

**Rural Philanthropy: Mapping Patterns of Charitable Giving in
Newfoundland and Labrador and Canada's Atlantic Region**

by

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ABSTRACT

RURAL PHILANTHROPY: MAPPING PATTERNS OF CHARITABLE GIVING IN NEWFOUNDLAND AND LABRADOR AND CANADA'S ATLANTIC REGION

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Philanthropy is often considered a core social norm in small, sometimes isolated communities. It manifests in the propensity of local service clubs, church groups, individuals, and entire communities to band together to support those who struggle. This project examines the landscape of environmental non-profits and their relationships to charitable giving, specifically in Newfoundland and Labrador (NL), and more broadly across Atlantic Canada. This research uses an exploratory mixed-methods approach. The methods employed in this research include a systematic literature review and jurisdictional scan, secondary statistical analysis of Canada Revenue Agency data, and semi-structured interviews with participants from a pool of environmental charities and non-profits in NL to identify existing patterns of environmental philanthropy in Newfoundland, as well as the benefits, challenges and barriers and faced by environmental organizations and support needed to participate in the sector as a whole.

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TABLE OF CONTENTS

<i>Abstract</i>	<i>ii</i>
<i>Acknowledgements</i>	<i>iii</i>
<i>Table of Contents</i>	<i>iv</i>
<i>List of Tables</i>	<i>vii</i>
<i>List of Figures</i>	<i>viii</i>
<i>List of Appendices</i>	<i>ix</i>
1 Chapter One: Introduction	1
1.1 Introduction	1
1.2 Research Context & Justification.....	2
1.3 Purpose of the Research	3
1.4 Research Questions, Goal & Objectives	3
1.5 Significance & Contributions of Research.....	4
2 Chapter Two: Literature Review & Jurisdictional Scan	7
2.1 Introduction	7
2.2 Rural Development: Resilience & Social Innovation	8
2.2.1 Resilience	8
2.2.2 Social Innovation.....	12
2.2.3 Conclusion.....	14
2.3 Regional, Community and Economic Development in Rural Planning and Development	15
2.3.1 Introduction	15
2.3.2 History of Regional Development Policies, Programs and Approaches within Canada	16
2.3.3 Community Economic Development History in NL.....	24
2.3.4 Measuring Regional Community & Economic Development: Indicators & Evaluation.....	26
2.3.5 Future Directions for Regional Development in NL	29
2.3.6 Conclusion.....	30
2.4 Philanthropy in Canada and its Rural & Environmental Presence	31
2.4.1 Introduction	31
2.4.2 Conceptualizations of Philanthropy	32
2.4.3 Rural Philanthropy	37
2.4.4 Challenges, Opportunities & Required Research for Charitable Organizations.....	40
2.4.5 Environmental Philanthropy	41
3 Chapter Three: Research Design	51
3.1 Introduction	51
3.2 Research Questions, Goal & Objectives	51
3.3 Theoretical Considerations & Frameworks.....	52
3.3.1 Grounded Theory.....	53
3.3.2 Engaged Theory.....	54
3.3.3 Mixed Method Design: Exploratory Sequential Mixed Methods.....	55

3.4	Methods	55
3.4.1	Literature Review & Jurisdictional Scan	55
3.4.2	Canada Revenue Agency Data Analysis.....	56
3.4.3	Semi-structured Interviews.....	56
3.4.4	Triangulation	57
3.5	Interview Participant Selection	58
3.6	Site Selection	61
3.7	Interview Guide	62
3.8	Data Analysis	63
3.8.1	Secondary Canada Revenue Agency Data Analysis	63
3.8.2	Thematic Discourse Analysis	63
3.8.3	NVivo.....	64
3.9	Addressing Qualitative Rigor	64
3.9.1	Credibility	65
3.9.2	Transferability	66
3.9.3	Dependability	66
3.9.4	Confirmability.....	67
3.10	Reflexivity	67
3.11	Conclusion	68
4	Chapter Four: Results	69
4.1	Introduction	69
4.2	Quantitative Data	69
4.2.1	Current Charity Landscape in NL & Atlantic Canada	69
4.2.2	Summary	75
4.3	Semi-Structured Interview Results	75
4.3.1	Introduction	75
4.3.2	Benefits of Charitable Status.....	76
4.3.3	Challenges	79
4.3.4	Funding Sources	86
4.3.5	Connections to Communities and Similar Organizations	88
4.4	Conclusion	93
5	Chapter Five: Discussion	95
5.1	Introduction	95
5.2	Revisiting: Research Questions, Goal & Objectives	96
5.3	Human Capital	97
5.3.1	Limited Human Resources	98
5.3.2	Challenges Obtaining Skilled Volunteers.....	98
5.3.3	Level of Institutional Knowledge.....	99
5.4	Physical Capital	100
5.4.1	Infrastructural Needs: A Lack of Physical Operating Spaces	101
5.5	Financial Capital	102
5.5.1	5.5.1 Funding Sources and the Financial Needs of Environmental Charities and Non-Profits.....	102

5.5.2	Funding Diversification Strategies.....	103
5.5.3	Individual Donations	103
5.6	Social Capital	104
5.6.1	Network Infrastructure & Collaborative Capacity.....	104
5.6.2	Local Partnerships	105
5.6.3	Partnerships with Environmental Organizations in NL	105
5.6.4	Network Capacity Challenges.....	106
5.6.5	Community Support Networks	107
5.7	Summary & Conclusion on Capitals.....	108
5.8	Limitations	109
5.8.1	Low Response Rate	109
5.8.2	Over Representation of Charities.....	110
5.8.3	Stretched Institutional Memory.....	110
5.8.4	Transferability	111
5.9	Recommendations.....	111
5.9.1	Participant Recommendations: Supporting the Environmental Non-profit and Charitable Sector ..	111
5.9.2	Researcher Recommendations	114
5.9.3	Recommendations for Future Study	116
5.10	Conclusion.....	117
	<i>Reference List</i>	<i>120</i>
	<i>Appendices</i>	<i>135</i>
	Appendix A: Interview Guides.....	135
	Appendix B: Participant Information Letter.....	141
	Appendix C: List of Identified Environmental Charity & Non-Profit Organizations in NL.....	144
	Appendix D: Ethics Approval Certificate	148

LIST OF TABLES

Table 1 OECD Regional Typologies and Characteristics	17
Table 2 Charity/Non-Charity Partnership Models.....	39
Table 3 Most Funded Environmental Issues & Strategies Employed by Environmental Organizations	49
Table 4 Research Participants	59
Table 5 Meeting Objectives.....	96

LIST OF FIGURES

Figure 1 Kinds of Organizations that Fall Under the Umbrella of Philanthropy	34
Figure 2 Comparison of Service Areas Across Canada and NL	47
Figure 3 Atlantic Charities Over Time	70
Figure 4 NL Charities Over Time	70
Figure 5 Charities by Geography in Atlantic Canada (2017).....	71
Figure 6 Charities by Geography in NL (2017)	71
Figure 7 Atlantic Charities by Revenue Size (2017)	72
Figure 8 NL Charities by Revenue Size (2017).....	72
Figure 9 Atlantic Charities by Revenue Size (2017)	73
Figure 10 NL Charities by Revenue Size (2017).....	73
Figure 11 Atlantic Charities by Gift Size (2017)	73
Figure 12 NL Charities by Gift Size (2017)	73
Figure 13 NL Charities by Gift Size & Location	74
Figure 14 Atlantic Charities that Give to Qualified Donees (2017).....	75
Figure 15 NL Charities that Give to Qualified Donees (2017).....	75

LIST OF APPENDICES

Appendix A: Interview Guides.....	Error! Bookmark not defined.
Appendix B: Participant Information Letter.....	Error! Bookmark not defined.
Appendix C: List of Identified Environmental Charity & Non-Profit Organizations in NL.....	Error! Bookmark not defined.
Appendix D: Ethics Approval Certificate	Error! Bookmark not defined.

1 Chapter One: Introduction

1.1 Introduction

Philanthropy is often considered a core social norm in small, sometimes isolated communities and it manifests in the propensity of local service clubs, church groups, individuals and entire communities to band together to support those who struggle. In some jurisdictions, formal rural charitable foundations also take shape (Barrett & Gibson, 2013; Locke & Rowe, 2010; Lorinc, 2019). Recent history has witnessed the dissolution of economic/community development boards, along with the downloading of services and responsibilities from higher levels of government onto local levels of governments and non-governmental organizations across all regions of Canada (Barr et al., 2004, Curran, 2018, Gibson et al., 2014). Many of the organizations that take on the provision of services are federally registered charities and non-profit organizations. Charities are defined in Canada as organizations registered with the Canada Revenue Agency (CRA), that are established to provide services exclusively for public benefit (Canada Revenue Agency, 2018). Further, non-profit organizations are defined as organizations that operate for non-commercial benefit to provide a wide range of services to individuals and communities (Canada Revenue Agency, 2017).

However, little is known about the barriers, challenges and advantageous conditions that small rural environmental charities and non-profits face, particularly in Newfoundland and Labrador (NL) and Atlantic Canada more generally. Furthermore, the potential they have to create place-based development solutions that strengthen resilient rural communities in NL remains unclear. The potential of expanding the capacity of environmental organizations remains unclear despite the importance of such solutions in a province often noted for having challenges such as underemployment and resource depletion (e.g., the cod collapse), but that also has a strong sense of place and social connection upon which to build.

Philanthropy provides an innovative solution for rural communities and organizations to increase internal sustainability by creating place-based economic development solutions. However, further research must be conducted to document potential philanthropic growth opportunities and what is needed to better support the sector within NL. Research is needed to determine how collaboration between communities, charities and non-profits, governments and

academic instructions may provide better support to alternative community and economic development strategies such as formal philanthropy (Gamble, 2014; Gibson et al., 2014).

1.2 Research Context & Justification

NL provides a notable case study because of its unique history, its potential to expand charitable giving and its scarcity of research conducted on small rural charities (specifically environmental charities in the province, the focus of this study). NL's economy has consistently been reliant on natural resource extraction and associated with boom/bust cycles, which reduce organizations' and communities' ability to provide services or further offer them on a consistent basis or even expand the scope of their social and environmental justice work (Cadigan, 2003; Gamble, 2014; Tomblin, 2002). Notably, NL has the highest charitable donor rate in Canada (Turcotte, 2015), and its residents identify as belonging to their province and local community more than any other Canadians (Statistics Canada, 2015). However, these experiences are tempered by the knowledge that the environmental sector, has and continues to see, low environmental program spending by the government despite the reliance on natural resources and amenities, particularly in rural regions (Mercer, 2020). NL is ripe for philanthropic growth (Barrett & Gibson, 2013; Turcotte, 2005), especially with support from the regional Atlantic Hub of PhiLab, however, further research is required to better understand the benefits and barriers faced by organizations in the environmental charitable and non-profit sector. The Canadian Philanthropy Partnership Research Network (PhiLab), is a Canadian research network on Philanthropy that brings together researchers, decision-makers and members of the philanthropic community from around the world to share information, resources and ideas. The Network is broken down into several regional hubs across Canada, with the Atlantic Hub of PhiLab representing the Atlantic provinces of Canada (PhiLab, n.a.).

Collectively, Canada's non-profit and charitable sectors contribute 8.5 percent to Canada's total Gross Domestic Product GDP, totalling \$169.2 billion (Statistics, 2019). Additionally, the non-profit and charitable sector contributed to a greater portion of Atlantic Canada's GDP when compared to other regions in Canada (Statistics Canada, 2019; Gordon & Hattie, 2008). In addition to the role that charities can play in supporting environmental efforts, these contributions denote the vital role that the non-profit and charitable sectors play in Canada's economy as a whole, as well as in NL's and Atlantic Canada's economy. The importance of these sectors in NL and

Atlantic Canada provides further justification in studying the challenges, barriers and advantageous conditions faced by small, rural environmental organizations in these regions to understand what is needed to better support these sectors.

1.3 Purpose of the Research

This study aims to build on the existing knowledge of small, rural environmental charitable and non-profit organizations within the philanthropic ecosystem to explore the existing challenges they face. This research will be used to create and mobilize knowledge to support non-profit and charitable environmental organizations who wish to grow and formalize environmental philanthropy in rural regions in NL and beyond. This study will examine the benefits and challenges of organizations existing within the formal environmental philanthropic sector in NL, which will also include the experiences of organizations that have charitable status, and those who wish to obtain status. Qualitative interviews outlining the experiences of these organizations will be used to document and provide explanations for existing circumstances.

1.4 Research Questions, Goal & Objectives

This project examines the landscape of environmental non-profits, as well as their relationships to charitable giving, specifically in NL, and more broadly across Atlantic Canada to contextualize the current state of the sector in NL. This project poses the questions: *How can gaining charitable status under the Canadian Revenue Agency (CRA) support or hinder rural, environmental non-profits' philanthropic mission? And how can environmental charities and non-profits be better supported to participate in the philanthropic landscape?*

The goal of this project is to contribute to knowledge generation in the philanthropic landscape by exploring the nature of giving in NL (who gives/receives), as well as the implications of existing governance structures within the landscape which positively and/or negatively influence the ability of environmental organizations to function. To achieve this study's research goal and increase understanding of existing patterns of philanthropy, and specifically environmental philanthropy, in Atlantic Canada, this project will explore the lived experiences of environmental non-profit and charitable organizations in NL by addressing objectives:

1. To identify existing patterns of philanthropy, and specifically environmental philanthropy in Newfoundland and Atlantic Canada.
2. To outline the benefits challenges and barriers that environmental organizations face in gaining charitable status
3. To identify support needed for environmental charitable and non-profit organizations, and more broadly the sector as a whole in Newfoundland and Labrador.

This study's objectives will be achieved through a mixed-methods research approach with collaborative input from its community partner, The Indian Bay Ecosystem Corporation (IBEC). IBEC is an environmental non-profit located in Indian Bay, NL. Providing experience and connections to the network of environmental organization in NL, IBEC will contribute knowledge to ensure the relevance of this study's approach to the organizations it seeks to provide knowledge an support to. This study's methods are further described in chapter three.

1.5 Significance & Contributions of Research

Findings from this study have the potential to increase the presence, scope and impact of social and environmental charities in NL and Canada's Atlantic region. This outcome may be achieved by strengthening relationships between governments, communities and grant-making organizations to influence the creation of informed public policy and environmental stewardship in NL and Atlantic Canada. The results will allow for a deeper theoretical and practical understanding of whether the benefits of obtaining a charitable designation outweigh the costs for environmental non-profits across NL and Atlantic Canada that wish to enter the formal philanthropic landscape and how such benefits can be enhanced, and costs reduced.

Additionally, data and information gathered from this research project will enable IBEC to move forward with making an informed decision around attaining a charitable designation, including implications for the future. Further findings from this research will allow for federal, provincial, and organizational policy recommendations to emerge on ways that organizations in the sector can be better supported.

Findings will be used to help promote the development of collaborative research approaches and knowledge-sharing between the philanthropic sector, non-profits and charitable

organizations and academic institutions (researchers from Memorial University, University of Guelph, UQAM, Simon Fraser University) to mobilize this field of study and ultimately strengthen the philanthropic ecosystem. This information will be widely disseminated through PhiLab's Atlantic hub (e.g., via publications, webinars, workshop presentations, handbooks, project reports for practitioners and this thesis). These resources will enable communities and organizations to access information about philanthropic opportunities pertinent to rural settings and help to achieve the third objective of this study.

1.5 Thesis Overview

This chapter introduces the broad concerns faced by rural, environmental charitable and non-profit organizations in Newfoundland and Labrador (NL). It presents the context and justification, as well as the purpose of this research. Additionally, the research question and objectives are identified, along with the potential significance of this research. Further, this research's prospective contributions will make to academic literature, and informed policymaking will be presented regarding the state of, and support needed for small and rural environmental charitable organizations in NL and Atlantic Canada.

Chapter two presents a review of the three areas of literature that have informed this research as well as a jurisdictional scan of the three topics and concepts as they pertain to Atlantic Canada and NL. A review of the literature regarding the history and current state of economic development strategies across Canada, with a particular focus on Atlantic Canada and NL will provide the background knowledge necessary for this research. A review of the literature on resilience and social innovation will help to highlight the goals of this research, and a review of the literature on rural philanthropy, particularly the state of formal environmental philanthropic organizations in NL will help to justify the need for further study on this topic to understand what is needed to better support third sector organizations in NL as a means of contributing to community resiliency.

Chapter three provides a description of the methods used for this thesis. Further, a rationale for using grounded theory, and qualitative methods such as semi-structured interviews for this study will be presented. An in-depth description of the procedures and methods will be reviewed including site and participant selection and interviewing processes. Further, data and analysis

procedures will be discussed and contextualized with the methods for establishing qualitative rigour.

Chapter four presents the results of interviews from the sixteen (N=16) participants that represented environmental charities and non-profits located in NL. This chapter is organized thematically based on benefits, challenges, funding sources and organizations' experiences and connection to similar organizations and communities.

Chapter five provides a discussion of the results of this study contextualized within the knowledge gained from the literature review and jurisdictional scan, and secondary statistical analysis of Canada Revenue Agency (CRA) data. This chapter will frame its discussion of the themes which emerged from the semi-structured interviews around the conceptual frameworks of resiliency and social innovation and will be contextualized within findings from the literature review and jurisdictional scan and analysis of secondary CRA data analysis. Specifically, participants expressed experiences needs (i.e., benefits, challenges, barriers and advantageous conditions) as an environmental charitable or non-profit organization in NL that will be framed around the themes of human capital, physical capital, financial capital and social capital. Further, this chapter will address the limitations of this study and will provide recommendations for the environmental philanthropic sector in NL as well as for future academic studies on topic.

2 Chapter Two: Literature Review & Jurisdictional Scan

2.1 Introduction

This chapter presents a review of relevant academic literature and a jurisdictional scan to provide the necessary context and justification for this research. Each section begins with a broad overview of the section's content followed by sub-sections that will explore its context and implications in rural regions in Canada and its implications in Atlantic Canada and Newfoundland Labrador (NL) more specifically. The first section examines the concepts of resilience, community resilience and social innovation to contextualize essential components that contribute to rural communities' ability to adapt to ever-changing rural landscapes and allow for the positioning of environmental philanthropy within this context. The second section provides an in-depth review of regional economic development approaches from federal, provincial, and local levels of the Canadian government, explicitly focusing on NL's developmental context. This focus explores how past economic development approaches have influenced the current economic development context. Further, the use of philanthropy as a regional and rural development tool will be discussed. The third and final section reviews the relevant literature on and history of philanthropy and the non-profit sector in Canada, particularly in rural regions such as Atlantic Canada and NL, to conceptualize the current landscape of charitable giving within Canada. More specifically, this section includes the role of charitable organizations within regional development and their potential to reduce the government dependency created by previous economic development approaches deployed by both federal and provincial levels of government. This section further examines environmental philanthropy discourses, including the challenges and opportunities that the sector is currently experiencing to expand the traditional economic focus found in regional development strategies as well as the importance of environmental systems in creating resilient communities. Additionally, a review of the environmental sector in NL is presented to postulate considerations and opportunities for the future of environmental philanthropy in rural regions in both Canada and NL.

2.2 Rural Development: Resilience & Social Innovation

2.2.1 Resilience

2.2.1.1 Resilience Origins and Definitions

The concept of resilience was first utilized within systems ecology to analyze ecosystem functions. Holling (1973) conceptualized resilience as a framework to understand how ecosystems experience external conditions that influence the 'typical' functioning patterns of an ecosystem. Ecologists have used this framework to understand and document the presence of non-linear ecosystem processes, which can range from stability, to decline or transformation (Holling 1973; Slight et al., 2016). Within the literature, resilience often refers to a system's ability to cope or with or rebound from unexpected disruptions or shocks (Berkes & Ross, 2016; Holling 1973; Slight et al., 2016).

The concepts and application of resilience theories have been expanded by scholars to examine the interconnected nature of social and ecological systems (Adger, 2000; 2003; Berkes & Ross, 2016; Smith & Stirling, 2010). A resilience framework has been applied to understand social-ecological systems (SES) or how communities cope with and respond to environmental crises. Framing resilience through socio-ecological systems emphasizes the relational connections and impacts that communities and environments experience when faced with external pressures (Adger, 2000; 2003; Berkes & Ross, 2016; Davidson, 2010; Magis, 2010; Scott, 2013; Slight et al., 2016). Concurrently, resilience thinking originated from strands of the "psychology of personal development, and mental health" (Berkes & Ross, 2013, p.6). While the use of resilience theories in ecology focus on a system's ability to cope with stressors, in psychology, resilience focuses on individual-level ability to manage shocks.

Numerous disciplines have applied resilience theories to contextualize challenges and to create pathways to move past them (Almedon et al., 2007; Buikstra et al., 2010; Douglas, 2017; Holling, 1973; Luthar & Cicchetti 2000). Carpenter et al. (2001) argue that the broad application of resilience thinking "from the metaphorical to the specific" (P.599) reduces our ability to establish clear definitions and meanings associated with these theories. Carpenter et al. (2001) argue that with multiple meanings, challenges arise when the same theories (e.g., resilience, sustainability) are used to generate support for conflicting policy agendas. This further highlights

the need to provide clarification of individual concepts along with the ways they overlap with related concepts (e.g., resilience and its relationships with concepts such as sustainability and adaptive capacity) (Carpenter et al., 2001; Haavik, 2020; Windle, 2011).

Two conceptualizations of resilience have emerged within the literature – equilibrium and evolutionary resilience (Davoudi, 2012; Davoudi et al., 2013; Scott, 2013; White & O'Hare, 2014). The equilibrium understanding of resilience uses a system's ability and speed to return to its former state of balance as the measure of how resilient the system is. This conceptualization emphasizes a system's ability to cope with external or internal shocks while not experiencing changes to the system itself. Scott (2013) highlights that this approach is utilized in human systems to inform short-term policy measures aimed at providing relief or aide to communities in hopes that they will be more quickly able to return to their prior 'normal' state. Scholars are critical of this equilibrium approach, questioning whether the aim of returning to a pre-existing state that was already vulnerable to unforeseen disturbances should be a desired goal (Davidson, 2010; Davoudi et al., 2013; Gong & Hassink, 2017; White & O'Hare, 2014). Additionally, Walker et al. (2004) argue that attempts to return the dynamics of a particular system to its previous state ignore the possibility that a system may have a variety of states within which it is stable.

