

The background of the top half of the cover is a vibrant green field of purple flowers, likely lavender, with a bumblebee perched on one of the stems. The bottom half of the cover is a solid dark red color, featuring a faint, stylized tree silhouette on the left side.

CBI

Capacity
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2022

Capacity Building Certificate Program

OVERVIEW 2022



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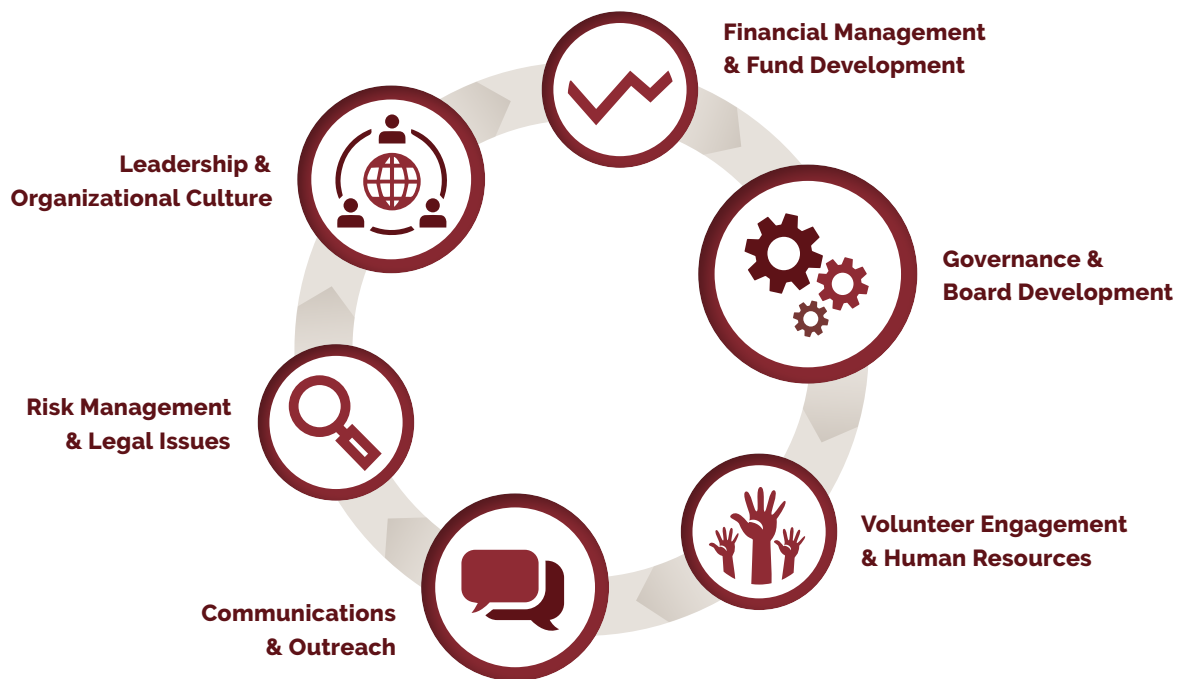
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INTRODUCTION

Welcome to the Capacity Building Certificate Program! This is the flagship training program provided by the Capacity Building Institute. It's a unique opportunity for staff of environmental nonprofit organizations to learn and work together on capacity challenges and opportunities.

Over six months, participants will engage in a series of learning opportunities through group training, one-on-one coaching sessions, online resources and materials that cover the six core capacity themes.



This overview provides an introduction to the Capacity Building Certificate Program. It outlines what participants can expect from each module, and how to engage in the diverse learning content.

We look forward to working with you to enhance your organization's impact!

Sincerely,

Robb Barnes,
Executive Director
Capacity Building Institute

Testimonials

Here are some testimonials from graduates of the Capacity Building Certificate Program.



The Capacity Building Certificate Program is a must for anyone who works in the non-profit sector that is looking to build their knowledge on how to manage and deliver programming within this sector. All of the tools, guest speakers and resources are geared specifically toward practical and proven methods to support non-profit leaders in doing great work!

Barb King, *Executive Director, Watersheds Canada*



I highly recommend the Capacity Building Certificate Program to any non-profit leader looking to strengthen and grow the impact of their organization. The program builds community and provides the know-how to do so by covering key aspects from fund development and financial management to governance and strategy. This program is uniquely catered to the needs and challenges facing small non-profit organizations in Canada- and has been hugely beneficial to us as we've rapidly grown our team.

