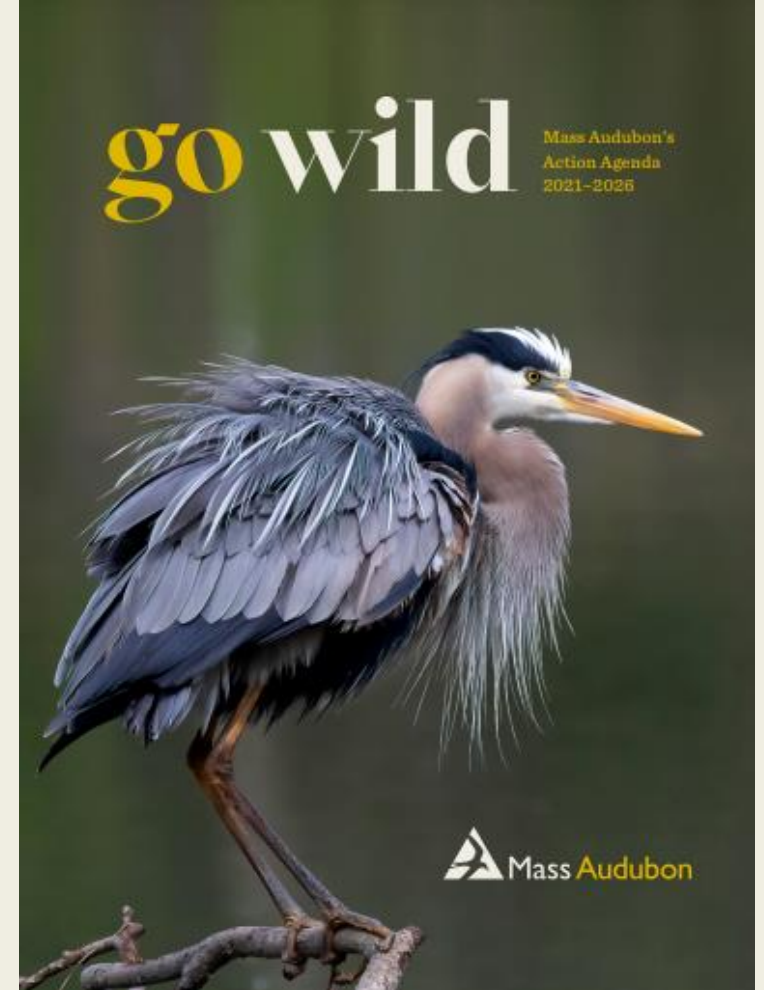


# \$1 Billion for Nature and Climate Campaign

# \$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

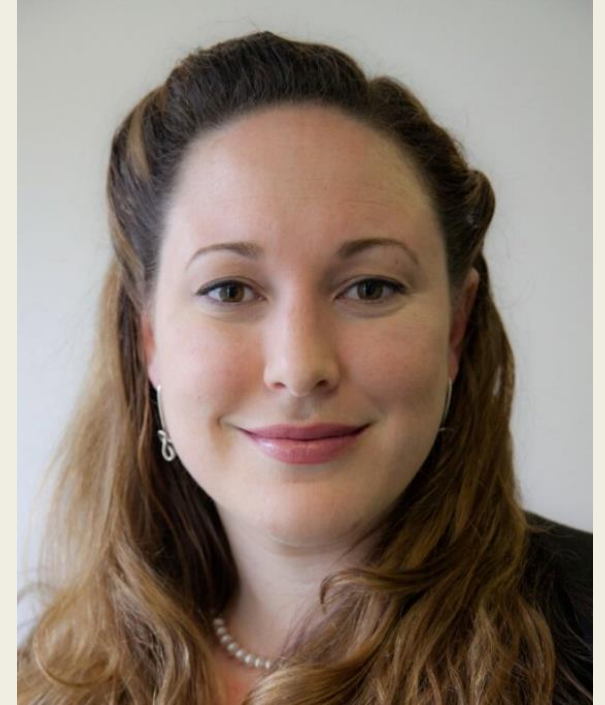
# Meet the Team



**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

# Campaign Overview

## 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

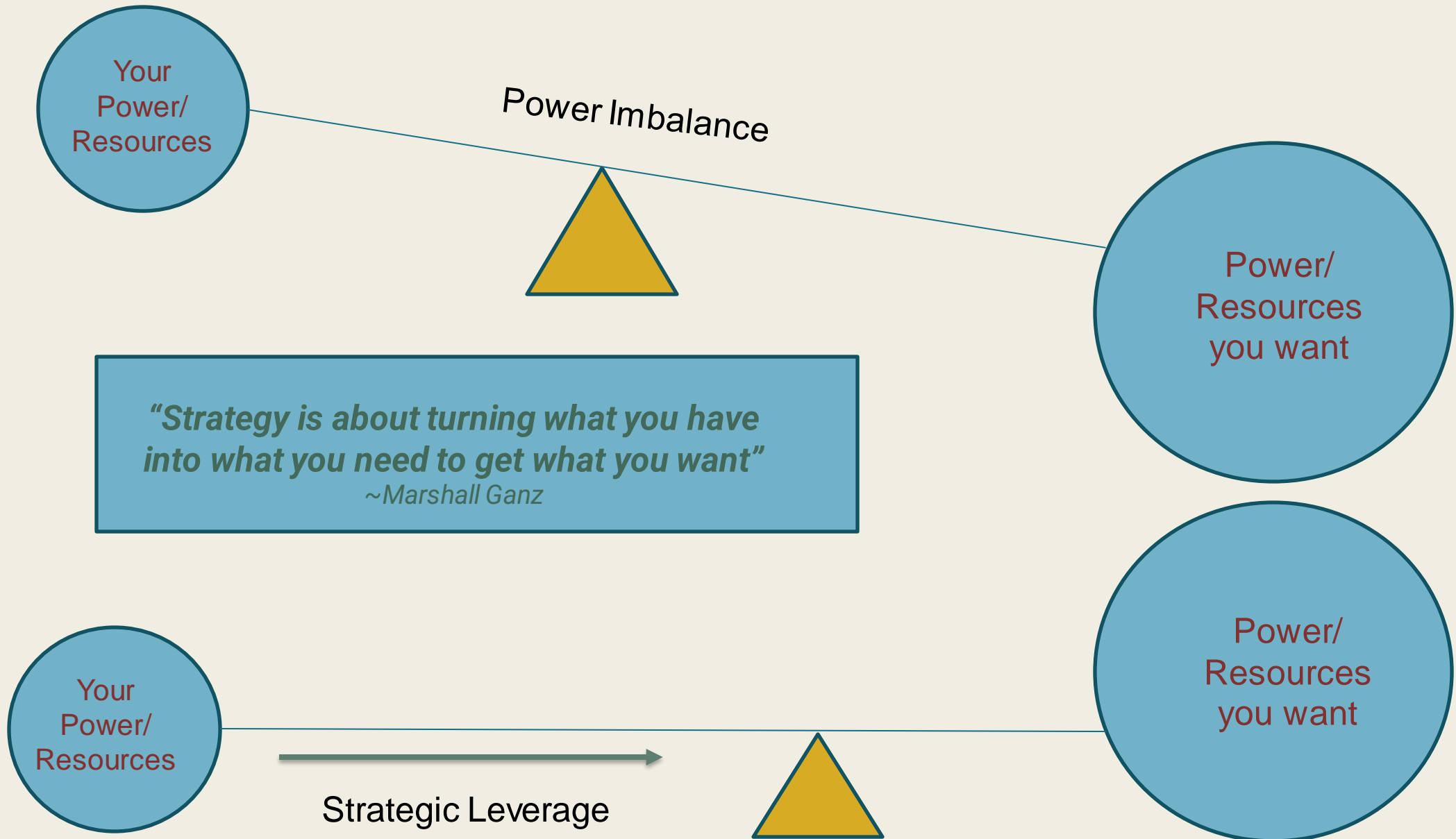
# Campaign Types

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

# Types of Power

Power	<i>Legislative</i>	<i>Electoral</i>	<i>Regulatory</i>	<i>Disruptive</i>	<i>Consumer</i>
Impact	Votes and Laws	Candidacy	Executive/ Admin Orders	Operations	Profits
Campaign	Issue Campaign	Political Campaign	Legal Campaign	Disruption Campaign	Corporate Campaign