In contrast, the evolutionary approach to resilience thinking focuses on a system's ability to adapt or transform when exposed to disturbances continually. Pike et al. (2010) posit that development does not occur in a single and linear path, but simultaneously along numerous pathways, where evolution and change are inevitable and desired. Scholars argue that a system's ability to adapt is an essential component of its ability to be resilient (Davidson, 2010; Folke, 2006; Hudson, 2010; Pike et al., 2010). Walker et al. (2004) highlight that human factors primarily influence the resilience of Social Ecological Systems (SES). Further, he posits that the capacity of stakeholders to adapt and transform how individuals and communities in SES influence the resilience of their system.

The previous section reviewed the origins of resilience theories and highlighted the interconnected nature of ecological, individual societal resilience. The following section elaborates on the application of resilience theory in relation to rural communities. More specifically, this

section reviews literature which has identified particular factors that have been found to influence community resiliency.

2.2.1.2 Community & Rural Resilience

Berkes & Ross (2013) assert that the majority of scholars who study resilience tend to focus on SES rather than communities, further arguing that the practicality of this approach may only be sufficient when specific societies or communities are deeply tied to and dependent on their local environments (e.g., resource-dependent communities, indigenous communities). However, Berkes & Ross (2013) also highlight that the boundaries of modern communities extend far beyond their direct geographic regions. Thus, there is a specific need to study resilience at multiple scales, from the individual to the community to the regional, tying the two previously discussed strands of resilience thinking (i.e., social-ecological and individual) together. Literature suggests that when conceptualizing and applying resilience thinking within human communities, the acceptance of resilience as a process is essential. The focal point of this process is on the development and adaptation of community capitals (physical, social, cultural) to meet the immediate and anticipated future needs of a community (Luthar & Cicchetti, 2000; Buikstra et al. 2010).

The literature on community resilience (CR) is relatively new within the broader field of resilience research, and highly interdisciplinary (Ahmed et al. 2004; Chaskin et al. 2001; Harris et al. 2000; Healy et al. 2003; Magis, 2010). Resiliency in this field includes characteristics which compose and influence a community's ability to be resilient and occur concurrently (e.g., see Magis, 2010). In addition, scholars suggest community resilience is increased through a community's ability to comprehend and collectively mobilize their assets, by building on 'community capitals' (human, cultural, social, natural, financial, physical, and political) in the process (Berkes & Ross 2013; Magis, 2010; Poortinga, 2012).

A consensus exists within the literature that the more resilient communities often possess a set of common strengths. These strengths are identified as: (i) strong social networks that communicate; (ii) a sense of social inclusion; (iii) a willingness to accept change; (iv) leadership and; (v) the desire for continuous learning (Berkes & Ross, 2013; Douglas, 2017; Norris et al. 2008; Kulig et al. 2008; Buikstra et al. 2010; Ross et al. 2010). In 2011, the *Canadian Center for Community Renewal* released its updated Community Resilience (CR) Manual, which provides

rural communities with a structured approach of identifying community assets to better mobilize their limited resources. The manual focuses on the process of establishing community goals and objectives, analyzing, and understanding the current context which the community exists in. The central focus of the CR manual is the active engagement of community stakeholders (e.g., community members, local government officials and the business sector). The manual's approach empathizes the importance of gathering knowledge on local attitudes and existing organizational networks to understand where gaps exist, as well as how to develop a holistic strategic plan. In rural regions, the connections between individuals within a community tend to be much closer than their urban counterparts, thus highlighting the importance of actively engaging affected community members in resilience planning (Douglas, 2017; CCCR, 2011).

Douglas (2017) argues that the history of Canadian federal interventions in rural development has shaped the current resilience capacities of rural communities. Later sections of this review present the challenges that rural communities face because of federal level control over regional development interventions. However, the lasting impacts of these interventions have resulted in rural communities becoming dependant on the federal government to drive development. Newfoundland offers an useful lens through which to view the impacts of federal policy decisions on rural the current state of rural development. Historically, the federal government greatly supported the development of the natural resource industry in NL. Currently, NL remains one of the most resource dependant provinces, with 3.8 percent of the population in 2019 being employed in the natural resource industry and the relative success most other sectors in the economy reliant on the success of this industry (Statistics Canada, 2019). With the lowest population density in all of Canada, and with approximately 47 percent of its population living in rural areas, the health and well-being of most rural residents are subject to the boom and bust cycles of the natural resource industry (Statistics Canada, 2016). However, there has been a movement throughout NL to diversify the economy to support the growth of social enterprise and the non-profit sector as a means of strengthening local control over development.

Scholars have highlighted the critical role that social enterprise, and community-driven initiatives which focus on how socially engaged, community-oriented businesses and organizations can play in creating resilience in rural regions (Dart, 2004; Lionais, 2015; O'Shaughnessy & O'Hara, 2016). O'Shaughnessy & O'Hara (2016) argue that in rural regions,

social enterprises can take on the role of filling service provision gaps that have been left by the retreat of senior levels of government. Further, the community-controlled nature of these organizations allows the profits to be invested directly into the local community. The last section of this review highlights innovative community-led organizations that have emerged across NL and Canada, such as small and rural charitable organizations that have been utilized by rural communities to increase their level of self-sustainability and resilience.

Community resiliency is fundamentally related to a community's willingness to accept change and create innovative solutions to address challenges. The following section introduces the literature on social innovation to better develop an understanding of the reciprocal relationship between resiliency and social innovation in rural regions, and ultimately the way philanthropy might play a role in carving out innovative pathways.

2.2.2 Social Innovation

2.2.2.1 Perceptions & Conceptualizations of Social Innovation

Scholarship cites a broad range of factors present in innovation within rural areas, including agricultural productivity, business entrepreneurship, technological advances, governance reconfigurations and stakeholder connectivity (Bock, 2016; Barraket, 2018; Carter & Vodden 2018; Neumeier 2012, 2017). An emerging consensus within innovation literature highlights the increasingly social nature of innovation processes (Nicholls & Murdock, 2012). Bock (2016) argues that social innovation is tied to the unique norms and values of every individual community. Scholars (e.g., Barraket 2018; Carter & Vodden 2018) suggest that tangible outcomes of social innovation (e.g. social entrepreneurship or innovative technologies) improve significantly through relationship building among actors; the successful proliferation of an innovation depends upon the social context in which it is adopted, and whether or not it meets the unique needs and capabilities of the community. Thus, if specific capacities are not developed within a community, then innovative practices may not take root (Bock, 2016; Barraket, 2018; Carter & Vodden 2018; Neumeier 2012, 2017).

There are several competing conceptualizations of social innovation. Some innovation scholars focus on the processes and the production of tangible outcomes, such as the introduction of novel technologies (e.g., Bock, 2016; Mulgan, 2006) and others on the process of changing

behaviours and perceptions among groups (e.g., Neumeier, 2012). While the focus varies between scholars, agreement exists that social innovation requires building community competency and consideration of unique community needs, which are considered the most important elements (Bock, 2016; Barraket, 2018, Carter & Vodden 2018, Neumeier 2012; 2017). The process of social innovation establishes relationships among actors, which can help to facilitate knowledge sharing, collaborative action, governance reconfigurations, and the institutionalization of ideas (Bock, 2016; Barraket, 2018; Carter & Vodden, 2018, Neumeier 2012; 2017) leading to the practical implementation of new social structures. Further, they can act as a conduit for subsequent forms of innovation.

The concepts and theories of social innovation are important to conceptualize in the context of rural regions to bridge the regional development strategies that have been utilized in rural regions of Canada in the past with overarching development discourse that promotes innovation in Canada as the way forward. It is essential to integrate concepts that have typically been applied to urban regions in the country with the reality of what they might mean, or how they might be applied in rural regions currently.

2.2.2.2 Social Innovation in Rural Regions

Building competencies within various sectors of a region (a (neo-)endogenous approach) will create stronger local development over time (Carter & Vodden, 2018; Slight et al., 2016). The literature contrasts a (neo-)endogenous approach, which focuses on local and relational place-based development strategies with an exogenous approach, which focuses on creating external networks for effective rural development (Bock, 2016, Carter & Vodden, 2018). Bock (2016) proposes a ‘nexogenous’ approach, which equally values internal and external network building, arguing that both networks are essential for the long-term resiliency and development of a community.

The literature highlights that innovation in rural regions involves not only the development and application of entirely new technologies and structures (e.g., social, governmental, technological and economic) but also the adoption of existing ones within a new context (Carter & Vodden 2018; Barraket 2018; Mulgan, 2016). For example, this could include the revitalization of agencies which used to provide policy guidance, or the introduction of new broadband networks

to previously under-connected areas (Carter & Vodden, 2018). The use of existing technologies or previously existing structures, while they might not be considered entirely new in the world of innovation, can be conceptualized as innovative in a rural context that previously lacked such structures or technologies.

Literature suggests there exists a link between philanthropy and social innovation (Folco Durand, 2020; Pearson, 2006). Particularly within the history of grant-making foundations that have played a driving role in funded innovative ideas and programs (community foundations will be discussed later in this chapter) (Ferris, 2015; Folco Durand, 2020; Pearson, 2006). Ferris (2015) argues that philanthropy can create the margins where social innovation takes root and that leveraging philanthropic assets can contribute to the proliferation of social innovation. Arguably, the strengthening of philanthropy in rural regions may contribute to the increased capacity for communities and organizations to adopt innovative solutions to their challenges.

2.2.3 Conclusion

This first section explores the origins of resilience thinking, along with ways that it has evolved to include community-level resilience. It illustrates how these theories transitioned from ecological to individual to community-level frameworks and the importance of studying the ways these different elements of social ecological systems interact and influence each other. Contextualizing past federal and provincial approaches to rural development is vital to understand the current resilience building challenges that rural regions, including local governments, NGO's and individuals living within these regions, are experiencing. The following sections of this literature review include an examination of the historical and current state of regional and economic development strategies in rural planning. The final section of this review situates the current state of rural and regional development, the environmental sector in NL and resiliency within the philanthropy literature as a means of understanding the emerging potential and challenges of community-driven strategies that aim to create resilient rural communities.

2.3 Regional, Community and Economic Development in Rural Planning and Development

2.3.1 Introduction

The literature and history of regional approaches to economic and community development in Canada, particularly in Newfoundland, is varied and complex (Daniels et al., 2019; Hall et al., 2017; Krawchenko, 2017; Ryser & Halseth, 2010). Historical analysis reveals a transition from top-down to bottom-up regional development attempts across Canada (Ryser & Halseth, 2010; Savoie, 2003). Scholars have argued that development must be both individualized and place-based in order to utilize unique opportunities and assets within communities, although there is a role to play for central agencies as well (e.g., senior levels of government) (Krawchenko, 2017; Shucksmith, 2010; Vodden et al., 2013a). However, the difficulties of translating theory into practice have also been emphasized as a significant challenge for creating holistic and integrated regional development approaches (Carter & Vodden, 2018; Hall et al., 2017; Krawchenko, 2017; Reimer, 2006; Savoie, 2003). This literature review and jurisdictional scan encompasses the broad history of regional (economic) development approaches from federal, provincial and local levels of Canadian government, specifically focusing on developmental contexts within Newfoundland. Furthermore, this review presents prominent literature on community and regional development strategies and current contentions that economic outcomes outweigh other community health and wellness outcomes, including social and environmental dimensions as a result of funding structures (Krawchenko, 2017). For example, this focus created challenges for development strategies focused on environmental sustainability and ecological assets of community. The following sections provide an overview of theoretical and practical considerations in developing indicators within regional development to measure and evaluate the relative success of regional approaches. The last section of this review examines prominent literature which postulates important development considerations for the future of rural regions in both Canada and Newfoundland, including the challenges of and potential for rural communities to utilize alternative development mechanisms such as, philanthropy, to create their own internal sustainability.

The section presented below moves from a broad review of the history of regional development approaches across Canada to a specific review of community economic development approaches and the role philanthropy and environmental organizations have played as a regional

development tool. Further, this section reviews these topics across geographical scales from Canada to Atlantic Canada and Newfoundland. Definitions and descriptions of characteristics relating to the topics addressed in the following subsections will be highlighted as they become relevant.

2.3.2 History of Regional Development Policies, Programs and Approaches within Canada

2.3.2.1 'Regions' and 'Rural' Defined

Regional development policies and approaches feature prominently in Canada's history of planning and development. Federal regional policy functions within a decentralized federation which engages governmental bodies and a wide range of public and private sector firms and organizations, including all levels of government (Bradford, 2017). However, until the mid-1950s, the Canadian government had no explicit regional development policies (Ryser & Halseth, 2010; Savoie, 2003). Rather, the Canadian government only began to address regional disparities after the Second World War. The establishment of the Rowell-Sirois Commission, which re-examined the financial basis and distribution of legislative powers of confederation, was a seminal moment in Canadian Federal regional development history (Savoie, 2003). The Commission's recommendation led to the establishment of Canada's equalization program – the transfer of grants from richer to poorer provinces, and thus regions have often been defined along provincial lines. Prominent discourse within the literature on regional development indicates that these approaches have often resulted in provincial/regional economic dependency on federal funding (Ryser & Halseth, 2010; Savoie, 2013; Vodden et al., 2013a). Many of the challenges and points of contention within Canada's regional development approaches have spawned from a lack of legislative and financial power at the regional level, in tandem with a weak upper parliamentary house which failed to address regional needs (Bradford, 2017; Savoie, 2003).

The OECD 2019 Outlook Report provides a list of typologies which define the boundaries and functions encompassed in a particular region. This helps conceptualize the ways in which regions are defined to better understand the implications that specific regional development approaches will have on a particular community based on their economic, social and geographic integration with neighbouring communities. The OECD's typology includes;

Table 1 OECD Regional Typologies and Characteristics

Regional Typologies	Characteristics
Cities	“An individual city [which is] defined by an administrative border” (p.11)
Functional Regions	“Geographic areas defined by their economic and social integration...a functional region is a self-contained economic unit according to the functional unit chosen (for example, commuting [or] water service)” (p.11)
Functional Urban Areas	“densely populated municipalities and adjacent municipalities with high levels of commuting towards densely populated urban areas...extend[ing] across administrative boundaries” (p.11)
Metropolitan Areas	“functional urban areas with a population of over 250,000” (p.11)
TL2 & TL3	<p>Regions are further “classified by the OECD into two territorial levels that reflect the administrative organization of countries...large regions (TL2) represent the first administrative tier of a subnational government [e.g. Ontario as a region within Canada]</p> <p>TL3 regions are contained within a TL2 region” (p.11); and lastly (e) TL3 regions are classified into “predominantly urban (PU), Intermediate (IN), and predominantly rural (PR)” (p.11).</p>

The definitions above are created based on population percentages, with additional layers added to describe rurality based on the distance between a given PR region and the location of necessary services. The review focuses on the impacts that federal-level development approaches have had on the current state of predominately rural regions, as well as the emerging alternative development strategies that have been witnessed as a result. It is thus essential to present the definition of PR. The OECD defines ‘predominately rural regions’ as areas that have more than half of their population living in a rural community that has a density of 150 people per square kilometre (Statistics Canada, 2009; OECD, 2011). While not included in the OECD's regional typologies presented above, this research acknowledges the importance of the inclusion of watershed and ecological regions, particularly concerning collective efforts made by environmental charities and non-profits in protecting the natural resources in these regions. Watersheds are nested systems of water bodies that flow into common areas (Government of Canada, 2020). Ecological regions are characterized by unique regional ecological factors (such as climate, soil, vegetation, fauna) (Government of Canada, n/a). Watersheds and ecological regions often transcend the boundaries of regions as described by the OECD list above. However, an in-depth review of development policies and programs related to watersheds and eco-regions is beyond this research's scope.

In order to study and understand the landscape of regional development, as well as the alternative mechanisms that have been employed – such as the use of philanthropy – in rural regions, the term rural requires clarity. The literature has set out to define the term, ultimately finding that its connotations are unique and relative to each province in Canada and often contested (Iyer et al., 2005; Pike et al., 2016; Wolfe, 2011). Scholars emphasize the importance of describing rurality based on population size, as well as the distance from urban/densely populated areas (Reimer & Bollman, 2010). Bollman (2001) highlights that the process of defining how many people live in a rural area is difficult, and instead the focus should be on why a question is being asked, and what issue is being addressed. Furthermore, he cites a significant debate of whether 'rural' is simply a *geographical concept*, or if it should be considered as a *social representation* of the cultural aspects and ways of life which make rural regions unique (p.4). Ultimately, however, definitions of rurality are beyond the scope of this review. For an in-depth classification of rural areas, see Bollman (2001).

2.3.2.2 Waves of Regionalism Within Canada

The literature on Canada's complex and wide-ranging efforts to deliver regional and rural development policy has changed significantly throughout history. Many attempts at reducing rural disparities in NL and Canada have been tackled through regional development approaches (Blake, 2003; Bradford, 2017; Bradford & Wolfe, 2013) The following section briefly illustrates the major paradigms within Canadian regional development efforts and discourses.

The first wave of regional development discourse and policy took place in the 1960s and 1970s. With rural regions lagging behind urban areas, federal regional development strategies focused on eliminating rural poverty in order to create equal opportunities for all Canadians to access adequate public services (Bradford, 2017; Savoie, 2003). These objectives were present in the mandates of acts, programs and policies including, but not limited to the Agricultural Rehabilitation Development Act (ARDA), the Fund for Rural Economic Development, and the Department of Regional Economic Expansion (DREE) (Savoie, 2003). Funds from these programs aimed to stimulate the sectoral growth of designated slow-growth rural regions (Savoie, 2003). Scholarship has been critical of these initial top-down policies, which were intended to build industry and drive economic expansion across Canada, citing that they overlooked the long-term approaches necessary to build the community capacity capable of sustaining economic and communal futures (Hall et al., 2017; Carter & Vodden, 2018; Gibson, 2013; Reimer, 2006; Ryser & Halseth, 2010). However, paradigms of regional development shifted with a growing consensus that disparity reduction between regions could no longer be the sole consideration.

Bradford (2017) states that the second wave of Canadian regional development policies focused on "flexibility and adaptability" (p. 5). Bradford's (2017) definition of flexibility refers to a governance system's ability to grow and change with time and context, while adaptability refers to the spatial dimensions of policies and their particular sensitivity to individual regional needs (Bradford, 2017). This second wave of regional development efforts reflected the broader criticism of earlier strategies which failed to effectively utilize place-based planning. Place-based planning enables the tailoring of development strategies, created within or based on unique knowledge specific to a particular region (Bradford, 2017; Savoie, 2013; Ryser & Halseth, 2010).

The third, and most current wave of regional development thinking emerged in the 1990s, from the neoliberal legacy of 1980s and in response to the limitations of earlier regional development approaches. Scholars coined this wave *new regionalism*. This wave reflected the belief that development should no longer focus on reducing regional disparities, but instead realize regional potential by building on assets and community capacity. Scholars, however, continue to criticize this ‘current’ wave of new regionalism as still being underpinned by neoliberal ideals because of its promotion of government withdrawal (Vodden et al., 2019; Zirul et al, 2015). In order to create suitable and sustainable economic development plans, decision-making must be devolved to the communities and regions in which plans would be implemented while still working with other actors from other sectors (i.e., business and government) to enable multi-level governance (Bradford, 2017; Hall et al., 2017; Ryser & Halseth, 2010; Savoie, 2003; Vodden et al., 2019).

Bradford (2017) states that despite broad acknowledgement of the need for more place-based development solutions, an issue arose regarding what the roles of various levels of government would be while nurturing bottom-up development approaches and pursuing the notion of co-construction. The literature, theory, and practice of *New regionalism* (NR) approaches are rooted in place, involving multi-level collaborative governance and integrated development approaches (vs. sectoral approaches). Additionally, they aim to foster knowledge flows and innovation, and understanding rural-urban interactions and interdependencies (Bradford, 2017; Vodden et al., 2019). Douglas (2019) argues that while NR supports an integrated approach to regional development, in theory, the occurrence of significantly integrated development practices and policies is scarce in Canada. Further, there remains a persistent trend within federal and provincial funding structures that favour economic development over social and environmental development across Canada (Vodden et al., 2019).

However, Breen et al. (2019) argue that we are yet in another era of what they call ‘*reactionary negotiation*.’ This period of policy interventions is described as not wholly different from the past responses but acknowledges the emerging resistance towards past neoliberal policy approaches while still working within a political system that has been structured by decades of neoliberal policies (Breen et al., 2019; Halseth & Ryser, 2017). Breen et al. (2019) suggest that this era consists of a lack of clarity of roles and future directions, along with an uncertainty of how

the reorganization of roles between the state, industry and community will manifest. Further, Breen et al. (2019) suggest that this current state of reactionism is accompanied by a need for negotiation to determine how this reconfiguration of roles and responsibilities will exist in practice. Further, they suggest that this period brings with it both significant challenges and opportunities, which will be dependent on the capacity of communities and regions to adapt to these new roles.

The current paradigm of regional development thinking has shifted to conceptualize the necessity of tailoring development approaches based on opportunities and assets while attempting to create stronger connections in and between regions (Bradford, 2017; Hall et al., 2017; Ryser & Halseth, 2010; Vodden et al., 2019). However, regional development thinking and its translation into practice are challenged by the complex reality of the decades of neoliberal policies which have shaped current development practices. The following section of this literature review and jurisdictional scan will apply these broader Canadian regional development trends to understand the current context of Canada's Atlantic region, with a focus on Newfoundland.

2.3.2.3 Major Trends in Regional Development in Newfoundland

Federal attempts to reduce rural disparities in Atlantic Canada focus on the transfer of funds to improve the basic economic infrastructure within these regions. Following Canadian-based standard formulas for funding allocation previously discussed, a consensus among the literature emerged finding that these programs and policy approaches did little to establish the necessary capacity for these regions and their economies to sustain themselves when funds diminished (Gibson, 2013; Hall et al., 2017, Ryser & Halseth, 2010; Savoie, 2003; Vodden et al., 2013a). The subsequent wave of regional approaches to economic development argued that a devolution of decision-making power must occur to produce solutions which most appropriately fit the needs of communities (Savoie, 2003; Vodden et al., 2013a). This devolution of governance and power became evident when the federal government began to work more closely with the provinces, establishing Regional Development Agreements in 1988 across the country, and then in turn with development agencies within these provinces through the 1990s and early 2000s until cutbacks began.

The Canadian Community Economic Development Network defines community economic development as “a holistic approach to development that integrates the social, cultural, economic

and ecological goals of communities, and the actions taken by individuals locally to create inclusive and sustainable economic opportunities” (Infanti, 2003, p.82). However, researchers note a persistent trend and ongoing struggle within federal and provincial funding structures which favour economic development over social and environmental development across Canada (Krawchenko, 2017; Pike, 2007; Ryser & Halseth, 2010).