Dominique Souris, *Executive Director, Youth Climate Lab*



The Capacity Building Certificate Program was a game-changer. Not only for myself but for the Canadian Environmental Network (RCEN). The training directly related to every aspect of RCEN. After each session, I would incorporate the material and fill gaps that were missing into our work plan, our board meetings, our employee training, our policy etc. The sessions were a hub for learning but also to share collective knowledge and experience as nonprofit staff to further each other's goals and workshop through challenges. This was very valuable and I highly recommend this training to each organization and their relative team.

Ana Giovanetti, *Program Director, Canadian Environmental Network*

Testimonials

Here are some testimonials from graduates of the Capacity Building Certificate Program.



Non-profits fight for what is right against all odds. Frequently understaffed and underfunded, what do we need more than anything? Capacity! Capacity to do our work, manage our staff and boards, fundraise and serve our mission. The Capacity Building Certificate Program provides practical tools, inspiring speakers, and one-on-one coaching to expand your organization's capacity. Staff and Boards will benefit from this program -- as will your community as your capacity to provide your organization's services balloons. Seriously. Take this program.

Mara Shaw, *Executive Director, National Farmers Union*



My participation in the Capacity-Building Certificate Program and access to related materials has improved the operations and capacity of our organization. We would recommend that any non-profit entity working in this space connect with the Capacity Building Institute and take advantage of this capacity building program.

David Miller, *Former Executive Director, Algonquin to Adirondacks Collaborative*



Ce programme m'a permis de survoler tous les aspects impliqués dans l'administration d'un organisme à but non lucratif, plus particulièrement la mise en valeur du potentiel. Le matériel de préparation et les personnes-ressources sont des outils précieux, sans oublier le réseau de collègues découverts au fil des rencontres. Cette initiative est une excellente façon de se familiariser avec l'univers des ONG.

Marie Veilleux, *Directrice, Maison Tucker House*

Schedule



Schedule

The Capacity Building Certificate Program covers six modules of learning over six months, beginning in July 2022. Each module lasts for one month.

Module	Dates
Financial Management & Fund Development	July 1st, 2022 to July 31st, 2022
Governance & Board Development	August 1st, 2022 to August 31st, 2022
Volunteer Engagement & Human Resources	September 1st, 2022 to September 30th, 2022
Communications & Outreach	October 1st, 2022 to October 31st, 2022
Risk Management and Legal Issues	November 1st, 2022 to November 30th, 2022
Leadership and Organizational Culture	December 1st, 2022 to December 31st, 2022

A close-up photograph of several lavender flower spikes with small purple blossoms. A small bee is perched on one of the spikes. The background is a soft, out-of-focus green.

Module Format

Each learning module spans one month. During this period, there are five key ways for participants to engage in the module content:

1. Organization Capacity Meeting
2. Group Training Session
3. Curriculum and Resources
4. Online Interaction
5. Personal Reflection

ORGANIZATION CAPACITY MEETING

During each module, there will be an opportunity for a one-on-one capacity session with each organization. This will take place at the organization's office, online, or at an agreed-upon location. The focus will be to look in detail at the each specific organization and apply it to the current module.

These meetings provide an opportunity to voice any key capacity concerns or priorities that can be addressed at the group training sessions or in later meetings. This is also the space to safely discuss any confidential concerns or challenges that organizations may not wish to bring up in the group session.

GROUP TRAINING SESSION

The mandatory group training session is held once per module. It is a larger event with all of the trainees from the participating organizations. These sessions will feature training, guest speakers, workshops, and networking. This is a key opportunity to learn from like-minded peers and to ask for advice on common challenges, or to share solutions.

CURRICULUM AND RESOURCES

The course curriculum will be available through an online Portal that includes core content booklets, videos, and other templates and tools. This will provide background information about the topic of the module and ensure that everyone has a common understanding of the capacity themes to be addressed.

In addition to the Core Curriculum, there will be a set of important resources and additional readings that will deepen the key learnings. Participants can delve as much into this information as time and interest permit. These materials will provide insight and learning opportunities which you are highly encouraged to explore thoroughly.

ONLINE INTERACTION

Participants will be encouraged to interact with other members of the cohort through regular online interactions. The online forum is also a way to share other links, events, and training opportunities that may be relevant to this series.

