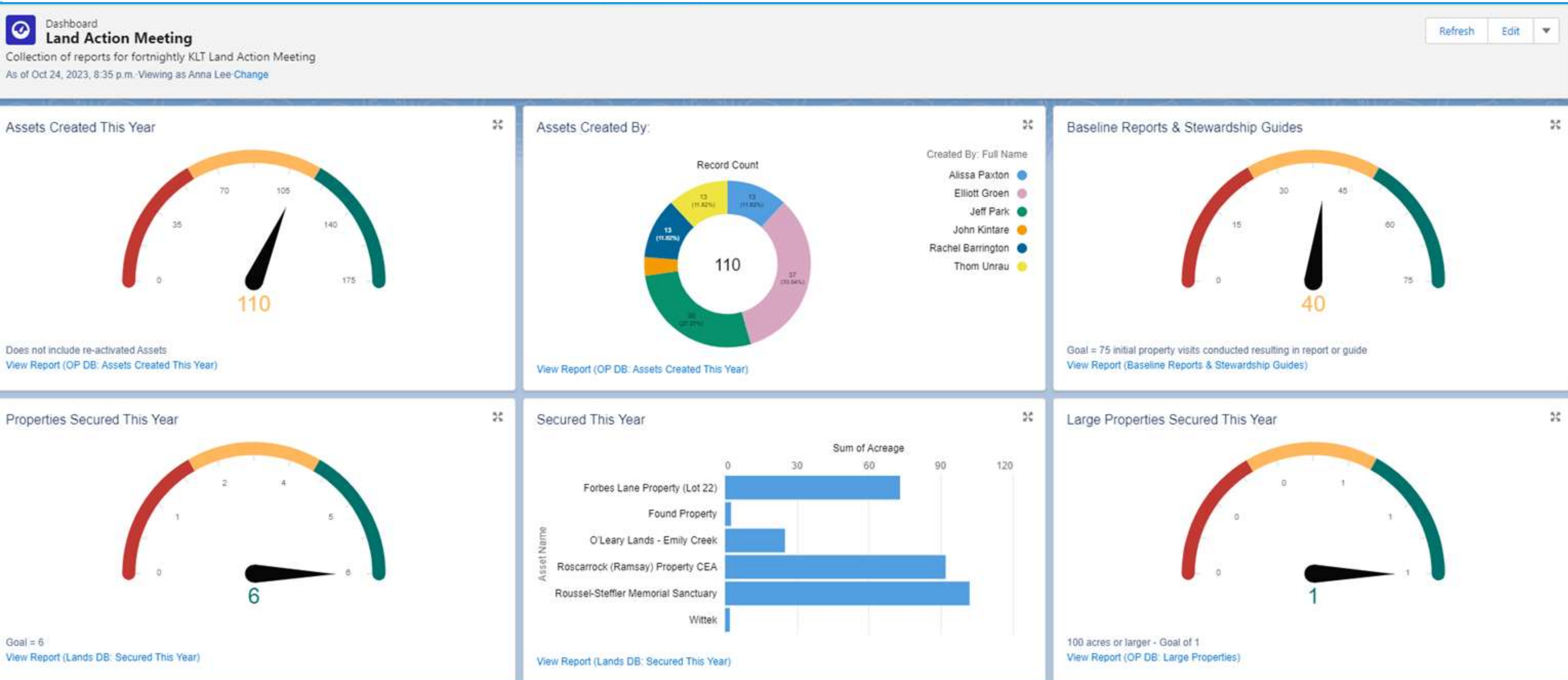




Dashboards allow us to quickly access pertinent data



For meeting workflows, operational tracking, funder & board reporting, storytelling ...



Contact

[Ross Jones](#)

Acreage

50

Asset Staff Lead

 [Anna Lee](#)**Details**

Stewardship

Related

Secured

Partners In Conservation

Asset Name

Jones Woodlot

Contact

[Ross Jones](#)

Address Description ⓘ

<https://goo.gl/maps/Ap1MKXnPLgbj7NGf7>Country Lane, (South of Cty Rd. 8 and North of Powles Rd.),
City of Kawartha Lakes

Municipality

City of Kawartha Lakes

Assessment Roll Number ⓘ

16512100202020000000

Parcel Registry (PIN)

63162-0419

Acreage ⓘ

50

Hectares

20.23

Date File Opened

2020-12-09

Property Source

From property owner

Conservation Value Assessment

30

Conservation Authority ⓘ

Kawartha Conservation (KRCA)

Risk Assessment Rating

Parent Asset

Acreage Source

MPAC

Asset Closed (date) ⓘ

▼ Description

Legal Description

PT LOT 18 CONCESSION 6 SOUTH EAST QUARTER FORMER TOWNSHIP OF FENFION CITY OF KAWARTHA LAKES

Activity

Chatter



Filters: All time • All activities • All types

[Refresh](#) • [Expand All](#) • [View All](#)

▼ Upcoming & Overdue



Other

Oct 31, 2022

[Patricia Wilson](#) has an upcoming task

▼ January • 2023

9 Months Ago



Verify Acreage

Jan 11

[Jeff Park](#) had a task

▼ October • 2022

Last Year



Call - re: illegal hunting and ...