In Newfoundland’s Great Northern Peninsula, a grassroots, community-led, economic development movement manifested in the late 1960s and early 1970s as a resistance attempt to the resettlement efforts of the federal government (House, 2001). At the time, the federal government was providing insufficient services and support to small outpost communities due to the difficulties of supporting small and relatively far away communities. The provincial government encouraged the movement of whole communities to more centralized areas. However, communities in Northern Newfoundland banded together against these top-down efforts, creating Regional (or sometimes Rural) Development Agencies (RDAs) (House, 2001). RDAs were small, locally run development groups with democratically elected boards. The existence of these RDAs contributed greatly to the democratization of rural NL. Until this point, many communities in rural NL had either very weak or non-existent local governments (House, 2001; Vodden et al., 2013a). Although at the community-level the RDAs made many achievements, they were criticized for their lack of long-term planning, as well as focusing too heavily on the creation of programs for short-term employment opportunities (Vodden et al., 2013a). As a result of the Royal Commission and its Task Force on CED, it was recommended that economic development boards with a broader regional approach to development should be created. This recommendation resulted in the creation of the Regional Economic Development Boards (REDBs) in across NL (Vodden et al., 2013a).

The Atlantic Canada Opportunities Agency (ACOA) was a regional agency established in 1987 to provide development guidance and funding for communities and organizations in Atlantic Canada. Regional economic development funds were created and distributed to Regional Economic Development Boards (REDBs) across Newfoundland and Labrador in between 1995 and 1996 playing an essential role in guiding economic activities and increasing institutional capacity within rural regions of the province (House, 2001, Vodden et al., 2013a). Initially, the federally funded REDBs were to absorb a number of the responsibilities of the community run RDAs. The primary role of the REDBs was to take on the long-term role of providing funding and

to distribute to the RDAs to implement development objectives (Hall et al., 2017; House, 2001). Vodden et al, (2013a) highlight that although the RDAs played role in supporting the development of the REDBs, significant controversy surrounded the collaboration of these two organizations when money that was intended to flow from the REDBs to the RDAs never materialized. Challenges arose when funding to the RDAs was cut. Scholars and practitioners questioned whether regional approaches would replace or supplement the work of community-level organizations in NL. This contention between regional vs. community level responsibilities exemplifies an ongoing struggle between what constitutes community and regional development, and whether development equals economic development.

In 2003, the NL government, led by the conservative leader Danny Williams began to establish the *Comprehensive Regional Diversification Strategy*. This strategy divided the province into nine regions, with a fund being created to distribute money to these regions. Additionally, the provincial government created the Rural Secretariat (RS). The objective of the RS was to work towards creating a more holistic and integrated approach to development by bringing together provincial and regional stakeholders to develop priorities that aim to advance sustainable social and economic development across regions. Resulting from the decisions of the RS and the representing council of the nine economic development regions, the REDBs were given strict funding requirements. These conditions required that the REDBs more strictly stick to supporting economic development activities (Krawchenko, 2016; Vodden et al. 2013a). However, in May of 2012, federal funding was discontinued to the REDBs, precipitating the closure of every economic development board in the province (Gibson, 2013; Hall et al., 2017). Shortly after these closures, the RS was also abolished. Scholarship on this topic argues that REDBs experienced challenges because they lacked the “power to decide” the very decisions they were mandated to make. Translating theory into practice, and potential into reality has proven difficult for NL when power, and the finances necessary to run the REDBs, was never appropriately transferred to these boards (Vodden et al., 2013a; Hall et al., 2017).

In recent history, rural areas of Canada, especially in NL, have experienced rapid changes in their economic and social compositions (Gibson, 2013; Reimer, 2006). The challenges facing rural communities are linked to the restructuring of national and global socioeconomic fabrics, declining and ageing populations, limited physical and institutional infrastructures and access to

resources, and a prevalent reliance on natural resource industries (Carter & Vodden; 2018; Hall et al., 2017; Reimer, 2006). Current rural development literature that focuses on ‘New Regionalism’ highlights the importance of capacity building, and the necessity of external networks which stimulate development in rural regions (Daniels et al., 2019; Krawchenko, 2017; Vodden et al., 2013a). However, Bill Reimer’s (2006) ‘New Rural Economy Project’ found that without careful consideration of the unique needs and opportunities which exist in particular communities, strategies which initially appear to be catch-all solutions are rarely so.

In NL and across Canada, the application of current debates around regional development strategies, significant limitations appear in remote rural regions to the realization and implementation of regional development strategies which focus heavily on exogenous (building external networks, or externally driven) approaches (Bollman, 1999; Krawchenko, 2017; Hall et al., 2017). Emerging trends within rural regional community and economic development literature highlight the importance of incremental, endogenous approaches which take into account existing community assets and direct attention toward building foundational competencies that serve as necessary first step to establishing sustainable and effective regional development strategies in remote rural regions (Carter & Vodden, 2018; Reimer, 2006; Ryser & Halseth, 2010). Effective development strategies in rural regions rely on existing community capabilities (Carter & Vodden, 2018; Hall et al., 2017; Reimer, 2006; Ryser & Halseth, 2010). However, due to the closure of REDBs province-wide, a weakened business sector and municipal government, and limited access to basic infrastructure and resources (e.g., broadband networks, roads, formal community spaces to collaborate), attempts to reach more effective and integrated development structures require a greater emphasis on building basic capacity (Carter & Vodden, 2018). The following section provides a brief jurisdictional scan of the Community Economic Development (CED) context in NL, with an emphasis on community. Further, it highlights environmental related efforts launched by communities and development associations and boards in the province.

2.3.3 Community Economic Development History in NL

Within NL, the Department of Industry, Trade and Rural Development’s (ITRD) mandate supports CED initiatives by strengthening and diversifying economic activities in the province. Additionally, in 2002, the ITRD released a report titled *Renewal Strategy for Jobs and Growth*, this report highlighted the ITRD’s commitment to building partnerships between

communities, businesses and various levels of government to drive a strong and sustainable economic environment (Government of Newfoundland and Labrador, 2001; Infanti, 2003). Until the closure of the REDBs across NL in 2012, the ITRD had supported and funded the work of these development boards. However, since these closures, a significant amount of operative guidance and support for community economic development has left the province (Hall et al., 2017, Infanti, 2003).

Currently, support for CED initiatives in NL predominantly are from the Newfoundland and Labrador Association of Community Business Development Corporation (CBDC), and in some cases from municipalities, chambers of commerce or other sector specific groups. Particularly, the CBDC has 16 branches across the province which serve specific regions. They support the creation of small businesses through the provision of financial and technical support (CBDC, 2020a). The organization incubates and strengthens community-based economic initiatives through business planning and evaluations by providing micro-credit loans (CBDC, 2020b). This approach helps to drive and stimulate economic diversity across the province, especially in resource-dependent rural regions of NL (Government of Newfoundland and Labrador, 2001; Wilson-Frosberg, 2013).

Krawchenko (2016) highlights the major contentions between CED theory and practice across both Canada and NL. She asserts that restructuring community economic development funding sources caused a shift toward projects which favor economic development over community development initiatives. Furthermore, she writes that this resulted in a disconnect wherein groups and organizations now prioritize greater funding over actual problem-solving in communities. She argues that the way in which funding and decision-making power is allocated and transferred in practice is moving away from the holistic coordination that CED theories prescribe, similar to the findings from the CRD project noted above.

It is important to note that the Rural/Regional Development Associations (RDAs) and Regional Economic Development Boards (REDBs) that existed in NL are connected to various environment-related efforts within the province. RDAs and REDBs played a key role in regional and community development in NL (see discussion above) (Vodden et al., 2013a). Funding that flowed through development associations and boards enabled the creation of various

environmental programs, initiatives, and environmental organizations aiming to tackle sustainability issues in NL through community-driven initiatives (a discussion on the environmental sector will be provided in NL will be provided 'philanthropy' section below) (Vodden et al., 2013a). Initiatives launched by RDAs or REDBs in NL addressed environmental from coastal management and fish stocks and habitats to agricultural practices and general environmental stewardship initiatives (Vodden 2009; Vodden et al., 2013a). One such organization launched by RDAs is the Indian Bay Ecosystem Corporation (IBEC) (the community partner of this research project) (Vodden, 2009). Vodden (2009) states that IBEC began when community members in Indian Bay became concerned about the environmental degradation being seen and the impacts that it was having on trout stocks in the Indian Bay watershed. IBEC was launched in 1988 by the Gambo-Indian Bay and Cape Freels Development Associations. In 1995, IBEC incorporated as an independent non-profit society as a means of diversifying its funding sources (IBEC, n/a; Vodden, 2009). Since the incorporation of IBEC, the organization has played an integral role in protecting the environment and educating the public through monitoring, restoration and outreach programs initiatives in the Indian Bay watershed region (IBEC, n/a). In NL, development associations have played a vital role in the economic, environmental and community development of rural regions (Vodden, 2009; Vodden et al., 2013a). Further discussions on the environmental sector in NL will be provide in later sections of this chapter.

The previous sections presented prominent trends in regional economic and community development, along with a brief overview of the current contentious environment in rural NL and the environmental efforts of RDAs and REDBs in NL. The following section provides a brief overview of debates within the literature related to how the success of regional development approaches are measured and evaluated.

2.3.4 Measuring Regional Community & Economic Development: Indicators & Evaluation

Regional development scholarship within Canada involves wide-ranging approaches taken by a diversity of actors, so identifying and measuring the signalling factors of success within rural regions is similarly complex. The scholarship on the measurement and evaluation of community and economic development strategies is unified in its understanding of wide variability among

indicators and metrics of success (Ashton et al., 2011; Bollman, 1999; EDAC, 2011; Emery & Flora, 2006).

A study conducted by the Economic Development Association of Canada in 2011 surveyed economic developers across 99 economic development organizations to determine the indicators that they use to identify successful plans and strategies. The study found that no single indicator was universally chosen by participants, and that the indicators chosen as a means of measuring success within any development approach were ultimately the reflection of the distinct objectives for which an organization has set (EDAC, 2011).

Ashton et al., (2011) contends that economic indicators can be far more efficient and useful than singular statistical measurements when examining rural contexts and defines an economic indicator as "a quantitative measure of a component of rural society with geographic and temporal context that can be compared over time" (p.3). However, scholarship suggests that the indicators must be chosen based on the clearly stated objectives of an organization or community (Ashton et al., 2011; Bollman, 1999; EDAC, 2011; Emery & Flora, 2006). Furthermore, the frequency for tracking and measuring indicators depends specifically on the indicator itself ranging from monthly to quarterly, biannually or annual tracking (Bollman, 1999; EDAC, 2011). For example, if the objective of a plan is to diversify a local economy and reduce its dependence on traditional resource industries, then the measures used to determine if strategies are successful could identify how many knowledge-based jobs or businesses had been created in an area (EDAC, 2011).

Bollman (1999) contributes to this broader discussion noting that some indicators which identify reduced growth in one region have been found to increase economic growth in various other regions. Additionally, he found that there are some factors that generally showed significant trends in all communities, which could be utilized in other regions to address specific economic development strategies. These factors include but are not limited to; (1) higher education levels (leading to increased human capacity) correspond with a greater growth in community employment, and (2) communities that focus on developing primary resources industries are associated with slower growth in community development outcomes.

Bollman's (1999) study more narrowly focuses on financial indicators which measure relative success over time, while Emery & Flora (2006) argue that community and economic

development can be more holistically evaluated based on a systems approach which utilizes a Community Capitals Framework (CCF). The CCF offers a holistic approach to analyzing changes that occur within communities. The framework encourages a systemic perspective on the interactive nature between strategies and projects, broadening the measures of success beyond a project's specific goals to the community or system as a whole.

Emery & Flora's (2006) study tracked several kinds of capital within the community including: (1) natural; (2) human; (3) social; (4) cultural; (5) political; (6) financial; and (7) built capital as indicators of community development progressions. Evaluation through this framework is determined by the increased stock in a range of capitals across the regional area using a collaborative approach. This approach utilizes community members collectively working together to establish and identify indicators across all types of community capitals. This approach broadens previous conceptualizations within the literature to measure and evaluate community success and economic development beyond financial growth. Emery and Flora (2006) argue that strengths within a particular capital helps to support the process of strengthening other capitals within a community.

Lastly, Hatry (1990) provides a prominent approach in the process of evaluating success in regional development positing that performance measures should be directed at achieving outcomes as a means of fully understanding the broad spectrum of consequences for a specific action. Hatry highlights the importance of differentiating the *outputs* of a project (the short-term results created by a project) from its *outcomes* (long-term consequences of a particular strategy) to determine what the lasting impacts of a project may result in (Hatry, 1990). *Outputs* may include new programs that support job creation, where *outcomes* may include but are not limited to; increased job growth in a region, or the increased number of business start-ups that have occurred due to programs.

This section introduced the complex nature of identifying success indicators within community economic development and prominent and diverging ways in which researchers have suggested to measure and evaluate success within organizational and rural community contexts across Canada. The following sections suggest future directions for regional community and economic development approaches within Canada, and more specifically Newfoundland.

2.3.5 Future Directions for Regional Development in NL

The scholarship on the history of regional approaches to community and economic development in Canada emphasizes the importance of assets and opportunities that exist within individual communities and regions. Researchers in this field of literature generally agree that place-based programs and policies can be utilized in rural regions to create the most appropriate development approaches (Ashton et al., 2011; Bollman, 1999; Carter & Vodden, 2018; Daniels et al., 2019; Emery & Flora, 2006; Krawchenko, 2017; OECD, 2006; Reimer, 2006, Ryser & Halseth, 2010; Savoie, 2003; Shucksmith, 2010; Vodden et al., 2013a; Wilson-Frosberg, 2013).

Several researchers have begun to focus on the importance of endogenous development approaches for rural regions, known as the ‘New Rural Paradigm’ and consistent with new regionalism. This new rural paradigm acknowledges and values local community assets while supporting the individuality of communities and connecting them in a complementary and competitive manner (OECD, 2006; Polèse & Shearmur, 2006; Reimer, 2000; Wilson-Frosberg, 2013).

In addition, a shift from governments to governance has emerged as a prominent concept within this new paradigm. The necessity of shifting relationships and responsibilities from top-down senior levels of government to the inclusion of various public and private stakeholders has become an important way for communities to build their internal capacities, as well as the social and cultural capital necessary to proliferate ideological and behavioural changes which form strong social networks in rural regions across Canada, including Newfoundland (NL).

Scholarship suggests that the federal government has an important role to play in building capacity, but in the process of setting and directing goals for sustainable and vibrant futures, local and regional actors must fulfill a broader role (Infrastructure Canada, 2019). For example, in the *Rural Opportunity, National Prosperity: and Economic Development Strategy* (2019), the Canadian federal government committed to bridge the infrastructural divides across rural Canada by providing financial support and bringing broadband connectivity to all rural regions, acknowledging that rural and urban regions are interdependent. To have a strong national economy, rural regions cannot be left behind.

Rural scholarship supports economic clusters to facilitate the flow of knowledge-sharing across sectors as a means of harnessing individual and organizational capacities which can increase development in rural regions (Greenwood et al., 2011; Porter, 1998). Porter (1998) defines a cluster as a “geographical concentration of interconnected companies, institutions, specialized suppliers, service providers, firms in related industries that combine to create new products and/or services in specific lines of business” (p. 78). The literature on rural NL states that due to the limited number of actors in each region, each actor will depend more significantly on a community’s collective ability to harness and mobilize each other’s strengths (Greenwood et al., 2011). Greenwood et al. (2011) argues that innovative clusters may strengthen regional economies within the province.

It is important to orient the historical context of NL within broader theories of community asset mobilization, along with the necessity to build physical infrastructure (such as broadband connectivity, roads, formal organizing spaces) which enables the flow of knowledge, resources people and goods. Rural communities in NL might be able to diversify and strengthen their economies by focusing on building infrastructure and the social networks that drive and harness local and regional skill bases. The following section of this literature examines alternative development strategies. More specifically, it will review prominent literature on philanthropy and the potential of charitable organizations in rural communities, as well as provide a jurisdictional scan with which to document the existing barriers, challenges and advantageous conditions for rural charities in rural regions of NL with a particular focus on environmental charities and non-profits.

2.3.6 Conclusion

This review explored the major trends in regional development across Canada and documented the impacts that they have on economic and community development. Focusing on the historical and changing landscape of federal-provincial policies and theoretical debates which have shaped the legacy of regional development in Newfoundland, it illustrated the challenges that rural communities face, such as the closure of regional development associations (RDAs) and then regional economic development boards (Gibson, 2013; Hall et al., 2017). Furthermore, it presented scholarship that has highlighted the importance of creating place-based community and economic

development strategies as best practice to utilize unique community assets within regions (Daniels et al., 2019).

The rich history and literature on regional development approaches within rural NL, and more broadly Canada, has shown the importance of utilizing individualized and place-based planning strategies for development. However, the complex history of development in Newfoundland indicates that rural regions cannot rely solely on higher levels of government to create an economic environment that fosters sustainable, resilient futures that are linked to a wide range of other aspects of community needs. The following sections of this literature review explore alternative and community-based development strategies. More specifically, it presents literature on philanthropy and the potential of charitable organizations in rural communities across Canada to harness alternative mechanisms and develop sustainable, resilient communities.

2.4 Philanthropy in Canada and its Rural & Environmental Presence

2.4.1 Introduction

The literature and history of philanthropy and the non-profit sector in Canada, particularly in rural regions such as Atlantic Canada and NL, encompasses a diverse range of actors and activities. This review will examine the prominent literature which theorizes and describes the nature and role of formal charitable organizations to better conceptualize the current landscape of charitable giving within Canada. More specifically, this section highlights the role of charitable organizations within regional development, as well as their potential to reduce the government dependency that has led to some of the challenges that were identified in the previous section. This section encompasses the broad landscape of the non-profit sector while focusing on formal rural charitable organizations in particular. Furthermore, this section examines the environmental philanthropy discourses including the challenges and opportunities that the sector is currently experiencing as a way of expanding the traditionally economic focus found in regional development strategies. The final section examines literature which postulates considerations and opportunities for the future of environmental philanthropy in rural regions in both Canada and Newfoundland. The section presented below moves from the broad conceptualizations of philanthropy and charities and non-profits to a specific review of literature on environmental philanthropy and the current issues faced by environmental charities and non-profits. Further, this

section reviews these topics across geographical scales from Canada to Atlantic Canada and Newfoundland. Definitions and descriptions of characteristics relating to the topics addressed in the following subsections will be highlighted as they become relevant.

2.4.2 Conceptualizations of Philanthropy

2.4.2.1 Conceptualizations of the Third Sector

Scholars use a variety of terms (e.g., third sector, non-profit, not-for-profit) when writing about the organizations that do not operate primarily for the purpose of gaining profit (Brenton, 1985; Rekart, 1992; Thayer Scott, 1997). For the purpose of this section the term not-for-profit will be used when speaking about this sector. Literature on philanthropy looks to not-for-profit organizations to define its most distinctive traits. Philanthropy can serve as an umbrella term which describes the underlying ethos through which organizations and groups engage in this sector, especially through fostering collective well-being (Brenton, 1985; Rekart, 1992; Thayer Scott, 1997). Further, Philanthropy can be defined as the desire to promote wellbeing through the donation of money, gifts or time to causes that benefit others (Anheier & Leat, 2006).

Frequently, scholars define the characteristics of the not-for-profit sector by contrasting it with the for-profit or government sectors (and thus the term “third sector”). Scholars agree that there is a wide range of diversity of activities and organizations within the not-for-profit sector (Brenton, 1985; Gibson et al., 2014; Rekart, 1992; Secord, 2014; Thayer Scott, 1997). For example, Thayer-Scott (1997) describes the issues that arise when attempting to study and define the characteristics of organizations in this sector, primarily because the elements which scholars tend to focus on depends on their disciplinary background. For example, economists (Badelt, 1997; Salamon & Anheier, 1992) tend to focus on the dynamics of not-for-profits not seeking profit. Sociologists (Barman, 2016; DiMaggio & Anheier, 1990), on the other hand, focus on the voluntary properties and aspects of the sector, while political scientists (Anheier, 2000; Farrell, 2015) focus on the governance and structural properties of the diffused decision-making power in these organizations.

Inconsistencies exist, on the defining characteristics of the not-for-profit sector. For example, Brenton (1985) defines the not-for-profit sector as those which are separate from government. Rekart (1992), however, argues that the increasing readiness with which governments

are subcontracting service provisioning jobs to voluntary organizations calls into question the independence of the sector, and Jon Van Til (1988) suggests that the not-for-profit sector is interdependent with other sectors because of its support and connection to government, businesses, and households. Further, Phillips (1995) note that the primary defining roles of organizations within the not-for-profit sector are: (1) service delivery; (2) citizen engagement and; (3) representation. She argues that government funding schemes have historically favoured service-providing organizations over those who engage in citizen engagement or advocacy, which is exemplified by cuts to funding for not-for-profit organizations that do not satisfy service provision requirements.

2.4.2.2 Characteristics of Philanthropic Organizations

The philanthropic ecosystem includes both formal (e.g., public & private charities, not-for-profits, federal corporations) and informal (e.g., voluntary groups and service clubs) organizations (Locke & Rowe, 2010; Lorinc, 2019; Thayer Scott, 1997). Many different organizations can be considered philanthropic (e.g., formal not-for-profits, charities, federal and/or provincial/territorial incorporations, and social groups) (see Figure 1). However, a charity cannot be considered a not-for-profit organization, and vice versa. The CRA definition of charity or not-for-profit states that an organization can only meet one definition (definitions will be addressed below) (Government of Canada, 2016). However, the literature highlights that the boundaries are not always as clear, with charities additionally being able to be considered incorporations (Elson, 2007; 2009; Government of Canada, 2017). Identifying differences and similarities between these organizations enables a deeper understanding of the impacts that these organizations can have on their communities and can help identify the barriers they may face in their particular legislative contexts.