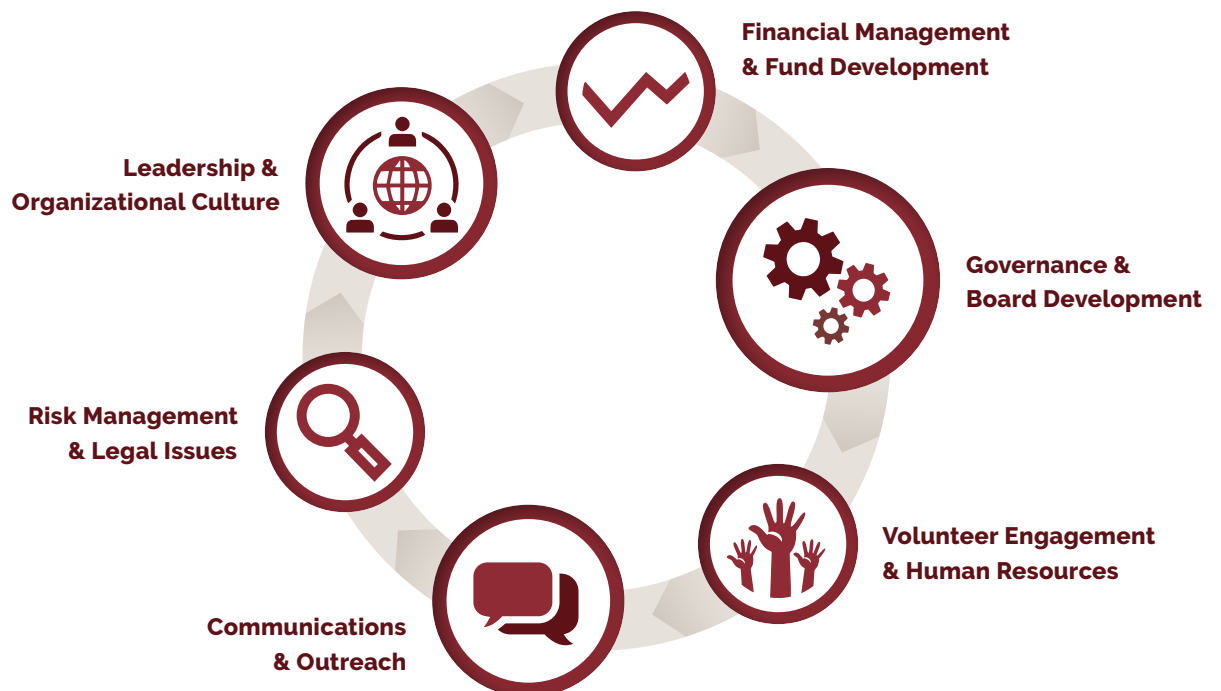
PERSONAL REFLECTION

For each module, there will be several key questions for reflection identified on each capacity topic. This is an important opportunity to spend some time linking the learning to each organization, personal knowledge, and career development goals.



Module Descriptions

Below is a description of the six modules with a basic overview of what will be covered.





Module 1: July 1st, 2022 to July 31st, 2022



Financial Management & Fund Development

This module looks at financial resources for environmental nonprofit organizations. Money is an important consideration for organizations as they examine how to manage it, as well as how to raise it effectively.

In the Financial Management section, participants will learn about:

- financial policies and procedures,
- creating and enhancing organizational budgets,
- reading and presenting financial statements, and
- best practices in accounting software and internal controls.

A focus on administrative expenses vs. program expenses and how to make use of deferred accounting will be featured in the presentations and discussions.

The Fund Development section of this module will look at fundraising methods and best practices. An overview of core fund development strategies will be highlighted and revenue diversification will be discussed. A special focus on grant writing for government and foundation grants will be featured as well as major gifts and social enterprise.



Module 2: August 1st, 2022 to August 31st, 2022



Governance & Board Development

This module examines the governance structure of environmental nonprofit organizations. The Board of Directors will be examined, including:

- board composition,
- recruitment,
- orientation, and
- operations.

Understanding the Board's focus in relation to Strategic Planning and organizational mission will be considered.

Executive management will be featured, looking at how a Board of Directors interfaces with the Executive Director and other staff. Working vs. governance board styles will also be addressed. Tools on how to evaluate board performance, executive performance, and other board issues will be discussed.



Module 3: September 1st, 2022 to September 30th, 2022



Volunteer Engagement & Human Resources

The third module is about managing the people within an organization.

The Volunteer Engagement section will consider best practices around volunteer

- recruitment,
- orientation,
- retention, and
- recognition.

Volunteer job descriptions and management practices will be featured.

Human Resource training will cover staff management and performance evaluation, including:

- staff contracting practices,
- HR policies,
- workplace safety,
- harassment and discrimination policies, and
- accessibility issues.