Oct 7, 2022

You logged a call with [Dan Lanteigne](#)

No more past activities to load.

A database is useless if:

- Staff don't know **how** to use it
- Staff **don't** use it
- Data is incorrect, old, duplicated

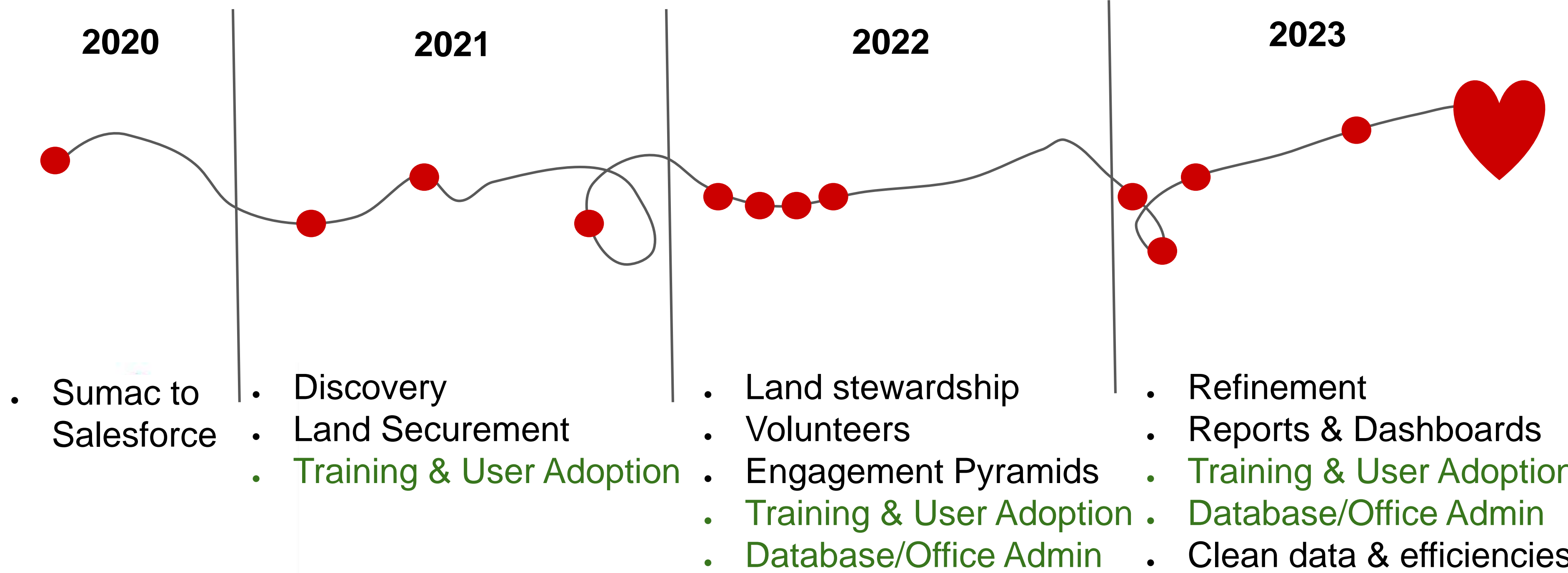
Tips for Success:

- Resourced position to manage database and train staff
- Training and ongoing user adoption
- Ongoing maintenance/data cleaning

Key to success



Good databases take time - KLT timeline





**Our challenges require we communicate with
decision makers.**

GOVERNMENT RELATIONS AND ADVOCACY

How could decisions at any of these levels support the work of your organization?

A graphic for the Municipal level consisting of three overlapping rounded rectangles. The top rectangle is dark blue, the middle one is light blue, and the bottom one is white. The word "Municipal" is centered in the light blue rectangle.

Municipal

A graphic for the Provincial level consisting of three overlapping rounded rectangles. The top rectangle is dark blue, the middle one is light blue, and the bottom one is white. The word "Provincial" is centered in the light blue rectangle.

Provincial

A graphic for the National level consisting of three overlapping rounded rectangles. The top rectangle is dark blue, the middle one is light blue, and the bottom one is white. The word "National" is centered in the light blue rectangle.