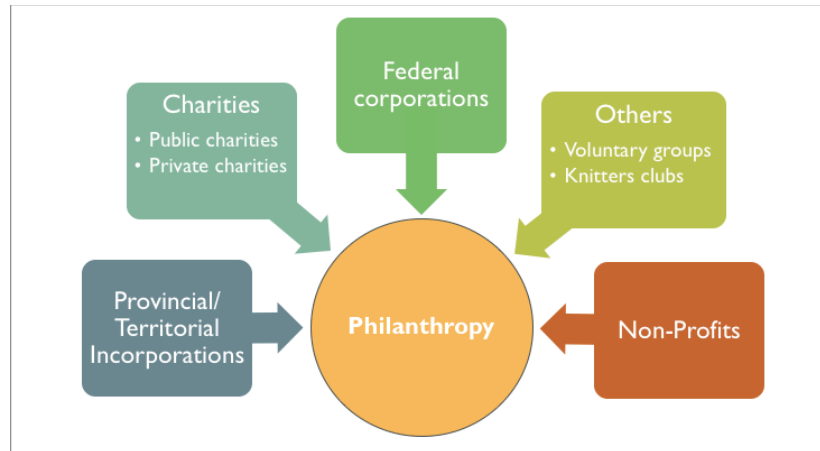


Figure 1 Kinds of Organizations that Fall Under the Umbrella of Philanthropy

2.4.2.3 Charities and Their Role in Canada

More than 18,000 charities exist in rural regions across Canada (Gibson & Barrett, 2018). Charities are legally operating organizations, public or private, which are registered with the Canada Revenue Agency under the *Income Tax Act* (Income Tax Act, 2020). To be registered as a charity, organizations must dedicate all of their resources from charitable sources to charitable activities (Imagine Canada, n.d.). Furthermore, charities must adhere to strict annual reporting requirements which document activities and the flow of donations into and out of the organization. The literature on the charitable sector highlights that the availability of the aforementioned public reporting data provides an important understanding of the giving behaviours of Canadian citizens, along with the flow of donations within Canadian society (Gibson & Barrett, 2018; Reed & Lowe, 1999). Reed and Lowe (1999) suggest that the legislative authority which the CRA uses to mandate charitable activity and registrations has exercised considerable influence on how the not-for-profit sector is defined.

To be a registered charity, an organization must provide benefits and services to the public, or a significant portion of the public as delineated by a set of categories. All charities must carry out activities which fit under one of the following categories: (i) relief of poverty, (ii) advancement of education, (iii) advancement of religion, or (iv) for other purposes beneficial to the public (Gibson & Barrett, 2018; Levasseur, 2012; Reed & Lowe, 1999). Additionally, all registered charities must meet the public benefit test, which is a test used to determine whether or not the activities undertaken are beneficial to the community at large (Canada Revenue Agency, 2006).

Basic requirements of the public benefit test include: (1) a benefit should generally be 'tangible', or able to be objectively measurable, (2) a benefit may be either direct or indirect, (3) there be a net benefit for the public (Canada Revenue Agency, 2006). In addition, two key principles need to be met in order to show that a charity's aims are for the public benefit. These principles are that benefits must be identifiable or clear and related to the charity's aims, and benefits must be to the public or a section of the public (Canada Revenue Agency, 2006). The meaning of a 'benefit' provided by the Canada Revenue Agency is that an activity is a socially valuable undertaking. Moreover, the general rules for defining a community include: (1) a particular class of persons eligible to benefit are generally acceptable at law (e.g., survivors of abuse, children, individuals living with disabilities), (2) inhabitants of a specific geographical location (Canada Revenue Agency, 2006). Further, whether or not a group meets the definition of a significant portion of the population is determined in relation to the charitable purposes proposed by an organization (e.g., a religious charity) (Canada Revenue Agency, 2006).

Depending on the sources of funding and the structure of their governance, charities in Canada can be designated as public or private. Public charities receive their funding from a variety of sources (e.g., government, corporate donations, individual donations), while private charities primarily receive funding from individuals or single families. Additionally, the governance of public charities must have at least half of its board who work and act independently of each other's interests, and are additionally not related, while private foundations would have less than half of their board governance which act with the same interest of the other members or are related to each other (Gibson and Barrett, 2018; Canada Revenue Agency, 2017; Man & Carter, 2005; Reed & Lowe, 1999). Since the 1930's the Canadian government has incentivized the public to donate to registered charities through the provision of tax-deductible receipts, which then provide tax benefits to these individuals (Elson, 2007; McCamus, 1996; Reed & Lowe, 1999).

Although non-profits and charities may carry out similar activities and both operate on a non-profit basis, charities are bound by more restrictive rules to operate solely for their charitable purposes (see allowable charitable purposes above). The activities of non-profits are less restricted, and non-profits can act as entities that provide such things as recreational, hobby or sports organizations. Non-profits and charities are categorized as separate types of organizations under the umbrella of the third sector of the economy. The following section reviews the individual and

combined contributions that non-profit and charitable organizations make to the Canadian economy.

2.4.2.4 Contributions to the Economy, Community and Regional Development

In 2017, Canada's not-for-profit sector generated \$169.2 billion, representing 8.5 percent of Canada's Gross Domestic Product (GDP) (Statistics, 2019). Further, the charitable sector in Canada specifically contributes to 8 percent of the previously mentioned total to Canada's GDP, totalling \$151 billion (Imagine Canada, 2018). Accounting for volunteer activity would add a further \$41.8 billion to this total (based on most recently available data from 2013). The not-for-profit and charitable sector contributed to a greater portion to the GDP of Atlantic Canada compared to other regions (Statistics Canada, 2019; Gordon & Hattie, 2008). In 2017, Statistics Canada released a report that reviewed the economic contributions of non-profit institutions and volunteering between 2007 to 2017, found that the contributions to the GDP of provinces and territories across Canada vary. This report highlighted that in 2017 in Nova Scotia, the non-profit sector accounted for 12.3% of the provinces' GDP, surpassing the national average of 8.5%. Further, it was stated that similarly, provinces in Atlantic Canada also surpassed the national average (Statistics Canada, 2019).

Institutions that provide health care and education (e.g., senior support centers, food banks, public universities) were the most supported philanthropic sectors (Turcotte, 2015), illustrating the broader social outcomes of the sector. Philanthropy literature agrees that the non-profit sector lends great economic and social benefits to Canadian society (Barrett & Gibson, 2013; Canada Revenue Agency, 2008; Statistics Canada, 2019; Turcotte, 2015). However, there is still little known regarding the extent of impacts that non-profit/charitable sectors could have on rural regions if they were better supported (Gibson et al. 2013; Gibson et al. 2014; Lorinc, 2019).

The remainder of this review will focus specifically on the literature surrounding formal public charities and their role in rural regions. In particular, it will explore charities in the Atlantic region and in Newfoundland and Labrador specifically, narrowing in on the landscape and background of environmental philanthropy. It will include a jurisdictional scan of who gives and receives in these regions, along with an understanding of current Canada-wide requirements for and challenges of obtaining and maintaining a charitable designation. Finally, it will address

challenges, barriers, and advantageous conditions that have been debated within the rural philanthropy literature.

2.4.3 Rural Philanthropy

2.4.3.1 Situating Philanthropy in Rural

With the understanding that the impacts and challenges of philanthropy vary significantly depending on the context it exists within, scholars have begun to study the presence of philanthropy in rural regions in Canada (e.g., Gibson & Barrett, 2018; Gibson et al., 2014; Gordon & Hattie, 2008). Moreover, particularities of philanthropy's characteristics in rural communities such as the knowledge that the philanthropic landscape encompasses a broad range of actors and activities (Canadian Revenue Agency, 2008; Gibson & Barrett, 2018; Gibson et al., 2014; Gordon & Hattie, 2008). Philanthropy has been described by scholars as a core social norm of small, sometimes isolated communities (Lorinc, 2019) and is evident in the propensity of local service clubs, church groups, individuals and communities to band together to support those who are struggling. Additionally, more formal rural charitable foundations provide support for community endeavours (Barrett & Gibson, 2013; Locke & Rowe, 2010; Lorinc, 2019).

The literature highlights the influence that charities have on the provision of services in rural regions in the wake of increasing retreating support from senior levels of government, and the increased downloading of responsibilities onto municipalities and further onto charities and non-profits, as discussed in sections I and II (Gibson & Barrett, 2018; Gibson et al., 2014; Hall & Reid, 1998). Gibson & Barrett (2018) further suggest that although rural charities are well positioned to identify local needs and priorities within their own regions. The economic restructuring which has forced local organizations to increasingly fill service provision gaps left by senior levels of government, however, ultimately reduces the ability of small rural charities and community foundations (CFs) to focus their attention on future innovation initiatives which increase community resilience.

Among the 191 CFs which existed in 2014 in Canada, Gibson et al. (2014) identifies approximately 43 percent which exist in rural regions. Furthermore, data collected from the CRA directorate found that more than \$114 million is invested in rural CFs (Gibson et al. 2014). Scholars suggest that this funding provides significant support for the provision of rural community needs.

Canada's CFs are unevenly distributed; the majority of CFs are in Manitoba and British Columbia. In the 1980s and 1990s, the Thomas Sill Foundation matched investment funds to encourage the creation of local and regional CFs in Manitoba, resulting in the highest concentration of foundations (44) in a single province. Community foundations are less prominent in Canada's Atlantic region, there are only nine CFs in Atlantic Canada, five of which are considered rural-focused CFs (Gibson et al., 2014; Glass, 2016; Elson et al., 2018). The literature on community foundations in Atlantic Canada indicates that although they operate on a smaller scale (i.e., less money invested, fewer operating staff members), CFs provide important support to community driven initiatives across rural regions (Gamble, 2014).

The remainder of this review examines the challenges, potential, and debates within scholarship focusing specifically on rural charities and environmental philanthropy. It illustrates current barriers in the rural philanthropic landscape which may reduce organizations' ability to register as charities or work collaboratively to establish CFs in Atlantic Canada, especially in Newfoundland and Labrador. Additionally, prominent literature is presented which examines the current opportunities and advantageous conditions within NL's charitable landscape.

2.4.3.2 Alternative Options for Rural Regions: Charity and Non-Charity Partnerships

The literature on rural philanthropy highlights the importance of small rural charities and CFs in local communities. However, it also highlights the frequent challenges experienced by small and rural charitable organizations such as limited capacity associated with resources, staff, time (a further discussion of challenges will be presented below). Ramsundarsingh and Falkenberg (2017) contributed one of the first examinations of charity and non-charity partnerships as one solution to the challenges faced by small, rural charities, highlighting policies and models which guide this movement and collaboration.

Scholarship suggests that partnerships between charity and non-charity groups arose from the need to adapt to decreased resources and a growing community need for greater responsiveness from charitable organizations. Further, these partnerships emerged as a result of many charities being deregistered and needing support from other charitable organizations to continue their work.

The literature on charity/non-charity partnerships suggest that the increased costs associated with registering and maintaining a charitable designation have become untenable for some small rural charities (Canada Revenue Agency, 2008; Lalande & Cave, 2017; Niswonger, 2019). Thus, partnerships enable non-charities to access funding earmarked for charitable purposes to carry out their work while reducing operation costs, increasing the chances of the organization's survival (Ramsundarsingh & Falkenberg, 2017).

Additionally, Ramsundarsingh and Falkenberg (2017) present several models for partnerships of this nature, which include the *Conduit Model*, *Technical Assistance Model*, *Platform Model*, and the *Subsidiary Model*. The engagement between partners in these models range from little interaction between the charity and non-charity to the complete integration of the non- charity and the shared support and services between partners (Table 2).

Table 2 Charity/Non-Charity Partnership Models

Model	Description
Conduit Model	There is little interaction between the funder and the non-charity, and where charitable funds are simply transferred
Technical Assistance Model	When the charity provides services and oversight to the non-charity. Both patterns remain separate legal entities
Platform Model	Providing services and oversight from charities to non-charities, while integrating non-charities that are not legal entities partially into the charity's organization.
Subsidiary Model	The complete integration of the non-charity and shared support/services between partners. Both the charity and non-charity work collaboratively in

	oversight committees, with the charity maintaining the right to make final decisions.
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Scholarship acknowledges the human and financial capacity challenges that small and/or rural charities face, bringing to light emergent informal partnerships which continue the work of third sector organizations (Canada Revenue Agency, 2008; Gamble, 2014; Gibson et al., 2014; Gibson & Barrett, 2018; Tafa, 2018). Although alternative arrangements may not prove necessary for all charities, the rising prevalence of such partnerships sheds light on trends in not-for-profit/charitable sectors of rural regions.

2.4.4 Challenges, Opportunities & Required Research for Charitable Organizations

In 2008, the Canada Revenue Agency released an in-depth review of small and rural charities within Canada which identified a number of the challenges experienced often related to human and financial capacity. More specifically, most small and rural charities are dependent on the support and work of unpaid volunteers and the process of obtaining and maintaining a charitable designation, requires significant time commitment in both the process of securing funding sources, and completing administrative requirements. Thus, it is difficult for small charities to complete these obligations with limited resources (Barr et al., 2004; Canada Revenue Agency, 2008; Stowe & Barr, 2005). Additionally, scholarship highlights the internal capacity of small and rural organizations as a significant barrier which constrains their ability to build and maintain the strong social networks that are integral to their survival (Barr et al., 2004; Canada Revenue Agency, 2008; Stowe & Barr, 2005).

In a review of secondary data from Statistics Canada, Turcotte (2015) found that 2013 data reveals that 82.4 percent of Canadians engaged in charitable giving (Turcotte, 2015). Additionally, this report also highlighted that older citizens were the most likely to donate money, while younger individuals were more likely to volunteer their time to support charitable causes. Further, donor rates were generally higher in Atlantic Canada when compared to the rest of the country. Additionally, while the rural populations of both Atlantic Canada and NL have been changing, they both still have significant rural populations, with 53 percent (APEC, 2021) of Atlantic

Canadians and approximately 42 percent of Newfoundlanders living in rural areas. However, at the nexus of philanthropy and economic development Newfoundland and Labrador stood out considerably, with the highest charitable donor rate in all of Canada (92 percent) in 2010 (Barrett & Gibson, 2013), along with NL residents having the highest sense of belonging to their province and local communities (Statistics Canada, 2015). Moreover, the combination of high donor rates and a strong sense of place may have the potential to contribute to increased opportunities that support the formal environmental philanthropic sector in NL. Unanswered questions remain around the potential benefits these circumstances can produce in rural regions, and whether or not the longstanding history of the resource economies of rural regions might affect the growth of environmental philanthropy in rural NL (Hayter & Barnes, 2001). Further, research is required to understand the disconnect between why the rate of giving in NL is so high, while the number of charities, specifically in rural regions is so low.

Scholars note the importance that attachment to place, combined with a strong sense of community belonging can have for charitable organizations within NL to harness support for their charitable work (Barrett & Gibson, 2013; Gibson et al., 2013; Myers, 2010; Phillips & Scaife, 2017). Further research is required which documents the specific barriers, challenges and advantageous conditions that environmental charities experience in NL and Atlantic Canada to better understand the philanthropic landscape within the environmental sector and seeks to fill this knowledge gap.

2.4.5 Environmental Philanthropy

Mitigating environmental pressures has become an increasingly important topic in the political realm, as well as for community and regional development and sustainability issues. All levels of government attempt to shape the trajectory of environmental concerns through various policies, legislation which designates protected areas, and program funding which enables this work to continue (Carter & Ross, 2014; Gelissen, 2007; Grandy, 2013). However, scholars suggest that the extent to which these efforts succeed ebbs and flows with the economic context and political tone of the day (Carter & Ross, 2014; Gelissen, 2007; Gamble, 2014; Grandy, 2013). In many instances, regions and communities have witnessed the emergence of grassroots efforts to mitigate significant environmental pressures by a variety of Environmental Non-Governmental Organizations (ENGOS) and charities. The interconnected and wicked nature of environmental and

sustainability issues acknowledges the necessity of increasing government, business, not-for-profit, and civil collaboration (Akamani, 2016; Vodden et al., 2013b). A brief overview presents prominent definitions of environmental philanthropy within the literature, along with research which highlights the significant societal factors which contribute to environmental giving.

2.4.5.1 Environmental Philanthropy and Driving Societal Behaviours

Environmental philanthropy can be defined as the provision of time, money, or gifts to mitigate environmental issues (Carter & Ross, 2014; CEGN, 2018; Greenspan et al., 2012; Lutter, 2010). Greenspan et al. (2012) list environmental philanthropy as one type of environmentally conscious behaviour enacted by individuals, communities and organizations. The underlying factors that encourage environmental giving require a separate analysis from other types of environmental behaviours. The Greenspan et al. (2012) study contributes to the broader body of literature by identifying the underlying factors which contribute to the adoption of environmental philanthropic behaviour include: (i) value-orientation; (ii) political orientation; (iii) environmental knowledge; (iv) gender; (v) ethnic origin and; (vi) academic status. Greenspan et al. (2012) found that one of the most significant reasons American youth donate comes from their desire to support causes they care about such as environmental causes, with little to no motivation coming from the potential financial incentives they might gain (i.e., tax-deductible receipts) (Amos, 1982).

Hossain & Lamb (2012) analyzed the dynamic nature of environmental giving in Canada and found that contrary to data collected from American research participants (Amos, 1982), Canadians of all ages would be more likely to donate to environmental issues if government tax incentives were increased. Furthermore, they argue that policies which maintain the same tax rate deductions across all charitable sectors in Canada ultimately have negative implications for the growth of environmental giving across Canada. These negative implications result from the understanding that individuals currently predominantly give donations to health and educational organizations, thus if there was a higher financial incentive to donate to environmental organizations these individual behaviours might change.

Within Canadian history it is important to frame the current context that environmental charities face within the broader political context and the various waves it has experienced. For example, between 2006 to 2015, Canada was led the progressive conservative administration of

Stephen Harper. Within this period of Canadian history Harper's administration made significant cuts to environmental support and regulation while seeking to promote industrial development. MacNeil (2013) writes that the federal government at the time deemed environmental charities 'radical', and in opposition to their development goals. The government increased CRA funding for the auditing and oversight of environmental charities, resulting in the increased policing of their activities. Many environmental charities in Canada faced deregistration of their charitable status as a result of this shift in government ideals (MacNeil, 2013; Wellstead, 2018).

Although this period of political conservatism left a lasting impression on environmental charities within Canada, charities throughout the country have continued to carry out work that positively affects their communities. Furthermore, scholars have continued to study and consider the underlying factors which motivate charitable giving in environmental sectors.

2.4.5.2 Environmental Philanthropy & the Environmental Charitable Sector in Atlantic Canada

Within the broader body of literature, scholars have highlighted that charities which champion environmental causes receive a smaller portion of the total annual charitable donations compared to charitable organizations that carry out health and education related activities (CEGN, 2018; Gamble, 2014; Turcotte, 2015). In 2004, Statistics Canada released '*Highlights of the National Survey of Non-profit and Voluntary Organizations*', which has been the only large-scale survey of its kind to date. The survey found that as of 2003, 41% of all non-profit and voluntary organizations in Canada are registered charities (Hall et al., 2004). Further, of all non-profit and voluntary organizations in, Canada only 2.7 percent of these organizations were classified as environmental organizations. Additionally, this report found that while 1.4 percent of all environmental organizations in Canada are located in NL, their revenues only account for 0.9 percent of total revenues, which is a smaller percentage than any other province (Hall et al., 2004). The report additionally states that organizations in NL, the territories, Manitoba are generally more likely than organizations located in other regions across Canada to report problems related to capacity (e.g., difficulty related to recruiting the type of volunteers the organization needs, obtaining funding from government, foundations, or corporations, difficulty related to planning for the future) (Hall et al., 2004).

The Canadian Environmental Grantmakers' Network review of grant distribution found that British Columbia and Ontario are the most funded regions for environmental causes (receiving 75 percent of all grants), while the Atlantic provinces in Canada received only 2.5 percent of environmental grants, and NL receiving the smallest percentage of grants at 0.2 % (only larger than Nunavut which received 0.1%) (CEGN, 2018). Environmental charities in Atlantic Canadian provinces, therefore, receive the smallest portion of charitable donations earmarked for environmental causes in all of Canada (CEGN, 2018; 2014 Gamble, 2014). As a result, organizations are largely dependent on grants.

However, the literature has also highlighted the ingenuity of small and rural charities and non-profits, including environmental charities and non-profits, throughout the nation, which consistently adapt in order to meet their needs (Gibson, 2018; Gibson et al., 2014; Lutter, 2010; Niswonger, 2019). Gamble (2014) has contributed strategies which could be utilized in this region to increase the presence of environmental philanthropy by taking advantage of the unique context which exists in Atlantic Canada. Gamble (2014) illustrates some of the challenges which rural environmental charities in the Atlantic region experience: i) they often struggle to reach a wide audience, which makes it more difficult to secure funding; ii) increased collaboration and knowledge-sharing between charities of all sizes must occur in order to increase environmental philanthropy in Atlantic Canada; iii) organizations within this sector must collaborate on a broader narrative of their work in order to highlight how the environmental issues that they address intersect with the health and economic sectors of the province.

Individual and localized issues addressed by charitable organizations in Atlantic Canada, however small, often address important regional priorities. Literature in this field of research suggests that network-building strategies allow rural charities to harness greater collective power to manage environmental issues while simultaneously increasing funding opportunities in the environmental sector. The following section will present a brief overview of the environmental movement and, more broadly, the environmental sector in Newfoundland to provide insight into the current circumstances faced by environmental charities and non-profits in NL.

2.4.5.3 Brief Review of the Environmental Sector in Newfoundland

Newfoundlander's have long had a close relationship with their environment. This relationship resulted from resident's reliance on natural resources for food, shelter and livelihoods (Fusco, 2007; Palmer & Wadley, 2007; Waight & Bath, 2014). In some instances, authors describe residents' connections with the environment as utilitarian in nature, especially in rural areas of the province where traditional ways of life persist. In NL, the environmental movement, and by association the sector as a whole, lagged behind movements seen across Canada in the '70s and early '80s (Fusco, 2007). During this time, organizations and communities would come together to address specific concerns or issues as they arose (e.g., the spraying of lethal pesticides on the west coast of the province and plans to allow the storage of American garbage in the province) (Fusco, 2007; Vodden et al., 2013a). Further, during the '70s, Green Peace launched an anti-seal hunting campaign to stop the traditional annual seal hunt in NL (Harter, 2004). Many Newfoundlanders saw this campaign as an attack on a culturally significant and economically important resource in the province (Fusco, 2007). While Green Peace's campaign was primarily surrounded animal rights issues, many residents in NL began to associate the 'environmentalism' more broadly with potential threats to access, and loss of control over natural resources (Fusco, 2007; Hunter, 2004).

Greater citizen, non-profit and government involvement in the environmental issues did not see significant uptake until the late '80s and '90s in NL. At this time, more environmental groups were established and became more organized (Fusco, 2007; Vodden et al., 2013a). The environmental sector saw collaborative efforts between government departments in NL, non-profit organizations and individuals organizing around the planning and management of natural resources within the province (e.g., forestry issues, mineral extraction, northern cod stock collapse, agriculture, watershed management) (Vodden et al., 2013a). While an entire thesis could be dedicated to the review of the management of environmental resources has progressed over time in the province, for the purpose of this thesis, the following subsection will review briefly review the rise and current state of environmental charities and non-profits in NL.