Resources and tools from key organizations such as Volunteer Canada will be highlighted and guest speakers with substantial volunteer and HR management experience will provide additional context.



Module 4: October 1st, 2022 to October 31st, 2022



Communications & Outreach

Communications and outreach methods are the focus of the fourth module and will feature the following topics:

- telecommunications tools and best practices,
- branding and communications strategies,
- aligning communication tools and branding across an organization,
- developing key messages for an organization,
- websites, social media, and managing multiple channels of information, and
- outreach methods and broader public engagement.

Guest speakers from PR firms, and communications and branding companies will support the program. There will also be a focus on Engagement Organizing.

Module 5: November 1st, 2022 to November 30th, 2022



Risk Management & Legal Issues

This module focuses on Risk Management & Legal Issues, including:

- Risk mitigation techniques,
- conflict resolution,
- insurance,
- legal considerations, and
- compliance with corporate and charitable status.



Module 6: December 1st, 2022 to December 31st, 2022



Leadership and Organizational Culture

This module will focus on leadership and organizational culture.

Leadership is a key theme that will be addressed. Developing a personal leadership style and supporting leadership growth within an organization will be key discussion points. This section will also cover:

- Leadership Development
- Leadership Challenges
- Conflict management
- Self-improvement.

The Organizational Culture section will look at how organizations develop over time and positive and negative trends in organizational culture.

As the final module in the series, this will also be an opportunity to tie all learnings together in this stage. There will also be a final review of key concepts from the process.



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Trainer Biographies & Guest Speakers



TRAINER BIOGRAPHY

Robb Barnes, B.Hums, MA

Robb Barnes is the Executive Director of the Capacity Building Institute. He has been involved in nonprofit governance for over 20 years, and has spent over a decade working on climate and environmental issues.

Before joining Capacity Building Institute, Robb spent eight years - including four as executive director - at Ecology Ottawa, a city-focused environmental advocacy organization. Prior to this, Robb worked with Climate Action Network Canada and interned with Sierra Club Canada. He has worked in the private sector as a management consultant and in the public sector as a federal employee. He has spent over a decade volunteering for boards and political organizations that advance climate leadership and evidence-based policy.

When it comes to nonprofits, Robb is particularly interested in engagement organizing, data management and data-driven approaches to communications and fundraising. He has coached environmental organizations on data management and integrating engagement organizing methodologies into their work. He has also taught storytelling as a key element of community engagement, and has incorporated a storytelling and metrics-driven approach into organizational culture.

When it comes to life outside of nonprofits, Robb is passionate about the environment, animal welfare, cities, history, politics, good food and loud music.

Robb holds a Masters in Public and International Affairs, where he focused on the intersection of ecological economics and urban design. He also holds a Bachelor of Humanities degree from Carleton University.

Robb lives in Ottawa with his wife, his son, his rambunctious Bernedoodle and his grumpy cat.



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TRAINER BIOGRAPHY

Sam Laprade, CFRE

Sam loves to connect people!

As a professional fundraiser Sam works closely with generous donors to impact some of the most vulnerable people in her community. Sam's extensive experience, for close to three decades, in fundraising, media and municipal politics has created an impressive network of community and business leaders.

Over a 28-year period Ms. Laprade has raised money for important charities in her community such as: The Ottawa Hospital Foundation, the Ottawa Humane Society and the Ottawa Mission Foundation.

In 2009, Sam started as Director, Gryphon Fundraising (www.gryphonfundraising.com). Ms. Laprade shares the importance of donor database analytics with fundraising professionals worldwide. In addition to her work with Gryphon Fundraising, in October 2017, Sam launched her full-time consultancy to assist non-profits with fundraising strategy, stewardship, board relations, coaching and audits.

Ms. Laprade is an engaging speaker who receives high ratings. Her speaking engagements include: AFP International Conference, the Canadian Association of Gift Planners, the Association of Donor Relations Professionals and AFP Congress (Canada). Sam was the keynote speaker at the Closing Plenary for AFP Congress 2018.

Sam is the creator and radio host of "An Hour to Give" on 1310 News, Ottawa. This show highlights non-profit organizations in Ottawa, Canada.



TRAINER BIOGRAPHY

Alex Keenan, J.D., LL.L

Alex Keenan (J.D., LL.L) is a Public Speaking & Communications Consultant who has served on boards and committees for several nonprofits, including grassroots, provincial and national organizations. She is passionate about sustainable communities, protection of wild spaces, and building a strong, well-resourced nonprofit sector.