National

Did the land trust in Ontario take an active role in defending the Green Belt



CASE STUDY - OFT's Greenbelt Advocacy

ONTARIO FARMLAND TRUST

Martin Straathof
Executive Director



Why does OFT engage in public policy advocacy?



Our mission is to protect and preserve Ontario farmland and associated agricultural, natural, and cultural features of the countryside.

- Public policy plays a large role in land use and land conservation.
- There is huge potential to make a big difference for land conservation through public policy, there is also significant risk posed when public policy changes.
- Our supporters expect it and our agricultural partner organizations ask for our input



OFT'S Framework for PPDD Activities



- OFT engages in PPDD impacting farmland
- OFT generally does not comment on site specific PPDD (e.g. Official Plans) due to capacity (but change is coming!)
- OFT staff prepare policy submissions in accordance with internal policies and guidance from OFT's Policy and Education Committee
 - Policy and Education Committee is comprised of people with backgrounds in farming, planning, law, and real estate
- OFT policy submissions are shared on our website, blog, social media platforms, e-news, and in media releases

GREENBELT CONTROVERSY



- Bill 23 introduced, which includes removal of 7,400 acres of Greenbelt
- Bill 39 also introduced to repeal the easements from the Duffins Rouge Agricultural Preserve
- No community consultation occurred on whether Greenbelt lands were needed to meet the housing supply (they weren't) nor consultation on which lands should be selected
- The government approved Bill 23 before the public consultation

Preparing Policy Submissions



Preparing comments for the Greenbelt changes, OFT...

- Maintained a non-partisan tone in policy submissions
- Kept the submissions focused on the issue at hand (tries not to bring up past issues)
- Based our submissions on the knowledge held by staff, committee members, and on further research
- Backs up statistics and facts with citations
- Keeps it concise (submissions are ideally no more than 2 pages)
- Partner where appropriate



Then comes public engagement...



DUFFINS ROUGE AGRICULTURAL PRESERVE

OFT writes to the federal government asking them to take action to protect the Duffins Rouge Agricultural Preserve.



SWIPE

What is the Duffins Rouge Agricultural Preserve (DRAP)?

DRAP consists of 4700 acres of prime agricultural land and important natural habitat outside of Pickering. It is also adjacent to the Rouge National Urban Park.

What is happening to DRAP?

The Province of Ontario recently repealed protections for DRAP lands and removed it from within the boundaries of the Greenbelt. The loss of these lands will directly impact food security and will likely negatively impact the Rouge National Urban Park.



SWIPE

Calls to action & providing tools



What action has OFT taken?

OFT has provided comments opposing the repeal of DRAP legislation several times in the past.

OFT just released a letter to The Honourable Steven Guilbeault, the federal Minister of Environment and Climate Change Canada, asking the federal government to take action to protect DRAP. The letter contains several recommendations, including bringing OFT in as a community partner.



SWIPE

How can you help?

1. **Share this post!** Spread the word about DRAP to your network.
2. **Share OFT's policy submissions** with your network to help raise awareness.
3. **Contact your MP** and let them know you care about DRAP lands and want to see them remain in agriculture.



Outcomes for OFT



Bill 23 still passed... BUT OFT remained vigilant in our comments on the subject and here are some results:

- OFT became highly sought after - interviewed by 10 journalists and spoke at Queen's Park three times
- OFT has been mentioned in at least **109 articles**
- The rate of new social media followers and website visits **doubled** our monthly targets
- Between Oct 2022 and Oct 2023, OFT has received donations from **200 new donors**
- OFT now has 5 new partners (saving OFT resources!)



All the work paid off...



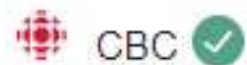
Ford reverses Greenbelt decision

Doug Ford's Greenbelt decision reversed as Ontario premier apologizes for breaking promise and opening land in protected area to...



Doug Ford reverses Ontario Greenbelt land swap decision: 'It was a mistake'

Ontario Premier Doug Ford announced Thursday that his government will reverse the controversial Greenbelt land swap decision it made earlier...



Ford apologizes for 'wrong' Greenbelt decision, vows to reverse land swap

The Ontario government is changing course and reversing a contentious land swap for the province's protected Greenbelt, following weeks of...



Final Comments: OFT seen as a leader



"On the greenbelt reversal announcement, I immediately thought of OFT's strong advocacy in leading the way to protect our ag lands for now and in the future. This is a landmark occasion that will help us all. Thank you."

New webinar series with new sponsors...



New community toolkit being developed...



THANK YOU FOR YOUR WORK.
YOUR ORGANIZATIONS ARE MAKING THE WORLD A BETTER PLACE.

Thank you to Gosling Foundation, Sustainability Network, Matt Price, Nature Canada, Canadian Freshwater Alliance, Institute for Change Leaders to draw from their work to develop this presentation.

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