2.4.5.3.1 Environmental Issues in NL & Environmental Non-Profits and Charities

Since the greater organization of the environmental sector, many pressing issues have been addressed by environmental charities and non-profits. The province saw the rise of The Sierra Club, which launched forestry campaigns on the island's west coast (Fusco, 2007; Vodden et al., 2013a). Further, the North East Avalon ACAP was formed and launched programs initially directed towards protecting the water resources on the east coast. Additionally, several salmon groups were established to protect and conserve salmon habitats, such as the Indian Bay Ecosystem Corporation (see previous discussion) and The Salmonid Council of Newfoundland, which acted as an umbrella organization for environmental groups focused on protecting fishing resources (Cadman et al., 2020; Fusco, 2007; Porter, 2018; Vodden et al., 2013a). While this is not a comprehensive list of the NL environmental organizations, this review highlights the broader number of environmental charities and non-profits that began to appear during this time.

Additionally, an important organization to highlight is the Newfoundland and Labrador Environment Network (NLEN). Established in 1990, NLEN acted as an umbrella organization for more than 30 non-profit and charitable organizations in NL (Porter, 2018; Vodden et al., 2013a; Waheed, 2011). NLEN supports other local, regional and international environmental organizations and promotes the protection and conservation of environmental resources. NLEN was established as an affiliate of The Canadian Environment Network (CEN). However, under the Harper government (see previous discussion) in 2010, the CEN's funding was cut, resulting in funding cuts to its affiliates (Porter, 2018). Since then, NLEN has continued to provide important supports to environmental organizations in NL (e.g., knowledge mobilization, and capacity building, a networking platform, distribution of grants, reimburse travel costs for environmental organizations to network) (NLEN, n/a; Porter, 2018; Vodden et al., 2013a). When NLEN's operational funding was cut, they choose to apply for charitable status (see previous discussions) to diversify revenue streams, however, this also coincided with the financial inability to retain a part-time paid staff member (Porter, 2018). In recent years, NLEN's has been struggling to provide services leading to the loss of its membership base and consequently the loss of membership fees that supported the organizations work (Porter, 2018). While NLEN remains active, its capacity and ability to provide a networking platform for environmental organizations in NL has been significantly diminished (Porter, 2018). Ultimately, the diminishment of this organization has

reduced the overall formal networking capacity amongst environmental organizations in the province.

The following subsection provides insight into the service areas of environmental charities and non-profits in NL to identify patterns within this sector and to further contextualize the issues that organizations face.

2.4.5.3.2 Environmental Organizations' Service Areas in NL

A study conducted by Porter (2018) collected and analyzed secondary data from Statistics Canada (Hall et al., 2004) and primary data from Porter (2018). The study found that environmental organizations in NL provide a wide range of services over a broad geographical scope. Moreover, 42 percent of environmental organizations in NL provide services to the whole province, which is significantly higher than their Canada-wide counterparts (10 percent provide services province-wide (Hall et al., 2004; Porter, 2018). Additionally, the study found that 19 percent of environmental organizations in NL also provide services to areas beyond their province (compared to 7 percent of organizations Canada-wide) (Hall et al., 2004; Porter, 2018). Further, the study found that environmental organizations in NL were less likely to provide services on a municipal level (15 percent) than environmental organizations across Canada (57 percent) (Hall et al., 2004, Porter, 2018).

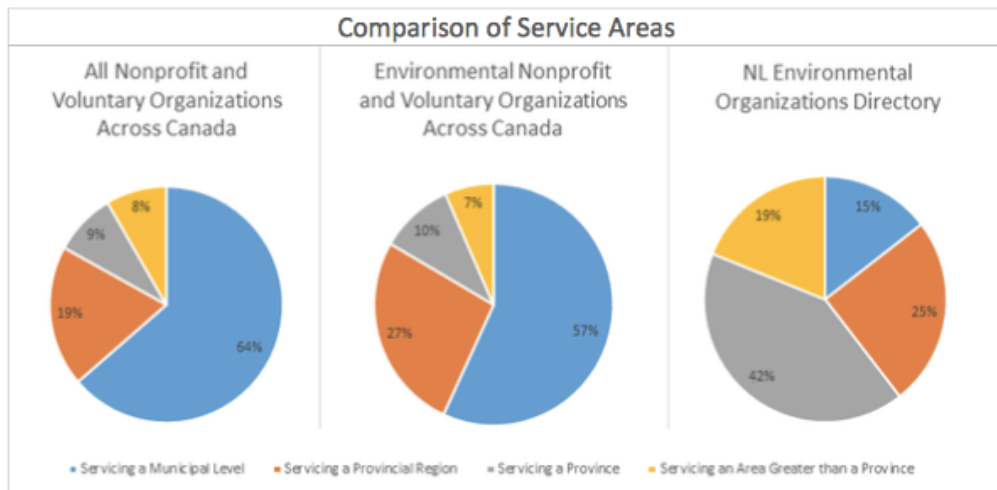


Figure 2 Comparison of Service Areas Across Canada and NL

*Note: Figure was pulled directly from Porter (2018)

Porter (2018) argues that while these findings may appear to be an indication of greater organizational size and capacity. However, when the data is reviewed beside data on limited funding streams and revenue (as discussed above), these results likely indicate that environmental organizations in NL are thinly stretched (Porter, 2018). Further, these results may shed light on reported capacity problems faced by environmental charities and non-profits within the province. Ultimately, while environmental charities and non-profit and, more broadly, the sector as a whole have seen increased uptake and organization, it faces a variety of challenges concerning its funding, organizational and networking capacity (Porter, 2018; Vodden et al., 2013a).

The following section is an overview of the major disconnects between the theory and reality of funding for environmental issues in Canada. This section highlights that while there is a recognized need for environmental funding opportunities to support a broader range of issues, little has changed in the kinds of issues that are funded.

2.4.5.4 Disconnections Between the Theory and Practice of Funding Environmental Issues

Literature on environmental philanthropy contends that paradigms of thought have been shifting away from traditional views, which separate the environment from its social components, to modern approaches which recognize the complexity of current sociocultural and environmental issues, and the interconnected nature of social ecological systems in creating resilient communities (CEGN, 2018; Lutter, 2010; Secord, 2014). A broad consensus has been reached that the ways in which we conceptualize solutions to environmental challenges must be reflected in multifaceted governance structures which effectively harness interdisciplinary approaches (CEGN, 2018; Lutter, 2010; Secord, 2014). These approaches must address not only environmental conservation, but extend to economic, health and social justice concerns (Lutter, 2010)

In 2016, the Canadian Environmental Grantmakers' Network (CEGN) conducted an in-depth review of the state of environmental philanthropy across Canada. CEGN's report analyzed 3304 grants totalling \$116.5 million. It was found that the top five most funded environmental issues included; (1) biodiversity and species protection; (2) coastal and marine ecosystems; (3) freshwater ecosystems; (4) terrestrial ecosystems and land use and; (5) energy. Additionally, it was found that the top five strategies employed by environmental organizations included; (1) direct

activity; (2) education; (3) research; (4) public awareness raising and; (5) capacity building. The table below shows the environmental issues and strategies funded and supported in order from high to low.

Table 3 Most Funded Environmental Issues & Strategies Employed by Environmental Organizations

Top Five Most Funded Environmental Issues	Top Five Strategies Employed by Environmental Organizations
(1) Biodiversity and species protection	(1) Direct activity
(2) Coastal and marine ecosystems	(2) Education/youth organizing
(3) Freshwater ecosystems	(3) Research
(4) Terrestrial ecosystems and land use	(4) Public education/awareness
(5) Energy	(5) Capacity building

This analysis into environmental giving behaviours suggests that even within the growing acknowledgement that funding needs to address a wider range of issues, including engaging a broader range of sectors, funders tend to be more comfortable supporting the same or similar causes that they have in the past (CEGN, 2018; Gelissen, 2007; Grandy, 2013; Greenspan et al., 2012; Lutter, 2010; Secord, 2014). Additionally, the broad servicing areas covered by environmental non-profits in NL (addressed above) may be an indication of organization’s attempt to secure a greater number of funding sources. The following section will review considerations for the future of environmental philanthropy.

2.4.5.5 Futures for Rural Environmental Philanthropy

Literature on environmental philanthropy is limited, especially in rural and Atlantic Canada. The available scholarship tends to focus on the movement of funds between larger environmental charities and the donors who support them (Grandy, 2013). In addition, the available academic and grey literature tends to focus on specific topics within philanthropy, such as rural/non-rural charities, community foundations, and the challenges that they experience (Barrett & Gibson 2013). However, academic literature which researches the specific challenges and benefits of rural environmental charities or non-profits who wish to obtain or have obtained a charitable designation in Newfoundland and Atlantic Canada is scarce. Identifying specific barriers that environmental charities face within Newfoundland and Atlantic Canada may help in understanding how these organizations might become more internally sustainable, and in doing so contribute to environmental protection and also community development and rural development more broadly (Gibson & Barrett, 2018; Locke & Rowe, 2010; Lorinc, 2019; Lutter, 2010).

2.4.5.6 Conclusion

This chapter has highlighted that the impacts that past top-down economic development approaches followed by the subsequent downloading of responsibilities on municipalities have created gaps in the ability of rural communities across Canada to be economically and socially resilient to the disruptions and shocks they experience. The possibilities of non-profit and charitable organizations to fill these gaps, alongside the limited research that has focused on rural and environmental non-profit and charitable organizations, provides justifications for further research into the challenges and advantageous conditions experienced by non-profit and charitable organizations in Newfoundland and Labrador.

This first section explored the origins of resilience thinking and how it has evolved to include community-level resilience. It illustrated how these theories transitioned from ecological to the individual to community-level frameworks and the importance of studying how they interact and influence each other. Contextualizing past federal approaches to rural development is vital to understand the current resilience building challenges rural regions are experiencing.

The second section of this review and jurisdictional scan explored the major trends in regional development across Canada and documented that past top-down federal and provincial

economic development policies, and programs have created significant dependencies on Newfoundland's natural resource industries Labrador (Gibson, 2013; Hall et al., 2017). Furthermore, it presented scholarship that has highlighted the importance of creating place-based community and economic development strategies as a best practice to utilize unique community assets within regions (Daniels et al., 2019).

Further, the academic literature that researches the specific challenges the charitable and non-profit sector faces in Atlantic Canada and Newfoundland and the challenges and benefits of rural environmental non-profits and charities in Newfoundland and Atlantic Canada is scarce. Identifying specific barriers that environmental charities face within Newfoundland and Atlantic Canada may help in understanding how these organizations might become more internally sustainable, and in doing so, contribute to environmental protection and also community development and rural development more broadly (Gibson & Barrett, 2018; Locke & Rowe, 2010; Lorinc, 2019; Lutter, 2010).

3 Chapter Three: Research Design

3.1 Introduction

This chapter provides an overview of the research design followed in this study. This chapter begins by re-introducing the study's objectives and the theoretical frameworks which informed this study's design. Further, the methods employed in collecting primary and secondary data collection are presented and justified. The primary source of data for this research is the data collected from the semi-structured interviews; therefore, a detailed description of site and participant selection procedures is provided. Additionally, this chapter presents a detailed description of how data was analyzed, as well as the tools that were employed throughout this process. The chapter concludes with a review of qualitative rigour components such as credibility, transferability, dependability and confirmability, as well as the methods used to ensure this study produced trustworthy results.

3.2 Research Questions, Goal & Objectives

This project examines the landscape of environmental non-profits, as well as their relationships to charitable giving, specifically in NL, and more broadly across Atlantic Canada (to

contextualize the current state of the sector in NL). This project poses the questions: *How can gaining charitable status under the Canadian Revenue Agency (CRA) support or hinder, environmental non-profits' philanthropic mission? And how can environmental charities and non-profits in NL be better supported to participate in the philanthropic landscape?*

The goal of this project is to contribute to knowledge generation in the philanthropic landscape of NL by exploring the nature of giving in the province (who gives/receives), as well as the implications of existing governance structures within the landscape which positively and/or negatively influence the ability of environmental organizations to function. To achieve this study's research goal and increase understanding of existing patterns of philanthropy, specifically environmental philanthropy, in Atlantic Canada, this project explores the lived experiences of environmental non-profit and charitable organizations in NL by addressing three objectives:

1. To identify existing patterns of philanthropy, and specifically environmental philanthropy in Newfoundland and Atlantic Canada.
2. To outline the benefits challenges and barriers that environmental organizations face in gaining charitable status
3. To identify support needed for environmental charitable and non-profit organizations, and more broadly the sector as a whole in Newfoundland and Labrador.

3.3 Theoretical Considerations & Frameworks

Social innovation and resiliency are the theoretical frameworks used for this research as outlined in chapter two. Social innovation refers to the overarching process of changing behaviours and perceptions among groups with aligned interests to implement novel ideas and solutions to communities' issues (Bock, 2016; Neumeier, 2012; 2017). Research on social innovation indicates that this process builds social capital and competencies necessary for communities to effectively collaborate with important internal and external actors (Bock, 2016; Barraket, 2018; Carter & Vodden, 2018; Neumeier, 2012; 2017). The application of a social innovation framework in this research project helped to conceptualize the underlying factors that enable a community to adopt alternative processes to create a more sustainable community or organizational structures, and in this case to harness potential the potential of philanthropy for environmental and other community aims.

Resiliency refers to a system's capacity to cope with or rebound from unexpected disruptions or shocks (Berkes & Ross, 2016; Slight et al., 2016). Resiliency in this research project on human communities refers to the overall capacity of socio-ecological systems to adapt to unpredictable challenges experienced (Slight et al., 2016). A resiliency framework in the context of this research was utilized to understand the ability of organizations and communities to adapt to the unpredictable and interconnected challenges which often simultaneously impact social, economic or environmental realms in a plethora of ways.

This research aims to advance social innovation and resiliency scholarship by exploring how formal kinds of rural environmental philanthropy can create innovative networks that can be utilized to create resilient rural communities.

3.3.1 Grounded Theory

This study's theoretical and methodological framework is informed by grounded theory (GT). Grounded theory is a qualitative methodological research approach that aims to produce theoretical explanations of a phenomenon through the systematic collection and analysis of data (Strauss & Corbin, 1994). Rooted in positivist philosophical approaches, the methodological process of GT advocates for an inductive research procedure (Creswell, 2013). According to Creswell (2013), GT methods recommend the iterative collection and analysis of data that allows the researcher to simultaneously develop and rework codes and categories used to group the responses of a study's participants. An iterative process of coding and categorizations enables researchers to develop a hierarchical system of themes and closely linked subthemes (Creswell, 2013; Strauss & Corbin, 1994).

A later iteration of grounded theory, called constructivist grounded theory, emphasizes participants' perspectives and the assumption that there exist multiple perspectives in relation to a particular social phenomenon (Charmaz & Belgrave, 2007). Additionally, a constructivist GT approach places more significant concern than past approaches on the researcher's role in producing theory and further sets out procedures to mitigate the researcher's unintentional interference (Creswell, 2013). Further, within a constructivist framework, a review of the literature before data collection is presented as a productive exercise that can benefit the creation of theory without unduly influencing the conclusions of a study (Ramalho et al., 2015; Thornberg, 2012). A

grounded theory approach provides appropriate guidelines, procedures and strategies for managing the analytic phases of inquiry that are common within qualitative research projects. This study borrows methodological procedures of grounded theory by adopting an iterative collection and analysis process of interview data. This process includes the following stages; coding text, memoing, integrating and comparatively interpreting and theorizing throughout each phase (Corbin & Strauss, 2014; Walker & Myrick, 2006). A constructivist approach was advanced in this research by acknowledging and incorporating participants' experiences of the multiple understandings they held towards the environmental sector in NL and their place in it and the challenges and benefits of their organizations' charitable status. The acknowledgement of the multiple truths held is presented in chapter four and further discussed in chapter five.

3.3.2 Engaged Theory

Additionally, this project borrows design components from the methodological framework of *engaged theory* as conceptualized in sustainability literature. Engaged theory is grounded in empirical analysis, moving from description to observation, categorization, and analysis (James, 2015; 2009; Newman, 2009). This methodological framework begins with the assumption of both an interested researcher and an interested participant, intentionally building in an iterative practice of reflexivity (James, 2015).

This theory is rooted in the broader context of critical theory, and its subsequent approaches have developed around sustainability discourses (Scerri & James, 2010). Engaged theory is a methodological framework that emerged from the need to find a synthesis between objective and subjective worldviews through quantitative and qualitative methods to study and analyze social complexities (James, 2015). This method seeks to use rigorous, objective measurements and indicators to comprehend particular phenomena. Further, it seeks to integrate the subjective experiences and perceptions that contribute to constructing an individual's knowledge around particular social phenomena (James, 2009; Hartle, 1997). This framework's process continues to move forward by abstracting 'on the ground' experiences drawing out generalizable theories that applicable in other settings.

As opposed to grounded theory, engaged theory argues that empirical data collection and analysis is inherently a non-neutral process (James, 2006). Thus, it requires the use of systematic methods of reflexivity throughout all phases of a research study. This framework emphasizes the

importance of understanding how the methods and tools used in this framework and how the theorization of social complexities impacts the formation of knowledge and practices in the world (James, 2006). Engaged theory was incorporated in the collection and analysis phases of this research through member-checking, triangulation and the continuous practice of reflexivity to ensure that this study was informed by both available academic literature and the on-the-ground experiences of participants.

3.3.3 Mixed Method Design: Exploratory Sequential Mixed Methods

The method design used for this study is an exploratory sequential mixed method. This method initially begins by conducting quantitative data collection and analysis, then builds on these results with qualitative research methods to provide a more detailed description of the quantitative data results (Cameron, 2009; Larkin et al., 2014; Fetters et al., 2013).

This study employs the collection and review of secondary Canada Revenue Agency data to determine overarching trends in Newfoundland and Labrador and Atlantic Canada's philanthropic landscape more broadly. The quantitative data results helped inform knowledge of where charities were located, gift sizes, gift sizes by location, and a review of the number of charities that give to qualified donees in the region.

The knowledge gained from the literature review and jurisdictional scan and the quantitative data collection and analysis were presented to a targeted group of environmental charities, and non-profits in Newfoundland and Labrador generated discussion. These discussions and helped to inform the interview guide that was used in the semi-structured interviews. The initial qualitative phase of this research helped to identify trends within the philanthropic landscape in Newfoundland. In contrast, the qualitative phase of this research was necessary to parse out organizations' individual experiences in this sector.

3.4 Methods

3.4.1 Literature Review & Jurisdictional Scan

The first methods utilized in this study was a systematic literature review and jurisdictional scan of relevant policy documents and academic literature on philanthropy/rural philanthropy Canada-wide, with a particular focus on the environmental sector in rural NL and the Atlantic

Region. This review identified best practices, sustainability strategies, innovative governance structures, and challenges the environmental philanthropic sector faces in NL and Atlantic Canada. This method contributed to the knowledge of the study areas and their policy landscape. As described in chapter two, knowledge gathered to-date highlights gaps in this field of research that require further study. This review helped identify which CRA data is relevant to analyze and informed the content of the semi-structured interviews. This secondary data collection and analysis contributes to objectives no. 1, 2 and 3.

3.4.2 Canada Revenue Agency Data Analysis

Secondary data analysis was completed to better understand what has and is currently happening in the study region (i.e., who gives/receives, what kinds of environmental activities are supported, how support differs between rural and urban regions). The data reviewed in this study included; changes in the overall number of registered charities in NL and Atlantic Canada overtime, locations of charities, revenue sizes, revenue sizes broken down by location, gift sizes received, gift sizes by location, and whether charities donated to qualified donees or not in NL and Atlantic Canada. This quantitative analysis provided insight into trends in philanthropy in NL and Atlantic Canada. Additionally, the secondary analysis of CRA data was combined with the knowledge gained from the literature review & jurisdictional scan to inform the semi-structured interview guide. This secondary data collection and analysis contributes to objectives no. 1 and 2.

3.4.3 Semi-structured Interviews

Semi-structured interviews were utilized to understand the operational and on-the-ground experiences of environmental charities and non-profits in Newfoundland. The use of semi-structured interviews allowed for flexibility, enabling participants to express what challenges and advantages they believed to be the most significant to their organization. Allowing participants to express themselves during the interviews freely enabled thick and rich descriptions of the participants' lived reality to emerge from the interviews. Each interview's results further informed the following interviews in an iterative process, highlighting the nuances within each organization's experience to represent the phenomena being studied more accurately.

The use of semi-structured interviews was the preferred method of data acquisition because its open-ended style is compatible with discourse analysis (Diefenbach, 2009). The use of semi-

structured interviews allows the researcher to understand the perceptions and experiences held by participants more deeply, allowing them to construct the majority of discourse on their own without being significantly influenced by information typically contained in a structured interview.

Collected interview data was then contrasted with findings from the literature review and analyzed to provide rich insight into the nuances of formal philanthropic for environmental charitable organizations in the region. The collection and analysis of semi-structured interview data contributed to objectives no. 1, 3 and 4.

3.4.4 Triangulation

Triangulation in qualitative research refers to using investigation methods or data sources to develop and confirm understandings of a phenomenon (Hartley & Sturm, 1997; Flick, 2004). Additionally, researchers also view triangulation as a method to test the reliability of a study by corroborating findings through multiple sources (Annells, 2006). Four types of triangulation exist; however, for this study's purpose, data triangulation was employed to provide a richer depiction of the multiple experiences that were expressed by participants.

Data triangulation necessitates the use of multiple data sources of data on the same phenomenon in one study (Flick, 2018; Renz et al., 2018). In this study, data came from (1) a systematic review of academic and grey literature, (2) secondary analysis of CRA data, and (3) primary data collection from semi-structured interviews. This form of triangulation provides an opportunity to cross-check the data gathered from each source. CRA data provided objective quantitative data that was cross-checked with the more subjective data collected from interviews to create a more accurate depiction of participants' lived experiences within a broader context of the formal philanthropic sector in NL.

Additionally, after the completion of each phase of data collection and analysis, presentations were made to the community partner in this research (Indian Bay Ecosystem Corporation Inc.) and a targeted audience of environmental and non-profit organizations in NL as means of member-checking. These presentations provided the opportunity for discussion and feedback related to this study.

3.5 Interview Participant Selection

Participants were identified from a pool of environmental charities or environmental non-profits that either have gone through the process of obtaining a charitable designation or have decided against it, because it was believed that the factors that led to this decision would inform the research questions and objections. Interview participants were identified by systematically reviewing the Canada Revenue Agency's charity database to specifically determine charitable organizations that do environmental work (including but not limited to conservation, restoration, and environmental education). Due to the limited number of charities that undertake primarily environmental activities in Newfoundland and Labrador, the kinds of environmental work included were intentionally broad to capture a holistic understanding of the sector in the province.