In her previous career, Alex worked as legal counsel for First Nations in Ontario and Quebec. She then went on to start her business, Stage Light Communications, which provides communications strategy, training and facilitation for organizations and professionals. Alex grounds her work in the principles of creativity, empathy, storytelling and community-building. She combines the art of persuasion, honed through her years in the practice of law, with techniques of performance and play that she has learned as an improv performer and teacher.

Alex lives in Ottawa with her spouse, lots of houseplants, and a sourdough starter named Stacey. She enjoys hiking, camping, sailing and cycling, and harbours the impractical dream of one day owning an alpaca farm.



TRAINER BIOGRAPHY

Barb King, MPNL

Barbara King is the Executive Director at Watersheds Canada and has served in leadership roles with this organization since 1999. Barbara has been integral in working with lake groups and associations on action-oriented stewardship programs into large multi-stakeholder initiatives that can be launched on a national level. Collaboration and partnerships are at the centre of her work and sharing and capacity building for groups that work with landowners to protect Canada's Lakes and Rivers.

Barbara holds a Master's in Philanthropy and Nonprofit Leadership from Carleton University. She brings extensive experience in leadership with over 20 years of direct project management experience and expertise. Barb is always advancing partnerships and works collaboratively at all levels having co-created and facilitated the Love Your Lake program with Canadian Wildlife Federation and brokering the delivery of the program to over 100 lakes in the region. Barb has also worked in collaboration with regional partners to develop respected annual forums such as the Lake Links conference that is anticipated and attended by stakeholders across Ontario for the last 19 years.

Barbara designed and led the development of key shoreline conservation and restoration initiatives that are fast becoming touchstones in Ontario. Finally, Barb works intimately with other groups and municipalities to provide policy guidance on development controls and conservation and mentors other organizations on organizational management including youth mentorship.

Barb lives on a lake with her family in Maberly, Ontario. She enjoys mountain biking, swimming, and exploring in nature.



GUEST SPEAKERS



Jay Gosselin,
President & Founder
MentorU



**Laura
Scrimgeour-Carter**
Strategic BIAS



Fahd Alhattab
Entrepreneur



Rebecca Aird
Ottawa Community
Foundation



Martin Smith
McCague Borlack LLP



Hanifa Kassam
Former Chair,
Laidlaw Foundation



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FOUNDER BIOGRAPHY

Kristina Inrig, BPAPM, MPNL

Kristina Elizabeth Inrig has a Master's in Philanthropy and Nonprofit Leadership and a Bachelor of Public Affairs and Policy Management from Carleton University. Kristina has served on many philanthropic teams including the Ottawa Community Foundation, TD Friends of the Environment Foundation, the Ontario Trillium Foundation, and the Laidlaw Foundation. She is the President and Founder of the Sustainable Capacity Foundation that works to support capacity-building in Canada.

Kristina has extensive experience in impact investment and alternative financing models for non-profits. In her role with Sustainable Foundations Inc., Kristina worked to support one of the first local investments through the Community Forward Fund in the region. She has supported property transitions and real estate community investment with many local charities and nonprofits. These early examples of Impact Investment in Eastern Ontario have led Kristina to be a sought-after consultant and supporter in the community.

Kristina also works extensively in the non-profit sector in leadership roles. She has served as the Executive Director of Sustainable Eastern Ontario (www.SustainableEasternOntario.ca) and leads capacity-building support within the sector. She is the past Executive Director of Tucker House Renewal Centre and past National Director of Greening Sacred Spaces, a program of Faith & the Common Good. Her main non-profit roles include networking, partnership development, fundraising, NGO management, and governance. Kristina works out of a shared office space for environmental groups, green business, and social enterprise called The Apartment: Sustainability Office. She is the Founder of the National Capital Environmental Non-profit Network (NCENN).

Kristina and Mike Inrig live in Ottawa, ON with their four children. They share a passion for philanthropy, faith, and community involvement. With a love of sailing, they recently completed a 10-month sailing sabbatical aboard a PDQ 36 catamaran! They also love to spend time at their retreat in Gracefield, QC.



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Elements of a story

Story Form

1. Topic
2. Theme
3. Concept
4. Characters
5. Hero
6. Villain
7. Guide

Elements

1. Context
2. Character
3. Conflict + Emotion
4. Resolution + Emotion
5. Lesson
6. Action Step
7. Encouragement



c/o Sustainable Capacity Solutions
136F Billings Ave, Ottawa, ON, K1H 5K9

1-888-385-1154
www.capacitybuilding.ca
info@capacitybuilding.ca