# Changing Power Dynamics





# 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...



Campaign Strategy Framework				
Goals	Organization	Targets	Power	Tactics

# Campaign Goals

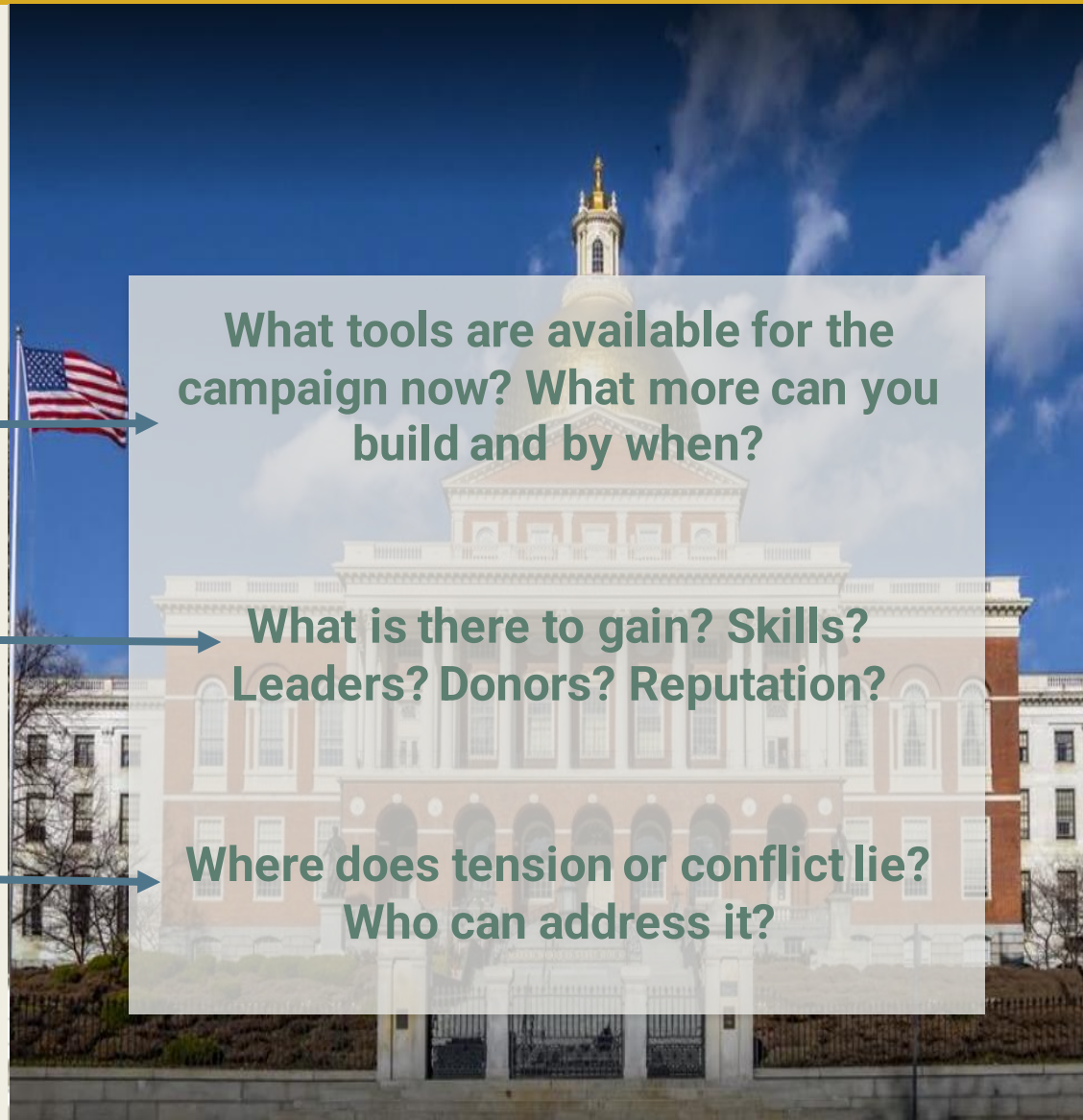
- **Long Term** –Vision
- **Intermediate** -Campaign goal
- **Short Term** – Steps taken to get to campaign goal





## 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



**Your Decision  
Maker(s):  
Always a Person**

# Power Analysis

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





# Tactics

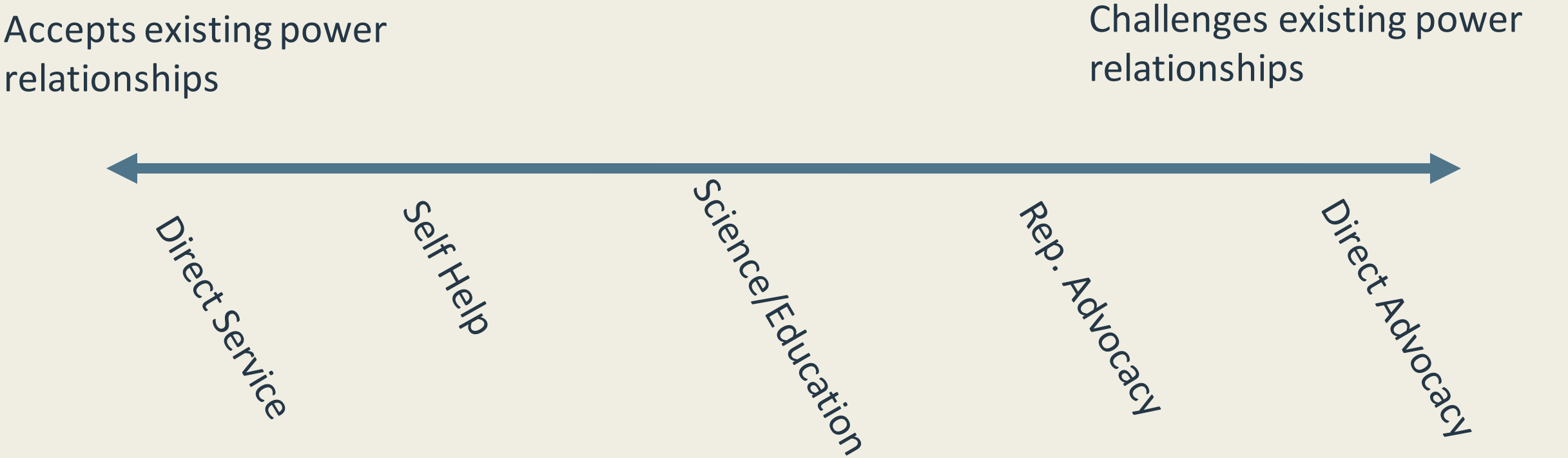
Demonstrate your power with...