Environmental non-profits were initially identified through the Atlantic Hub of PhiLab's list of contacts. The Atlantic Hub of PhiLab is a regional chapter of the national philanthropy research network PhiLab that works with a broad range of community partners within the philanthropic sector in Atlantic Canada. Additionally, the Community Sector Council's database of charitable and non-profit organizations in Newfoundland and Labrador, which can be found on their website, was also used. The Community Sector Council is an NL-based organization that supports a wide range of charities and non-profits in Newfoundland and Labrador. Further snowball sampling was used by asking previous participants to identify other environmental non-profits and charities they know that fit the participant criteria and might be available and interested in participating.

In the initial phase, 25 participants, primarily senior staff members of environmental charities and non-profits in NL, were contacted via an email introduction. In a second phase, 15 additional participants were contacted. To ensure appropriate measures were taken to reach each participant, they were contacted by email three times, one week to a week and a half apart, and a final attempt was made by phone was made. Email proved to be the most effective communication method. It is believed that email communication was most successful due to the high volume of people working from home because of COVID-19 safety protocols. It is also assumed that the challenges associated with contacting participants resulted from organizations heavily relying on volunteers that already face significant existing demands in their work.

Of the 40 organizational representatives contacted, sixteen participants were interviewed (N=16). The selection process arbitrarily resulted in nine (N=9) female and seven (N=7) male participants. In light of the on-going COVID-19 restrictions, all interviews were conducted using the online platform ZOOM and lasted 40 to 80 minutes in length. In advance of the interview, participants received a written description of the research project and its protocols, the interview guide, and a consent form via email. Before commencing each interview, participants were asked if they had any questions and were asked to sign the consent form indicating their understanding of the research process and their willingness to participate. This research project received ethics approval from the University of Guelph’s Research Ethics Board. Participants were asked if they would consent to having the name of their organization shared and those who agreed are listed in Table 4.

As Table 4 demonstrates, approximately 94 percent of participants belonged to an organization located in an urban area. Approximately 6 percent of the participants belonged to an organization located in a rural region. In this case, the definition of urban includes both census metropolitan areas (CMAs) and census agglomerations (CAs), and rural includes rural, small-town areas (RTS). The definitions used to distinguish between rural and urban locations in this study are based on population size. Further, approximately 81 percent of the participants belonged to a registered charity, and approximately 19 percent belonged to an environmental non-profit.

Table 4 Research Participants

Organization (Name)	Location	Designation	Location Classification	Code
Indian Bay Ecosystem Corporation Inc.	Indian Bay, NL	Non-Profit	Rural-Small Town (RST)	2A
Thomas Howe Forest Foundation	Gander, NL	Registered Charity	Census Agglomeration (CA)	3B

Nature NL	St. John's, NL	Non-profit, Registered Charity	Census Metropolitan Area (CMA)	4C
N/A	St. John's, NL	Non-profit, Registered Charity	CMA	5D
Manuels River Natural Heritage Society Inc	Conception Bay South, NL	Non-profit, Registered Charity	CA	6E
Iron and Earth	Edmonton, AL (National Affiliate)	Non-profit	CMA	7F
Western Environment Center	Corner Brook, NL	Non-profit, Registered Charity	CA	8G
Salmonid Association of Eastern Newfoundland	St. John's, NL	Registered Charity	CMA	9H
Thomas Howe Forest Foundation	Gander, NL	Registered Charity	CA	10I
Iron and Earth East	St. John's, NL	Non-profit	CMA	11J
Kelligrews Ecological Enhancement Program	Conception Bay South, NL	Non-profit, Registered Charity	CA	12K
Ducks Unlimited	St. John's, NL	Non-profit, Registered Charity	CMA	13L
N/A	St. John's	Registered Charity	CMA	14M

N/A	St. John's & Corner Brook, NL	Non-profit, Registered Charity	CMA & CA	15N
Nature Conservancy of Canada	Toronto, ON (National Affiliate with office in St. John's, NL)	Non-profit, Registered Charity	CMA	16O
N/A	St. John's, NL	Non-profit, Registered Charity	CMA	17P

3.6 Site Selection

This study explored the environmental non-profit and charitable sector's organizational experiences in Newfoundland and Labrador. The initial focus was intended to understand the experiences of rural environmental organizations, including how gaining charitable designation under the Canada Revenue Agency (CRA) support or hinder small and rural environmental non-profits' philanthropic mission. However, as the research progressed, it was found that charities that primarily take on environmental activities were most frequently located within more densely populated regions in the province (i.e., St. John's, Corner Brook, Gander, Conception Bay South). In contrast, the non-profits contacted were located in both rural and more densely populated regions. Therefore, the study location was broadened to include organizations in both rural and urban regions in NL.

NL was chosen as the site for this research primarily due to the lack of academic research that has explored the landscape of formal environmental philanthropic organizations in this region. Additionally, the province's historical economic dependence on the natural capital resources industry, and its experience with top-down economic development strategies have provided a unique opportunity to examine the state of the formal (i.e., charitable and non-profit) environmental organizations within the province as a whole. NL shares similar histories and economic development trajectories with the other provinces located in Atlantic Canada. The knowledge gained may provide insight into the challenges, barriers, and advantageous conditions

faced by similar organizations within the broader region. However, this research does not make specific claims regarding the formal philanthropic landscape of other provinces located in Canada's Atlantic region.

3.7 Interview Guide

The initial interview guide (see appendix A) incorporated content that was informed by the literature review and jurisdictional scan of relevant literature to this study, the analysis of secondary data from the Canada Revenue Agency (CRA) database, and further by this study's research questions. The interview guide collected data pertaining to the following areas;

- Background and demographic information (i.e. organization name, organizational history, services areas, kinds of activities undertaken, number of employees and volunteers, revenues).
- The decision-making process to become a charity;
- Organizational experiences of the challenges and opportunities of obtaining charitable status and maintaining a charitable organization
 - This section additionally included perceived challenges and opportunities and misinformation held by organizations around the process of obtaining/ maintain charitable status
- Nature of partnerships that exist and that the organization has experienced regarding other environmental non-profits, charities, and organizations in other sectors, such as business and government. Further, this section asked questions on the perceived relationships that organizations had with their surrounding communities.

An additional interview guide was created and tailored questions towards non-profits who have thought about gaining status and had decided against it. Among this study's participants, three (N=3) belonged to an environmental non-profit. The inclusion of environmental non-profits enabled the researcher to better understand the challenges and benefits associated with an organization going through the process of obtaining charitable status. Additionally, the inclusion of non-profits helped create a more holistic understanding of what is happening in the environmental sector in Newfoundland and Labrador.

The use of these guides ensured that the interviews covered a broad range of topics related to the project's objectives. It helped to provide structure and the flexibility for participants to speak to related topics surrounding their experiences.

3.8 Data Analysis

3.8.1 Secondary Canada Revenue Agency Data Analysis

This section briefly reviews the extraction of Canada Revenue Agency (CRA) data and how it was analyzed in excel. The extraction and analysis of CRA data was supported with the help of Dr. Ryan Gibson's Rural Philanthropy team. The team was in possession of CRA's charity lists and database. Raw data extracted from this database included: (1) the number of charities in both Atlantic Canada and Newfoundland over time, (2) Geographic location, (3) gift sizes, (4) charities that give to qualified donees. The raw data was entered into an excel spreadsheet to produce graphical representations of each category. Categories were then cross tabulated to determine in which geographical locations each revenue bracket and gift size categories were received in Newfoundland.

3.8.2 Thematic Discourse Analysis

In qualitative research, discourse analysis is used to analyze data (i.e., interview transcripts) to identify emerging themes and their associated meanings. Discourse analysis focuses on the contextual meaning of language by studying larger units of language to make interpretations based on both the material and the contextual knowledge it refers to (Creswell & Poth, 2016; Clarke & Braun, 2014; Sgier, 2012). Maxwell (2014) states that the world perceived by individuals is structured by concepts and is communicated through language. Thus, the analysis of the ways language and content are expressed is vital in any attempt to comprehend how individuals contextualize their lived experiences within broader social phenomena (Creswell & Poth, 2016; Starks & Brown Trinidad, 2007). In this study, discourse analysis refers to the interpretation and analysis of spoken communication that was gathered through the semi-structured interviews.

In this research, the primary data source was the spoken words (discourse) obtained from participant interviews. The literature review and jurisdictional scan established base knowledge of the social and historical context in which participant's experiences around being an environmental charity or non-profit in Newfoundland were produced. The literature review enabled the

construction of a theoretical framework that was used to guide the analysis of the interviews. Further, interview transcripts were systematically reviewed to identify emerging patterns around the lived experiences of environmental non-profit organizations and charities in Newfoundland and the perceived understanding of an organization's role in the broader environmental sector in Newfoundland.

3.8.3 NVivo

This section details how the hierarchical structure NVivo software was used to categorize interview data to identify emerging themes. Each participant's interview transcripts were imported into NVivo. Each line of text, or portions of text, was initially coded into four major themes based on the research objectives mentioned at the beginning of this chapter. These nodes included; (1) Benefits, (2) Challenges, (3) Funding sources and, (4) Connections and collaboration with similar organizations and communities. The resulting database based on the initial nodes expanded as additional nodes were further refined into subthemes. The process of refining subthemes continued until the coding saturation point had been reached (Bowen, 2008). Bowen (2008) states that the point of coding saturations is met when no new insights are obtained, and no new themes are found or issues pertaining to an identified category arose. The point of saturation in this study was reached after approximately the tenth interview. At this point, few new nodes were identified.

During the process of coding, a complex hierarchy of sequential codes emerged. Successive codes were reviewed to determine the relative level of similarity or difference they had to other codes that had been created. These successive codes were then reduced to fewer codes that identified the subthemes at the deepest level (Creswell & Clark, 2004). This process involved merging codes of similar meaning into a manageable quantity of nodes. Language and statements were categorized based on relative similarity to other statements. Further, the knowledge of context and cultural references obtained from the literature review and jurisdictional scan were used to analyze participants' discourse,

3.9 Addressing Qualitative Rigor

Baxter & Eyles (1997) posit that creating an evaluation system for qualitative research is vital if the results and findings that emerge are to be accepted amongst the disciplines that the research intends to contribute to. Four components exist in establishing rigour in qualitative research;

credibility, transferability, dependability and confirmability (Baxter & Eyles, 1997; Seale & Silverman, 1997). The detailing of how qualitative research is designed, along with providing a detailed account of how participants were selected, data was collected and analyzed help to increase the integrity and trustworthiness of research (Baxter & Eyles, 1997; Mays & Pope, 1995; Seale & Silverman, 1997).

3.9.1 Credibility

Credibility in qualitative research is comparable to the principle of validity in quantitative research. Credibility is considered one of the most critical principles in establishing qualitative rigour in qualitative results (Lincoln and Guba, 1985). Credibility contributes to the trustworthiness of a study through the ability to link research findings with reality (Baxter & Eyles, 1997). Further, credibility is associated with clearly linking how a social scientist has interpreted and provided a description for a particular phenomenon and the degree to which those who have had the experience or others can recognize the phenomenon.

Inherent in understanding the principle of credibility is the knowledge that multiple realities exist or are individually constructed from a person's experience with the world or a particular phenomenon. Therefore, it is argued that with the acknowledgement of the existing multiple constructed realities, it is critical to use tools and strategies to ensure that the results of a study may accurately reflect their reality (Baxter & Eyles, 1997, Twining et al., 2017).

In this research, one tool used to increase credibility was verbatim quotes. Verbatim quotes are used to ensure that the links from data-to-concept followed a clear path (Baxter & Eyles, 1997, Patton, 1999; Drisko, 1997). Further, direct quotes were used to ensure that data was adequately interpreted and presented in the dissemination of this research to a broader audience. Another tool utilized in this research is a participation selection technique referred to as purposeful or theoretical sampling. Purposeful or theoretical sampling is an ongoing and iterative process of collecting and analyzing data collected from interview participants, which provides insight into emerging themes and the selection of new participants that may offer essential perspectives on the topic (Gentles et al., 2015; Law et al., 1998). Along with the potential of new participants to speak to previously emerging themes, there is the opportunity for additional themes to emerge. Thus, this process

continues until there are no new themes or until theoretical saturation has been reached. This study employed an iterative collection and analysis process.

Further, this research study utilized triangulation of source materials to establish credible results. The data collected from participant interviews were compared and cross-checked with findings acquired in the literature review and jurisdictional scan to deny or corroborate data and determine the results' trustworthiness. Triangulation, including interviews, the literature review and jurisdictional scan and the review of CRA secondary quantitative data were used to strengthen credibility and meet this research's objectives.

3.9.2 Transferability

Direct transferability was not the claim of this research; however, by providing 'thick' or 'rich' descriptions around the context and research methods within this study, individuals reviewing this research may be able to determine if the findings are transferable to another context (Finfgeld-Connett, 2010). The provision of detailed descriptions of the Newfoundland historical context and direct quotes from participants working in the formal environmental philanthropic sector in Newfoundland and Labrador may increase transferability to other regions with a similar demographic makeup, history and environmental sector.

3.9.3 Dependability

Dependability in qualitative research addresses the consistency of design and implementation of methods throughout a study to ensure regularity and consistency in how data is interpreted (Bradshaw & Stratford, 2010; Guest et al., 2012; Ali & Yusof, 2011). This study has employed several tools to create dependability within its results. These tools included: interviews were digitally recorded, verbatim transcriptions were created and low-interference indicators (the use of descriptions as close to the participant's account as possible) were used (Baxter & Elyes, 1997). Additionally, the original wording provided by participants was maintained throughout the analysis process with qualitative analysis software assistance and the previously mentioned digital audio and video recordings and verbatim transcriptions.

To mitigate inconsistencies in the review of a large amount of text data that has been involved in this research, the process of coding and then categorizing data into manageable themes

and subthemes was conducted. An iterative analysis process was conducted to determine the relationship between the codes and categorizations created for each interview. Through the coding and categorization process, the most prominent themes emerged.

3.9.4 Confirmability

Confirmability in qualitative research helps to ensure that the researcher's biases, perspectives, and motivations do not influence the results of the study (Korstjens & Moser, 2018). The use of tools that enable confirmability in qualitative research contributes to the neutral collection and interpretation of data, ensuring the accuracy of data. Establishing confirmability requires a researcher to be aware of and reflect on the implications of their positionality in the research due to qualitative methodologies' subjective nature (Baxter & Eyles, 1997).

During the process of thematic content and discourse analysis (i.e. interviews), it was essential to acknowledge and set aside personal assumptions and knowledge on research topics to present an accurate account of the experiences of environmental non-profit and charitable organizations in Newfoundland. Confirmability was established by using memos that recorded the initial thoughts, observations and feelings of the researcher. Memos allowed for reflection on any possible researcher biases in the de-contextualizing and re-contextualizing of data into codes and nodes. Additionally, the use of a journal provided the researcher with the opportunity to be reflexive and note why particular conclusions were made and how they might influence the study's analysis phase.

3.10 Reflexivity

The deconstructive exercise of reflexivity provides the researcher the opportunity to be aware of how their own experiences and knowledge may influence the design, collection and interpretation of their research data (Dowling, 2006). A researcher must be aware of how their race, nationality, age, gender and socio-economic status influence knowledge production (Palaganas et al., 2017). It is important to note that while the researcher is female and originally from Newfoundland and Labrador, all attempts were made to set aside personal knowledge of the study area when interviewing participants and interpreting their responses.

The sampling method (targeted sampling and snowball) arbitrarily resulted in nine (N=9) female and seven (N=7) male participants. It is recognized that there is a possibility that because the researcher is female, perhaps combined with the large number of women employed in the non-profit and charitable sector, this may have influenced whom existing participants chose to recommend for additional interviews. Further, it is acknowledged that the research is inevitably influenced by a female researcher of Newfoundland origin that extracted and analyzed the data. While the researcher's perspective and experience do not discredit this study's findings, it is essential to acknowledge their existence. As noted in the previous section, memos and journaling were used to identify the potential implications of the researcher's positionality throughout the process of collecting and analyzing this study's results.

3.11 Conclusion

This chapter presented an overview of the research design followed in this study. This chapter started by re-introducing the study's objectives and the theoretical frameworks which informed its design. Further, the methods employed in collecting primary and secondary data collection were presented and justified. The primary data source for this research was data collected from semi-structured interviews; therefore, a detailed description of site and participant selection procedures was provided. Additionally, this chapter provided a detailed description of how data was analyzed, and the tools employed throughout this process. Lastly, a review of the components of qualitative rigour and how they were utilized in this study were presented. The following chapter will present the results of the Canada Revenue Agency secondary data analysis and findings from the semi-structured interviews.

4 Chapter Four: Results

4.1 Introduction

This chapter presents the results from both the secondary quantitative data analysis and semi-structured interviews outlined in chapter 3. This chapter presents an overview of the secondary quantitative data collected from Canada Revenue Agency that relates to Newfoundland and Labrador's (NL) formal philanthropic sector, adding to the context provided by existing literature reviewed in chapter 2. Further, this chapter presents results regarding lived experiences of charitable and non-profit environmental organizations in NL regarding the benefits, challenges, and barriers shared in the semi-structured interviews, related to their charitable status and their participation in the philanthropic landscape.

Additional subthemes within each section emerged throughout the interviews, providing a rich depiction of the environmental charitable and non-profit landscape in NL. The results of these subthemes are presented in this chapter.

4.2 Quantitative Data

The quantitative data presented in this section helped to provide insight into the overarching trends that can be seen in the charitable sector in Atlantic Canada and Newfoundland and Labrador in general. The results found from the review of secondary quantitative data collected from the Canada Revenue Agency helped inform the interview guide used in the semi-structured interviews in this research. Due to the stricter nature of spending and reporting required by registered charities and the associated data availability as compared to non-profit organizations, results presented only depict trends related to registered charities in these regions in NL and Atlantic Canada. The extraction of this data was supported by Dr. Ryan Gibson's Rural Philanthropy team. While the primary focus of this project is to study the charitable and non-profit sector in NL, Atlantic Canadian charity data was included to provide a comparison and determine trends between NL and Atlantic Canada more broadly.

4.2.1 Current Charity Landscape in NL & Atlantic Canada

Figures 3 and 4, highlight that the number of registered charities in Atlantic Canada and NL remained mostly unchanged between 2006 and 2016. A slight decline in the number of

registered charities can be seen in both Atlantic Canada and Newfoundland between 2016 and 2017 (the drop in the number of charities may be the result in impartial data that was available in 2017). Data from 2017 onwards has not yet become available. There exist nearly 10,000 registered charities in Atlantic Canada, and approximately 1400 in NL, with the charities in NL representing roughly 14% of the total number in Atlantic Canada. Compared to the population sizes within NL and Atlantic Canada more broadly, NL represents approximately 23% of Atlantic Canada’s population. These comparisons indicate that the percentage of charities in NL are relatively low, even for Atlantic Canada.

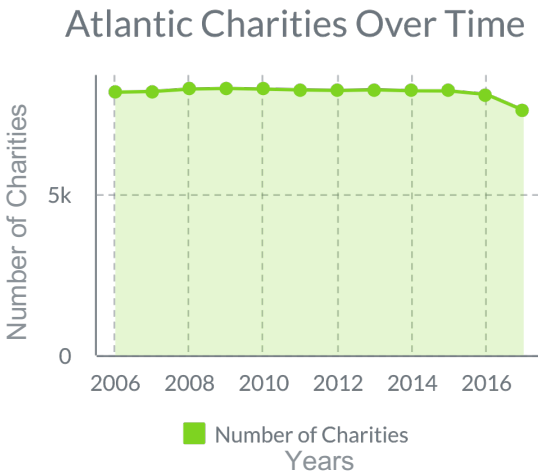


Figure 3 Atlantic Charities Over Time

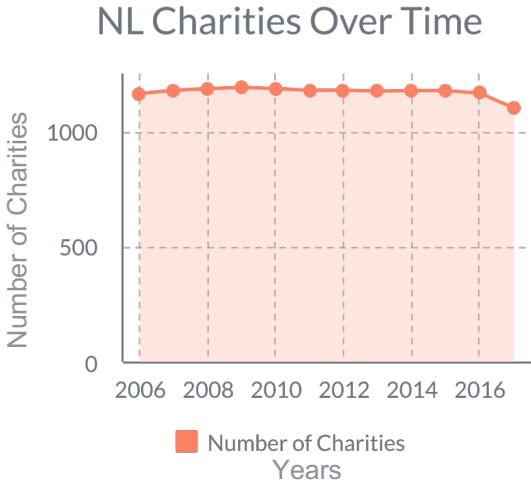


Figure 4 NL Charities Over Time

The graphs presented below show the breakdown of charities in both Atlantic Canada and Newfoundland based on their location and geography. For this analysis, the categories of; (i) Census Metropolitan Areas (CMA), (ii) Census Agglomerations (CA) and (iii) Rural and Small Town (RST) were used to distinguish regions based on population size. Census Metropolitan Areas are defined as having an urban core population of 50,000 or more with a total population of 100,000 or more. Census Agglomerations have an urban core population of 10,000 or more with a total population of less than 100,000. Both CMAs and CAs include the total population of neighbouring incorporated towns and municipalities, where more than 50% of the labour force commutes into these regions. Rural and Small-Town areas refer to non-CMA/CA areas. RST areas are further divided into zones which are used to describe a location's level of rurality (statistics Canada, 2009; 2018).

Figures 5 and 6, highlight that in 2017, 50% of all registered charities in Atlantic Canada were located in RST regions. Similarly, in NL, approximately 53% of all registered charities are located in RST regions. For comparison, in 2016, 53% of NL’s population lived in CMAs and CAs (combined), and 47% lived in RST regions (Bollman, 2016). In 2016, 83% of Canada’s total population lived in CMAs and CAs (combined), while only 17% of the country’s population lived in RST regions (Bollman, 2016).

