$1 Billion for Nature and Climate Campaign
$1 Billion for Nature and Climate

Overview

- Represents our ambition encapsulated in the Action Agenda
- Once in a generation opportunity to drive transformational investments in nature and climate
- Draws on the collective power of Mass Audubon and our network
- Builds our capacity to advocate effectively for our long-term priorities
Agenda

• Introduction – Margo and Michelle

• Overview of Issue-based Campaigns
  ➢ Claire Douglass, The New Fundamentals

• “$1 Billion for Nature and Climate”
  ➢ Michelle Manion and Sam Anderson

• Q&A
Meet the Team

Michelle Manion
VP of Policy and Advocacy,
Mass Audubon

Sam Anderson
Director of Legislative and Government Affairs,
Mass Audubon

Claire Douglass, Founder,
The New Fundamentals
Why run campaigns?
To get a decisionmaker to do something they otherwise wouldn’t do.

What is a campaign?
A campaign is a series of tactical actions, guided by a strategic plan, with clearly identified resources that are enacted over a time.
## Campaign Types

<table>
<thead>
<tr>
<th>Campaign Type</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>Issue Campaign</strong></td>
<td>An issue campaign is an organized strategic effort to educate and gain support from the voting/general public and decision makers on your issue.</td>
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<tr>
<td><strong>Fundraising Campaign</strong></td>
<td>A fundraising campaign is a named period of time dedicated to fundraising that highlights a specific goal that your organization desires to reach.</td>
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<tr>
<td><strong>Marketing Campaign</strong></td>
<td>Marketing campaigns are organized efforts to promote a specific organizational goal such as raising awareness of a new program or capturing membership feedback.</td>
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<tr>
<td><strong>Electoral Campaign</strong></td>
<td>An electoral campaign is an organized effort which seeks to gain votes and elect a particular candidate.</td>
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# Types of Power

<table>
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<tr>
<th>Power</th>
<th>Legislative</th>
<th>Electoral</th>
<th>Regulatory</th>
<th>Disruptive</th>
<th>Consumer</th>
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<tr>
<td>Impact</td>
<td>Votes and Laws</td>
<td>Candidacy</td>
<td>Executive/Admin Orders</td>
<td>Operations</td>
<td>Profits</td>
</tr>
<tr>
<td>Campaign</td>
<td>Issue Campaign</td>
<td>Political Campaign</td>
<td>Legal Campaign</td>
<td>Disruption Campaign</td>
<td>Corporate Campaign</td>
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</table>
"Strategy is about turning what you have into what you need to get what you want”
~Marshall Ganz
What is Strategy?

*Strategy is your plan to build enough power to win something from someone.*

**Key Questions**

- How much power do you have?
- How much power do you need to win?
- What is your plan to build that power?
It’s not only about winning...

... it's how you win
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<tr>
<th>Goals</th>
<th>Organization</th>
<th>Targets</th>
<th>Power</th>
<th>Tactics</th>
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Adapted from *The Midwest Academy*
Campaign Goals

• **Long Term** – Vision

• **Intermediate** - Campaign goal

• **Short Term** – Steps taken to get to campaign goal
Organization: Review of Assets

1. **Resources**

2. **Organizational Gains**

3. **Internal/External Considerations**

What tools are available for the campaign now? What more can you build and by when?

What is there to gain? Skills? Leaders? Donors? Reputation?

Where does tension or conflict lie? Who can address it?
Targets

- **Tier 1** the person who can give you what you want
- **Tier 2** a person who has power over (or influence with) those who can give you what you want
Power Analysis

1. Opponents
2. Constituents
3. Allies
4. Partners
Tactics

Demonstrate your power with...

- Lots of people
- Lots of people in one place
- Getting the right people to meet face-to-face with your target decisionmakers
Spectrum of Change

Accepts existing power relationships


Challenges existing power relationships

Adapted from The Midwest Academy
Advocacy Program Lifecycle

ACCEPES EXISTING POWER RELATIONSHIPS

ENGAGEMENT PROGRAMS

ISSUE CAMPAIGNS

DIRECT SERVICE

RESEARCH & EDUCATION

REPRESENTATIVE ADVOCACY

DIRECT ADVOCACY

CHALLENGES EXISTING POWER RELATIONSHIPS
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<td>Achieve net zero by 2050; Increase Resilient Lands and access to nature aligned with Action Agenda goals</td>
<td>Build our advocacy muscle and infrastructure that is more consistent, unified and can scale over time</td>
<td>Tier 1: Senate President; House Speaker; House &amp; Senate Ways and Means Chairs; COVID Recovery Task Force Committees</td>
<td><strong>Green Coalition Partners</strong> (Trustees, TNC, Mass Rivers Alliance, AMC, ELM, Mass Land Trust Coalition, Mass Conservation Commissions)</td>
<td>Analysis of Economic Benefits (jobs, health, GSP)</td>
</tr>
<tr>
<td>-Secure $1 billion from multiple funding sources for nature, climate solutions and water infrastructure in MA by 2026 -Of this, $30M in funding for Mass Audubon projects and initiatives</td>
<td>Use this campaign as a unifying call to action for our members to rally around and engage with over time</td>
<td>Tier 2: Leadership of Key Environment &amp; Energy Committees</td>
<td>Opportunity to strengthen and expand relationships with EJ groups</td>
<td>In district events and meetings with targets</td>
</tr>
<tr>
<td>Secure appropriations from APRA in Fall 2021 as follows: -$200M for nature, climate solutions &amp; water infrastructure -$2-3M for Mass Audubon projects and initiatives</td>
<td>Strengthen the org's reputation as an influential player on state policies</td>
<td>Tier 3: Elected officials and other influencers in Mass Audubon districts</td>
<td></td>
<td>Earned media</td>
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$1 Billion for Nature and Climate Campaign

Funding Pathways

- American Rescue Plan Act - $5.3B for Massachusetts
- FY2021 State Budget Surplus
- FY2022 State Budget
- Biden Administration packages:
  - Bipartisan Infrastructure Deal - ~$1.2T
  - 'Build Back Better" budget reconciliation - $3.5T
Theory of Change

Apply collective power of Mass Audubon to **convince legislative leadership** that investments of federal funds in nature and climate solutions will provide **significant benefits to the public**, with very high return on investment.
Tactics

• Engaging with legislative leadership

• Mobilize Membership, Staff and Networks
  • Develop volunteer leaders and ambassadors
  • District events
  • Digital actions

• Conduct thought leadership: analysis of economic and health benefits

• Secure earned Media
Short term outcome:

• Secure appropriations from ARPA in the next 6-9 months as follows:

  • $200M for nature, climate solutions & water infrastructure

  • $2-3M for Mass Audubon projects and initiatives
Medium and Long-term outcomes:

• Secure funding from federal funding & state budgets by 2026:
  o Total of $1B for nature, climate solutions & water infrastructure in MA
  o $30M for Mass Audubon projects and initiatives

• Drive towards net-zero emissions, conserve resilient land, increase access to the outdoors, serving three Action Agenda goals at once.
Input, Reactions or Questions?