- 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



# Advocacy Program Lifecycle

*New*  
The Fundamentals

ACCEPTS  
EXISTING POWER  
RELATIONSHIPS

CHALLENGES  
EXISTING POWER  
RELATIONSHIPS

ENGAGEMENT PROGRAMS

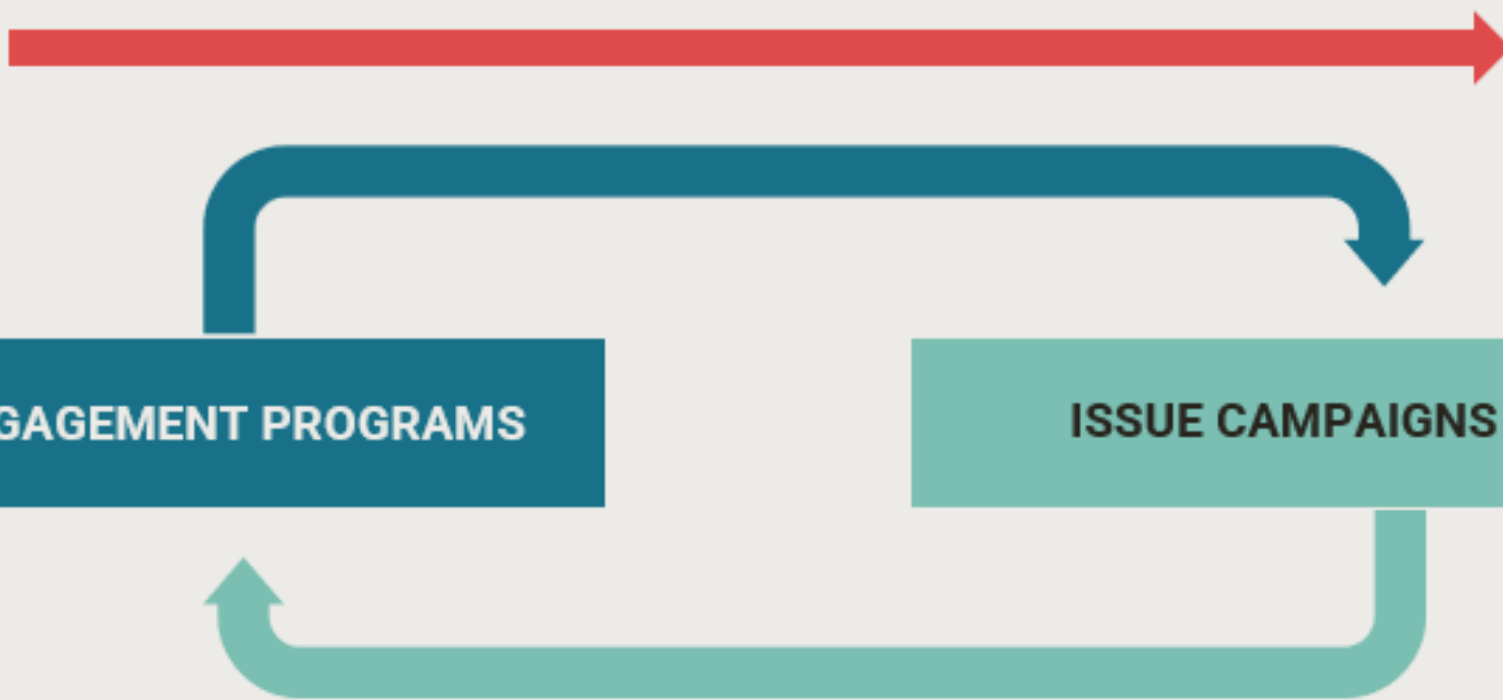
ISSUE CAMPAIGNS

DIRECT  
SERVICE

RESEARCH  
& EDUCATION

REPRESENTATIVE  
ADVOCACY

DIRECT  
ADVOCACY



# \$1 Billion for Nature and Climate Strategy

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

# \$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:
  - Total of \$1B for nature, climate solutions & water infrastructure in MA
  - \$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?