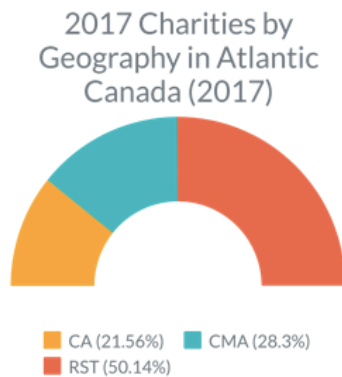


Figure 5 Charities by Geography in Atlantic Canada (2017)

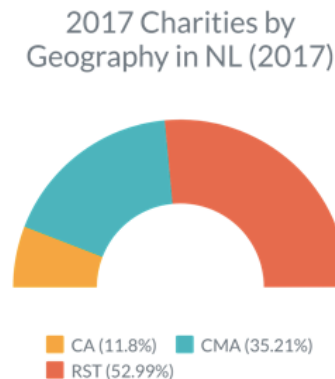
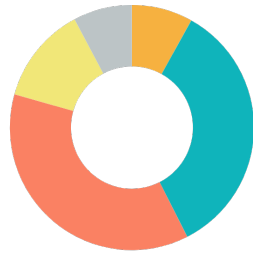


Figure 6 Charities by Geography in NL (2017)

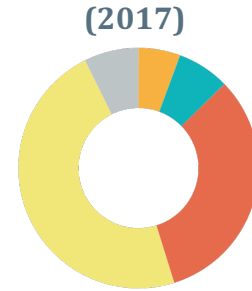
Registered charities in these two regions were further broken down to highlight the differences in revenue size. Figures 7 and 8 highlight that most registered charities located in Atlantic Canada range in revenue size between \$10K- 100K & \$100K- \$1M. These results are also reflective of the relative distribution of charities within the revenue sizes in NL. However, the percent of charities in NL with a revenue of \$100K- \$1M of charities is significantly higher (approximately 47%) within this revenue range compared to Atlantic Canada (13%), while smaller charities were more common elsewhere in the Atlantic.

Atlantic Charities by Revenue Size



- Under \$1K (8.09%)
- \$1K-\$10K (34.44%)
- \$10K-\$100K (36.86%)
- \$100K-\$1M (12.81%)
- Over \$1M (7.8%)

NL Charities by Revenue Size



- Under \$1K (5.63%)
- \$1K-\$10K (7.08%)
- \$10K-\$100K (32.49%)
- \$100K-\$1M (47.46%)
- Over \$1M (7.35%)

Figure 7 Atlantic Charities by Revenue Size (2017)

Figure 8 NL Charities by Revenue Size (2017)

An additional layer of analysis was added to identify the differences in revenue between CMA, CA and RST regions. It was found that for each revenue bracket, the number of charities in RST regions was either significantly higher than the other two other categories of locations or on par, except the over \$1M category (the gap was even larger in NL). However, the data shown in figures 9 and 10, highlights that a significant portion of charities with revenues between \$10K - \$100K & \$100K- \$1M were located in RST areas in both Atlantic Canada and NL, indicating the presence of larger revenues than their urban counterparts.

Atlantic Charities by Revenue Size (2017)

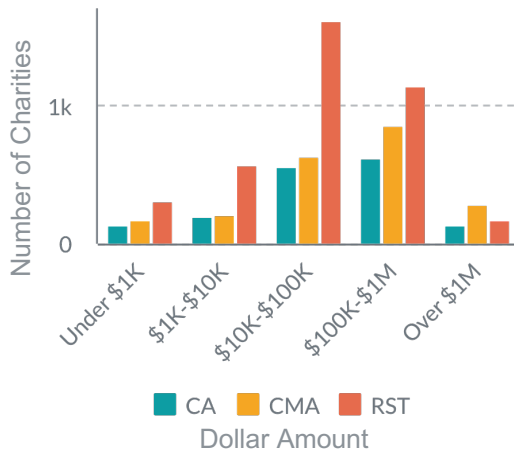


Figure 9 Atlantic Charities by Revenue Size (2017)

NL Charities by Revenue Size (2017)

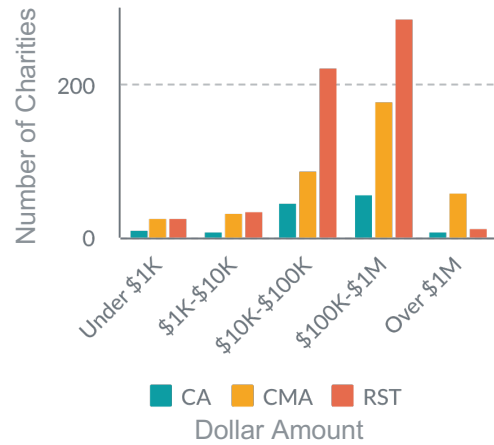


Figure 10 NL Charities by Revenue Size (2017)

Figures 11 and 12 present the breakdown of gift sizes received by registered charities in Atlantic Canada and NL in 2017. The data highlights that 50 percent of charities in Atlantic Canada received gifts of under \$10K, and approximately 50 percent of charities receive gifts that are \$10K or over. In NL, the graph depicts similar data. However, approximately 60% of all gifts received by registered charities were \$10K or higher.

Atlantic Charities by Gift Size (2017)

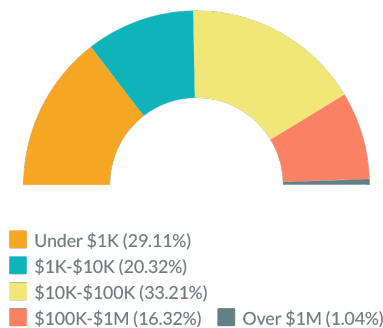


Figure 11 Atlantic Charities by Gift Size (2017)

NL Charities by Gift Size (2017)

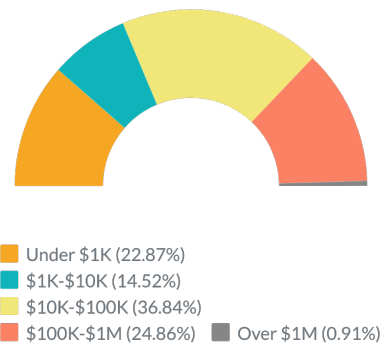


Figure 12 NL Charities by Gift Size (2017)

Further, an additional layer of analysis was added to identify the distribution of gift amounts based on the type of region where they were received in NL. Figure 13 highlights that for each gift bracket, RST locations received the most in each gift category or are on par with the other

locations. Further, the graph below highlights that RST regions in NL received slightly more than 50 percent of gifts between \$10k- \$100K.

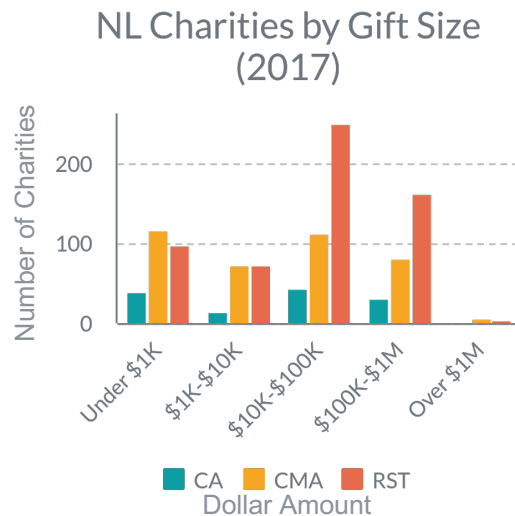


Figure 13 NL Charities by Gift Size & Location

Figures 14 and 15 depict the differences between charitable organizations that give to qualified donees. Qualified donees are organizations that can issue official donation receipts for gifts they receive from individuals and corporations. Examples of qualified donees include but are not limited to a registered charity, registered athletic associations, Canadian municipalities and registered universities (Canada Revenue Agency, 2017). Although figures 12 and 13 highlights that the majority of charities (public, private and charitable) do not give to qualified donees, it can be seen that more charitable organizations in Newfoundland give to qualified donees (approx. 40%) when compared to charities across Atlantic Canada (approx. 35%).

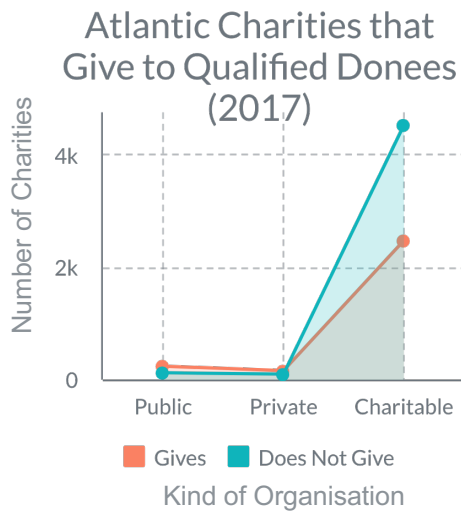


Figure 14 Atlantic Charities that Give to Qualified Donees (2017)

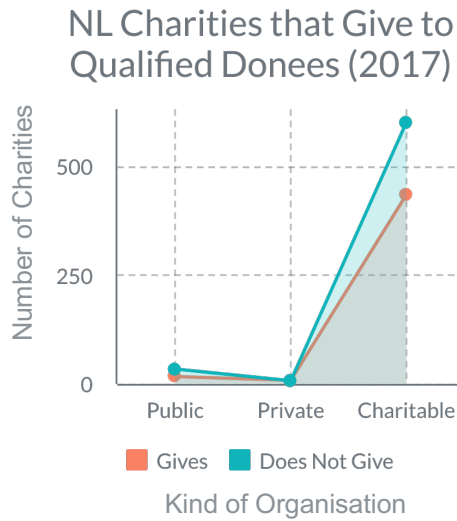


Figure 15 NL Charities that Give to Qualified Donees (2017)

4.2.2 Summary

This section presented an overview of trends within the charitable sector in NL and Atlantic Canada, highlighting the locations of charities in these regions (in relation to population sizes), their revenues and gift sizes received (further broken down by geography and population sizes), and whether charities gave to qualified donees. The following section will present the results gathered from the semi-structured interviews in this research and will specifically present experiences of environmental charities and non-profits in NL.

4.3 Semi-Structured Interview Results

4.3.1 Introduction

This section presents results from the semi-structured interviews (N=16) regarding the lived experiences of charitable and non-profit environmental organizations in Newfoundland and Labrador (NL). This section highlights participant responses regarding the benefits, challenges, and barriers related to organizations' charitable status and their participation in the environmental philanthropic landscape more broadly. Additional subthemes within each section emerged throughout the interviews, providing a rich depiction of the charitable and non-profit landscape in Newfoundland and Labrador. Further, this section utilizes verbatim quotes to highlight participants' unique experiences and to ensure data accuracy is maintained.

It is important to note that this section highlights the experiences of specifically NL environmental charities and non-profits. The last section presented a review of charities more generally in NL and Atlantic Canada to provide insight and context into trends in the sector more broadly.

4.3.2 Benefits of Charitable Status

Participants were asked to address the benefits their environmental charity in Newfoundland experienced from gaining charitable status. Participants who were members of a non-profit environmental organization were asked to share the benefits that charitable status would bring their organization and describe why their organization was considering obtaining charitable status.

4.3.2.1 Increased Financial Resources

The benefit highlighted by every participant (N=16) interviewed in this study was that having charitable status was associated with greater organizational freedom. It provided organizations with the opportunity to increase what grants they could apply for and what sources funds could come from. One participant stated that:

“It opens up opportunities that you might not have... it’s one more...one more source” (4C)

Another participant shared a similar sentiment, acknowledging that charitable status has opened up new opportunities that have made a significant difference in the amount of funding that their organization has received:

“I know that now that because of being a registered charity, it opens up opportunities for funding, which weren’t there. For example, every year, we get about \$10,000, from the United Way through their community fund. And that’s usually typically to support a particular programming...and they only donate to registered charities. So for [us] it is a bit of a no brainer, most of the money that we get, we don’t need to have charitable status... [and for] the money that we do, it really makes a difference...and may make the difference between somebody donating or not...” (6E)

Additionally, several (N= 9) of the participants acknowledged that having charitable status had made a significant difference to the ability of their organization to carry out its programming and meet its objectives. One respondent stating:

“There's been a significant change in grants that we receive because of our charitable status.” (8G)

Further, a participant shared their organization's experience of the benefits and opportunities that charitable status has brought to their organization, stating that the status enabled their organization to meet objectives:

“We wouldn't get near the donations that we receive... we wouldn't be able to achieve our aims and objectives without charitable status.” (9H)

One participant shared that charitable status has given them the ability to apply for larger grants that they would not have been available to them otherwise. However, they acknowledged that because their organization is larger in size- affording them the privilege of employing multiple staff members- they have the capacity to apply for grants that they would not initially believe applied to them:

“We recently received a grant \$100,000. But it was a heritage grant...and our staff were receiving emails from some organizations... and didn't think it appl[ied] to us. And then they get an email that says, we've extended the deadline...and then they said, wow, this must be [because] no one's applied for it. So, you know, you think maybe we could make this work for us... So, we said, Yeah, we'll [apply]...so now we've got \$100,000... But we got it, largely because we had staff available... we had time to consider this. If you've got a full time job, you got kids at home, and you're doing this on weekends and nights and stuff, and something like that comes along, and you've got an environmental organization or some other organization, you're just not going to be able to do it.” (6E)

4.3.2.2 Legitimacy

Another benefit acknowledged by several participants (N=5) related to obtaining and maintaining a charitable designation was that they believed it gave their organization a sense of social legitimacy within their communities. Participants highlighted that they believed this is because the federal government strictly regulates charities and that this oversight helps increase the confidence in their organization held by community members. Further, community confidence was believed to correspond with the notion that their organization would manage donations appropriately and remain dedicated to their stated goals and objectives. One participant stated:

“I think one of the [benefits] is just what they call it social licence, or just the ability to work in a community. People are constantly starting new things. So, it

has never been easier to throw up a website and throw together a logo, and have a new initiative....But what we want to do is build something that's going to be around for a really long time... we are meant to be province wide...And so if you want to be seen as a go to, you need to have all the legitimacy that you can... If you give us \$1,000, you can like feel really safe in your money...[and] about giving to an organization that they know and understand. And it's being like held to a higher standard.” (Laura, Nature NL)

Echoing a similar statement, another participant said:

“It [a charitable designation] seems like it gives us a higher status, to be honest, to be able to say we're a federally registered charity, it seems like it gives it an automatic bit of respect.” (Katie, WEC)

4.3.2.3 Process Benefits: Internal Organization

In addition to the organizational freedom, financial benefits, and sense of legitimacy that participants associated with charitable status, one participant also noted that the process of registering for charitable status provided their organization with the opportunity to fine-tune their governing documents. The participant highlighted that this process allowed them to become more transparent and ultimately more reputable in potential funders' eyes. The participant stated:

“Another benefit as well is like, even though it takes a lot of time to get all of your governing documents in place, and up to snuff, it makes you completely transparent. So, it... brings your organization up to a to another level where funders can look at you and can be confident in your structure, basically. So, it kind of forces you to get up to that level, which is a good thing to maintain” (7F)

4.3.2.4 Process Benefits: Access to Technical Support

Participants additionally expressed that the support provided by the Canada Revenue Agency (CRA) as they went through the process of registering was helpful. They expressed that either when they called and spoke to an agent at the CRA, they took the time to answer their questions and provide feedback on the organization's concerns. Additionally, participants acknowledged that in their experience, their application had never been outright denied. Rather, the CRA would provide feedback on areas of their application for the organization to address. One participant stated:

“They were open to receiving modifications and gave us suggestions... Yes, very helpful” (12K)

Another participant stated that the CRA charities division provided clarity around the technical elements of their charitable application that was significantly helped them through the application process:

“I talked to the people at the charities division quite a bit, because you can call them up. ...So [for things like] how do we have to change our bylaws. There are very particular clauses they needed. Like, if you are going to dissolve your organization, you have to give all your assets to another charity.... And he [was] like, you need to tighten up your bylaws in terms of arm's length distancing, and things like that.” (15N)

4.3.2.5 Summary

This section highlighted many of the benefits that participants have experienced within their organizations from obtaining and maintaining charitable status. Identified benefits ranged from a sense of organizational freedom due to increased financial resources and diversification, social legitimacy within their communities and opportunities to fine-tune their organizations governing documents with the CRA's support, thus enhancing organizational governance abilities. The following section will present an in-depth review of the challenges of obtaining and maintaining a charitable designation. It will further present the challenges that organizations have experienced concerning the landscape of Newfoundland's environmental sector in general.

4.3.3 Challenges

Participants were also asked to speak about the challenges that their environmental charity or non-profit had experienced in NL. Participants shared their organizations' challenges regarding obtaining a charitable designation, maintaining it, and the general challenges they have experienced with the environmental non-profit and charitable sectors in NL. The following sections presents the most significant challenges and barriers that emerged, such as the human, information, physical, resource and rural challenges experienced by environmental charities and non-profits in NL.

4.3.3.1 Human Capacity Challenges

Of the participants interviewed, 75 percent of participants expressed that their organization had one to zero employees that worked at the organization. Eight (N=8) participants noted that their organization was entirely volunteer run. Three (N=3) participants worked at an organization with either one full-time or one part-time employee. One (N=1) participant worked at an organization with two full-time employees, and four (N=4) participants worked at an organization with over ten employees. Of the organizations with over ten employees, three (N=3) of the organizations were provincial chapters associated with a national affiliate.

Challenges associated with human capacity were one of the most highly noted concerns amongst participants of this study. The participants who belonged to entirely volunteer-run organizations repeatedly noted that volunteers within their environmental charity or non-profit struggle to meet demands associated with the organization's activities and needs. They are simultaneously balancing additional internal and external demands. One participant shared their organization's circumstances about the multiple demands faced by volunteer members on their team:

“So, every single one of us is doing this on weekend and, and evenings, we all have full time jobs. And then from time to time, we get very part time staff for certain projects” (4C)

Another participant expressed that they experienced difficulties maintaining their charitable status while ensuring that their organization was still meeting its objectives. The participant acknowledged the cyclical nature of their challenges, highlighting how having a limited staffing capacity makes it challenging to seek grants and donations to ensure they can meet their charitable objectives. A limited staffing capacity also makes it challenging to ensure that they are meeting legal requirements associated with maintaining a charitable designation. The participant stated:

“This always happens, people got a career, and they have another job...Somebody has to keep at it, and make sure that we keep [up with] all of the legal requirements... every year and so forth....if you haven't got any money to run projects, and you haven't got anybody with lots of time and ambition to arrange events and so forth, it's hard to do enough in what is considered charitable work...And we keep trying, but it's in the last few years we've fallen short, because we just [haven't had] resources.” (14M)

Additionally, another participant highlighted that they had almost lost their charitable status because of their limited staffing capacity because they struggled to keep up with the CRA's yearly charitable return filing requirements:

“From 1989, going up until 2013, when we opened the center, there were some employed people from time to time...but [we were] essentially a volunteer-based organization for the first 20 years. And so that means you're relying upon the skills and the time of the people who are there, and people do the best they can...but we were about to lose our status, because it had fallen through the cracks and some paperwork hadn't been filed.” (6E)

In addition to the challenges that participants addressed regarding their limited staffing capacities, several participants also highlighted the challenges they experienced with attaining skilled volunteers with the expertise necessary to support their organization's work. One participant expressed:

“Volunteer groups...are having and for quite some time, are having problems getting executives. People will volunteer [for a] the river clean up... [but finding someone] to serve on the board, oh, it's like picking hands. So, it's a job trying to get somebody who's knowledgeable, [who has] some business experience or legal experience or whatever, you know, the type of a talent that you need to be on the board.” (9H)

4.3.3.2 Information & Knowledge Capacity

Building off the challenges associated with time and finding skilled volunteers within the environmental non-profit and charitable sector in NL, participants further expressed challenges concerning their organizations' knowledge capacity. Participants expressed having struggled to find and understand existing information about obtaining and maintaining their organization's charitable status. Further, participants expressed challenges associated with searching for and knowing how to write a grant application in a way that gets funded. One participant stated:

“There's a lot of legalese. So that makes [resources] hard to read and understand. Charitable laws based on case law, like it's not based on being easy to figure it out as volunteer. I think if there was clearer [information] on who could support you and what it all meant, it would be really helpful.” (15N)

Further, another participant stated that organizations are not only struggling with finding specific funding opportunities, but once they do, they are required to have specific knowledge of how to write grants that will be successful:

“People don't know how to find the resources that are available. I think there are probably a huge number of pots of money that's out there...if only people could figure out how to find it... [and then] unless you've applied for funding before, you don't know how to write the grant in a way that's going to get funded.” (5D)

Another participant expressed the challenges they experienced around accessing resources and information concerning available funding opportunities. The participant stated that they have struggled to find what opportunities are available to environmental organizations in NL. As a result, they have had to reallocate funding from their national chapter to ensure that their provincial chapter is financially supported:

“I feel like it's lacking in Newfoundland and Labrador majorly. You can do a quick Google search, and not a lot will come up. You know, I think it's a lot about...knowing where the opportunities are in specific corners, like, it's not...overly accessible, and there's not a lot to offer as well. So, for our funding from the east coast, we've pulled in funding from our...national budget as well. So, we've kind of just had to make it work. But no, I'd say [information is] definitely lacking.” (7F)

The following subsection reviews some of the physical and resource capacity challenges that respondents in this study highlighted.

4.3.3.3 Physical and Resource Capacity Challenges

Lastly, in addition to the human and information-related capacity challenges that participants expressed, issues concerning physical infrastructure and resource capacity emerged as a significant concern for environmental non-profit and charitable organizations in NL, particularly in relation to their charitable status and fundraising capacity challenges. Several (N=7) participants in this study highlighted that their organization had not had a physical space to operate out for several years, or they have never had a physical space associated with their organization. Participants expressed that a lack of a physical and formal space to carry out an organization's work contributed to disorganization and communication challenges. COVID-19 has further exacerbated these circumstances by further limiting potential venues where organization members can meet. Prior to COVID-19, participants shared that they would meet at one of the team members' houses or in community rooms available in their towns. One participant stated:

“We don't have any physical structures that we own...when we started, I mean, we started 99. And we had a place to meet...the Chamber of Commerce would allow us

to use their boardroom and stuff. So, things have changed, because of course, they moved and various things happen there and everything else.” (12K)

Another participant noted stated that they had lost their office and were required to work from home. However, many of their documents were being stored in separate locations. Because of this lack of physical space, efficient access to resources has become a challenge. The Participant additionally recalled when their organization had shared office space with other non-profit organizations and helped create an environment that made communication and collaboration easier.

“We no longer have an office; we work from home...in this space [my home office]. And we have files, which are currently in the corner of the storage room of the Office of one of our member groups. [One time] we had five groups sharing a room in an office that we divided, it had been a classroom and divided it up among the five of us as office space for the different groups. And then when that didn't work, [we] moved somewhere else. When we couldn't afford an office, [we] stored files with another group and, and things like this. The cooperation...we found it very good...when we were sharing rooms. There was a lot of opportunity to do for individuals to talk to each other and work together. It's harder when you're all in separate spots. And you've all got to make an appointment to get on the phone with somebody.” (14M)

4.3.3.4 Rural Challenges

It was found that the majority of environmental charities in NL are located in more densely populated areas in NL (i.e., St. John's, Conception Bay South, Gander, Corner Brook). Of the participants interviewed, only one (N=1) participant belonged to an organization that was located in a region designated as Rural Small Town (RST) in NL. Six (N=6) participants belonged to an organization that is located in a Census Agglomeration region (CA), and nine (N=9) participants belonged to an organization that was located in a Census Metropolitan Area (CMA). While (N=40) environmental charities and non-profits were contacted for this study only sixteen (N=16) responded. It is believed that the low response rate may be an indicator of the limited capacity experienced by the organizations contacted. See Appendix C for a list of identified environmental charities and non-profits in NL. While the list is not a comprehensive inventory of environmental organizations in NL, it is what was found from available data. Of this list approximately 30% of the organizations are located in RST regions.

Compared to environmental charities in NL, approximately equal numbers of environmental non-profits were found to be in RST and CMA/CA regions (see Appendix C). However, due to the difficulty of making successful contact with environmental non-profits in this study, the results heavily reflect environmental charities' experiences in CA's and CMA's. While only one participant currently worked at an environmental organization located in an RST, several participants in this study had previous experiences working with one or more environmental organizations located in RST regions. This section will highlight some of the participant's experiences working with an environmental organization in a rural area in NL.

One participant expressed that in Rural NL, they had experienced challenges attaining skilled volunteer members. In their experience in rural areas, they had more commonly come across environmental groups created around particular issues. The participant shared that they believed the challenges associated with attaining the appropriate human capacity in rural regions contributed to why few charities are located in these areas. The participant stated:

“With a smaller population, they would have greater difficulty getting the expertise to volunteer for the organization that could bring off creating a charity. And in the larger centers, where you have professional people that do volunteer, they can combine their knowledge and their contacts together. I think it's a matter of size. Like if you were in a small community of maybe 250 people or 1000 people. You know, would there be anybody there [with] that knowledge of how to find [their] way through the application for a charity.” (9H)

One participant expressed that they believed that the culture of rural NL and its relationship with environmentalism play a role in the challenges experienced by environmental organizations. The participant proceeded to share that they believed that the lack of formal structures, as well as a limited social and organizational capacity, contributed to the challenges faced by environmental organizations when attempting to establish a long-term structure in rural regions in NL:

“I don't think the idea the concept of environmentalism itself, has never really fit with rural Newfoundland. Because...Newfoundlanders are very much utilitarian. We, and I'll say we, because I'm proud of it, too... we live off the land... we live with the land. So, in some ways, we live very close to nature, and respect it...but we see it as something that we use, that we work with. And I feel like there's a whole generation that still sees environmentalism as an urban concept, where people are just focused on recycling, and public transit... So, I think there's a cultural clash, which is maybe slowly changing... [and in rural areas] there are not necessarily formal structures/organizations set up that you can just go join... I do think it's a lot more likely for groups like kitchen table groups to come up around a particular issue

and then dive back again....But there's just not the structure in place for, say a long term environmental education organization or group that works on a long term issue” (8G)

Additionally, one participant shared that they believed that it was important for environmental organizations to have a dedicated champion committed to their cause and work. The participant expressed that in their experience, this was something that was missing in rural regions:

“You really need a champion. You really need to have a local champion, who has the time and energy, who can pull it off. And in all honesty, most of the small communities don't have that.” (5D)

The following subsection reviews some of the technical hurdles and changes organizations were required to make to their governance.

4.3.3.5 Hurdles to Obtain Charitable Status

Participants (N=8) in this study indicated that when their organization was going through the application process to obtain a charitable designation, they were required to address various technical conditions before their application would be accepted. While many of the organizations in this study (N=9) had received their charitable status in excess of ten years before the period of this study, the findings may be relevant to current organizations that are pursuing this path.

One participant indicated that they went back and forth with the CRA and were required to modify their governance documents. The participant stated:

“They were back and forth with us and had some questions and we had to address that. [We] probably had to modify our constitution. We hadn't been incorporated. So, we had to get incorporated first.” (12K)

Another participant shared that they were required to:

“Redo our bylaws anyway, because of the change in the structure of the whole organization. And so we, redid them in a way that made it possible to apply for charitable status... we had to totally rewrite our mandate... We also the change our objectives. It was recommended to me was to take them out of the bylaws so that you can change them more readily, but you have to register them...or...you don't have to edit your bylaws to edit the objectives. But you have to register them with the charity's registry. So, it's a part of your registration process, and they have very carefully thought through.” (15N)

While participants expressed that generally, the technical changes were not difficult to complete, addressing questions with the limited human capacity within their organization added a significant amount of work and time to the overall process.

The previous section reviewed some of the challenges that participants experienced around obtaining and maintaining charitable status and the general challenges experienced in the environmental non-profit and charitable sector in NL. The following section will review findings on funding sources used to support the organizations participating in this study.

4.3.4 Funding Sources

Participants were asked to share where their organization received its funding to help create a clearer image of how they are financially supported, and the role that charitable donations play in their funding mix. This section will review the variety of funding sources that participants identified.

All (N=16) the participants in this study identified that their funding comes from a wide variety of sources. The composition of where funding comes from has changed over time. Several participants identified that they have received funding from all levels of government and private funding sources and that this funding is typically tied to a particular project. One participant stated:

“We apply for grants, when we have projects, the grants can be from any level of government... we've had a couple of private grants...we had some big grants from a ACOA and stuff, but that's a long time ago, and we haven't had big ones. Our most recent one was from DFO.” (12K)

Additionally, another participant expressed a similar experience of funding from various sources that are typically tied to a specific project. Further, they added that they receive a small amount from individual donations:

“The vast majority of our money comes from project funds. So, from grants from various sources, so foundations, governments, lots of different levels of governments...When it comes to donations in the general public, we actually get very, very, very few donations. You know, there's occasionally, we do get some donations, [but] lots of people don't necessarily want our receipts. And so, most of our donations just come from like our events, and people drop a bit of money into a bin.” (8G)

In contrast, one participant noted that while they obtain funding from an array of sources, the majority of their funding primarily comes from fundraising events:

“I'd say we're just under \$100,000 a year in revenue. Now, most of that, though, is comprised of our major fundraiser, the annual dinner and auction...We do have some projects/ contracts that we have. Like one from the DFO we do a survey for them...we can get money from like the Atlantic Salmon Conservation Fund...So individual donors, corporate donors, charitable foundations and other sources.” (9H)

One participant noted that their organization receives their funding from project grants and membership fees. However, in recent years they have received a limited amount from either of those sources:

“We have memberships. The environment groups in the province pay to be a member. And so that's used to be over \$1000, up to \$800. Maybe it's now down to more like \$400/\$500, because we can't provide much in the way of services. And we do get some individual donations, which weren't generally getting before we got charitable status.” (14M)

In addition, another participant shared similar experiences of obtaining funding from a range of sources in addition to receiving significant funding from businesses in the natural resource sector, in some instances requiring charitable status to obtain such funding opportunities.

“Financial support right now mostly comes from 50%, I would say oil and gas companies...But Suncor has been our main funder from the start. And then other ones like capital power, and Max. They've all participated as well as being big funders. Then we've got probably another 40% from environmental foundations. So yeah, just a huge array of different environmental foundations, and then maybe 10%, from government and donations.” (7F)

Further, one participant noted they had received sustained funding from the oil and gas sector in NL and their local municipality.

“We're very fortunate that we have some sustained block funding [from] Hibernia...And since the opening they have they have funded our education department...We also receive [funding and donations of land from] the town of CBS...they have been a sustainable funder...So, we get in-kind and cash [support from them]. So, for example, [the town] is able to put our electricity bill under the town bill. So, they just tell us every month Oh, we paid \$3,000 for your electricity, we'll deduct that from your amount [of funding].” (6E)

Additionally, the participant expressed that they have diversified their sources of revenue by expanding into supplemental business ventures within their space to help support their charitable work "[we rent] offices, there's a gift store, there's a coffee shop, a restaurant" (6E). This diversification has helped the organization to expand its services, as well as support the local economy.

The semi-structured interviews found that while the composition of funding sources may differ from one environmental organization to the next, all participants identified receiving funding from a broad range of sources. Further, while not all grants require an organization to have charitable status to apply for them, holding a charitable designation provides important opportunities to diversify where an organization can get its funding. The following section will present the findings around the participating organization's connection to their local communities and other non-profit and charitable organizations.

4.3.5 Connections to Communities and Similar Organizations

Supporting and working in communities to achieve shared objectives is a foundational element of charitable and non-profit organizations. Reversely, the amount of support received from communities and other organizations within the non-profit network can significantly impact an organization's long-term sustainability. Respondents were asked to describe their connections and experiences with other similar organizations and members of their community.

Several participants indicated that partnerships and the maintenance of relationships with other organizations are crucial for them to achieve their objectives. One non-profit environmental organization stated that because they are going through obtaining their charitable designation, they rely on strong partnerships to access their partner's charitable status to apply for grants only available to charities. Further, the respondent indicated that these partnerships help to establish a flow of knowledge. The respondent stated:

"I mean, it can make or break your success in a way because there are so many opportunities that you can access if you have an umbrella. And yeah, and it just strengthens you as an organization to because then you've got some good partnerships started... we've got three charitable umbrellas that we can use when we apply for funding that require requires a charitable status...So like, if there's a grant available, and one of its requirements is that you're you have a charitable

status, then we can ask one of our umbrella organizations, if they're willing to, essentially Yeah, apply in partnership with us.” (7F)

4.3.5.1 Partnering with Local Organizations

While many (N=14) of the participants expressed that they have worked with other environmental organizations in NL in the past, they highlighted that their relationships with these organizations tend to exist as a more informal network of sharing knowledge. However, almost all of the participants (N=15) interviewed indicated that their organizations tend to partner with organizations within close proximity to their location on some of the projects they carry out. One participant stated that they work closely with organizations in their community but that they wished that there were more environmental organizations in the province that they could partner with:

“I wish there was actually more organizations in the province... We do partner a lot, but often it’s not with other environmental groups... we partner with a local business for our bike share program. we partner with the city of Corner Brook, to develop the new community gardens... we partner with Grenfell campus, generally, for the Green Drinks, speaker series.” (8G)

Another participant shared a similar experience of partnering with local groups:

“Yes, sometimes we would say join forces with the Boy Scouts, or the green team or the public to do river cleanups... I don't think it was a charitable thing, but we partnered with them to do some enhancements to the river there.” (9H)

4.3.5.2 Connections Through Formal Councils (Based on Activity Types)

Further, the same organization indicated that they are also connected with other environmental organization in the province through formal networks such as the Salmonid Council of Newfoundland, which brings together environmental organizations whose work primarily focuses on protecting fish populations:

“[Name of organization] is a member of the Salmonid Council of Newfoundland and Labrador. And Salmonid Council is a non-charitable, not for profit organization that is comprised of about seven organizations... And these are all groups that have similar objectives as ours in certain areas... So, you know, we do have an affiliation and we meet the number of times a year.” (9H)

Additionally, another participant highlighted that their charity has collaborated with other non-profits who do not necessarily have similar missions but can combine their expertise to provide supportive programming in their communities. The participant shared their experience:

“So, we did our, the multicultural nature newcomer [program]...[where we were] introducing newcomers to nature.... that was a partnership with the Association for new Canadians. They are not specifically an environmental charity, but they do a lot of work to help newcomers get outdoors and...they do a lot of integration activities. And one of the major things in Newfoundland Labrador [is going] hiking, get[ing] outdoors, so that grant was co-written with them...[we also] do a lot of partner events. Partner events help increase turnout and reach. We partnered with the Newfoundland and Labrador environmental educators on a thing a couple years ago. And we often partner with CPAWS NL and things, we partnered with the becoming an outdoorswoman program on things. So, these aren't mostly like things that are on your list other charities, but lots of other non-profits. And even just like, the outdoor club at the university...we try to run co events wherever possible.” (4C)

The following subsection presents respondents' perspectives on whether they believed a strong network within the province that environmental organizations could access.

4.3.5.3 State of the Environmental Network in NL

Participants were asked if they believed there were strong connections and networks between charitable and non-profit environmental organizations in the province. While all participants acknowledged that they had shared knowledge or resources with another environmental organization at some point in their history, they also indicated that formal networks have been weakened over time in NL. One participant stated:

“I would not say that's the case. No, yeah. I mean, I share knowledge with particular people that I work with...but more broadly, I don't think that it's not clear to me that there's one, like, really effective mechanism for doing that.” (13L)

Another participant expressed that the central environmental networking organization in the province, which had provided formal space for environmental organizations, has been struggling in the past years. As a result, the primary formal network for environmental organizations in NL is weakened (4C).

One participant stated that in their experience, they have primarily worked on their own and did not believe that there was a strong network that they had access to:

“Not really. No, it's not a strong network... Charities pretty much are on their own to do their own work. And, you know, there's not a lot of...crossing of any of the charities here, so, I mean, yeah, it's pretty much on your own.” (3B)

Despite the accounts by participants of a weakened formal networking infrastructure in NL, a couple of participants also expressed that their organization engaged in both the formal and informal sharing of knowledge and resources with other organizations. The following section presents these findings.

4.3.5.4 Sharing Knowledge & Resources

It was found that while the direct sharing of resources has not been an experience shared by all participants, in the instances that it did occur, it appeared to provide significant benefits to the organizations involved. One participant indicated a time when their organization had shared physical office space with other similar organizations. The participant acknowledged that sharing office space help to alleviate financial pressures on their organization. Additionally, it helped to facilitate an effective flow of information and knowledge between the organizations:

“there has been a lot of cooperation among groups where this has been possible. We had five groups sharing a room with an office that we divided, it had been a classroom and divided it up among the five of us as office space for the different groups...There was a lot of opportunity to for individuals to talk to each other, and work together.”(14M)

Another participant indicated that they have in the past shared an administrative employee with another organization. The sharing of an employee helped reduce the financial burden that one organization may have experienced independently. However, this allowed both organizations to have access to support staff that could dedicate time to their organization:

“we had a shared staff person for about five years with [name of organization]. So, we jointly found funding to fund that position. And they worked on sort of, like mutual objectives of both organizations” (13L)

In addition, participants expressed that it was not uncommon for other environmental organizations within the province to reach out to one another to ask questions informally. It is important to note that many of the individuals currently working in the environmental charitable

and non-profit sector in NL have worked in the sector for over 20 years. Thus, informal relationships and connections have been forged across the province within this sector. However, the lack of an active formal network may make it more challenging for newer organizations to be able to access the same kinds of support. In previous years, the environmental charitable and non-profit sector was supported by an organization that acted as a main coordinating and networking body. However, in recent years this organization has been struggling internally, thus widening the formal networking gap in the environmental sector in NL. Refer to chapter two for an overview of the environmental sector in NL and this organization's role within the sector, and chapter five for further discussion on this topic.

The previous section presented some of the participants' experiences around sharing resources and knowledge within NL's environmental sector. The following section presents findings relating to the support that organizations have received from the communities that they have worked in.

4.3.5.5 Support from Communities

Of the participants interviewed in this study, all expressed having a good relationship with the communities that they worked in. Some highlighted that challenges have arisen with community members when the organizations were addressing a contentious issue. However, through open discussion and communication with community members, these concerns were typically resolved. One participant stated that:

“I think most people generally are positive towards like environmental initiatives. But they may not have knowledge on like, what that translates to” (13L)

Another participant shared their organizations experience stating that they have been able to create a good relationship with community members that allows for essential discussions on controversial topics to occur:

“People are super supportive of what we do. I think is partly because the type of work we do, like food is such a big topic now. And we've been mainly focusing on Community Food projects, and we do a lot of community work. And as much as possible, we're trying to offer things for free, or we try to make it really accessible...[and] sometimes, when we take on issues that are a little bit more controversial, we may get, you know, various opinions and various pushback, but nothing has been really antagonistic. And then when we [state] an opinion to the

public...we always very much kind of back it up....So I've actually gotten a bunch of positive feedback, even with people who don't agree with us, but they're like, okay, like....we really appreciate that you're actually backing it up.” (8G)

Another participant shared that their organization uses discussion and shared experiences to build connections with community members. Further, that this approach has allowed for an open and productive dialogue to occur around topics that tend to be quite controversial:

“I think the coolest one of the coolest things will iron an earth is that we are like friends with everyone. So we basically were, you know, fossil fuel workers. I have a background in mining and so does all of our team members....so, it makes us really real to other workers, being able to communicate with them and gather their insights and then bring it to government level, and, you know, implement some real changes...for the most part, like communities and cities and workers in general, they're really fond of our work. I think some of the times that you hit a roadblock is when you have a conversation with someone who's never heard of a concept like this. And they've been working in oil and gas their entire life, and their culture and identity and livelihood all depends on it, and it can feel like an attack or something. But once you're able to explain the benefits of transitioning and kind of forcing this inevitable change in our economy...then they hop on board, usually. So, I think, yeah, it's never really a problem. It just takes a bit of a conversation.” (7F)

Ultimately, all participants acknowledged having good connections with their direct communities. Generally, participants highlighted that when they approach contentious issues by opening up honest and balanced discussions with community members, they can resolve issues.

4.4 Conclusion

A commonality among all charitable and non-profit organizations is their mission and purpose to further social causes and benefits to the public. The previous chapter highlighted the unique benefits and challenges experienced by environmental charitable and non-profit organizations in NL. Participants in this study expressed a range of organizational experiences in the environmental charitable and non-profit sector in NL. While most participants acknowledged experiencing challenges with human and infrastructure capacity within their organization, they ultimately all indicated that obtaining and maintaining a charitable designation has been beneficial for their organizations. The benefits expressed by participants ranged from the financial contributions received to gaining greater social legitimacy in their communities. While several challenges were expressed regarding charitable status and organizations' experiences in the environmental sector as a whole (e.g., challenges with human, physical, social capacity), the benefits of holding a

charitable designation appeared to outweigh the costs in this study. The following chapter identifies the major themes emerging from this research while addressing the objectives stated in chapter 1.

5 Chapter Five: Discussion

5.1 Introduction

An evolutionary approach to resilience thinking focuses on a system's ability to continually adapt or transform when exposed to disturbances. Pike et al. (2010) posit that development does not occur in a single and linear path but simultaneously along numerous pathways, where evolution and change are inevitable and desired. Scholars argue that a system's or community's ability to adapt is an essential contributing factor in its overall resilience (Hudson, 2010; Davidson, 2010; Folke, 2006; Pike et al., 2010).

The literature on community resilience (CR) adopts an interdisciplinary approach to understanding the multitude of contributing factors that influences a community's ability to change and transform in the face of disturbances. A consensus exists within the literature that the more resilient communities often possess a set of common strengths. These strengths are identified as; (i) strong social networks that communicate; (ii) a sense of social inclusion; (iii) a willingness to accept change; (iv) leadership and; (v) the desire for continuous learning (Berkes & Ross, 2013; Douglas, 2017; Norris et al. 2008; Kulig et al. 2008; Buikstra et al. 2010; Ross et al. 2010). In addition to these characteristics, scholars suggest community resilience is increased through a community's ability to comprehend and collectively mobilize their assets, by building on 'community capitals' (human, cultural, social, natural, financial, physical, and political) in the process (Berkes & Ross 2013; Magis, 2010; Poortinga, 2012). This research uses the term community in its broader sense. The term is used to describe both regional communities linked by geography and communities or groups of organizations that share common missions, goals, and organizational structures, such as the community of environmental charities and non-profits in Newfoundland and Labrador.

This chapter frames the discussion of the themes that emerged from the findings of this study around the conceptual frameworks of resiliency and social innovation while also addressing the goal and objectives of this research. Specifically, participants expressed experiences (i.e. benefits, challenges, barriers, advantageous conditions) as an environmental charitable or non-profit organization in Newfoundland that will be framed around the themes of human capital, physical capital, financial capital and social capital. This study acknowledges the importance of

capital beyond the three focused on in this discussion (i.e., natural and political capital); however, issues relating to natural and political capital did not emerge as central themes. Further, this chapter will address the limitations of this study and will provide recommendations for future academic studies related to this topic. Additionally, recommendations will be made for supporting the environmental charitable and non-profit sector in NL based on knowledge gained from the literature review, secondary document and statistical analysis and semi-structured interviews.

5.2 Revisiting: Research Questions, Goal & Objectives

This project examines the landscape of environmental non-profits, as well as their relationships to charitable giving, specifically in NL, and more broadly across Atlantic Canada (to contextualize the current state of the sector in NL). This study poses the questions: *How can gaining charitable status under the Canadian Revenue Agency (CRA) support or hinder, environmental non-profits’ philanthropic mission? And how can environmental charities and non-profits in NL be better supported to participate in the philanthropic landscape?*

The goal of this project is to contribute to knowledge generation in the philanthropic landscape of NL by exploring the nature of giving in the province (who gives/receives), as well as the implications of existing governance structures within the landscape which positively and/or negatively influence the ability of environmental organizations to function. To achieve this study's research goal and increase understanding of existing patterns of philanthropy, specifically environmental philanthropy, in Atlantic Canada, this project explored the lived experiences of environmental non-profit and charitable organizations in NL by addressing three objectives:

Table 5 Meeting Objectives

Objectives	How Objectives Were Met
1. To identify existing patterns of philanthropy, and specifically environmental philanthropy in Newfoundland and Atlantic Canada.	- Objective #1 is answered through the systematic literature review and jurisdictional scan, secondary analysis of Canada Revenue Agency (CRA) data, and the semi-structured interviews. Identified patterns helped to inform the use of multiple capitals’ lens in

	this study's discussion, as well as the recommendations presented in section 5.4.
2. To outline the benefits challenges and barriers that environmental organizations face in gaining charitable status	- Objective #1 & #2 is answered by considering benefits, challenges and barriers through the multiple capitals' lens.
3. To identify support needed for environmental charitable and non-profit organizations, and more broadly the sector as a whole in Newfoundland and Labrador.	- Objective #3 is answered through the recommendation section (see 5.4) of this chapter. Recommendations were created based on the findings of this research and direct expressions of organizational and sector need from participants.

The following sections will provide a discussion on the central themes that emerged from the findings of this study. The following themes will be organized through a capital's lens (i.e., human, physical, financial and social capitals).

5.3 Human Capital

The success of the work and activities undertaken by charitable and non-profit organizations are often the result of a dedicated team of volunteers and staff members whose goals are to alleviate some form of social and/or environmental challenge within their community or region. In 2017, Canada's non-profit and charitable sector contributed \$169.2 billion to the Nation's Gross Domestic Product, representing 8.5 percent of Canada's total GDP (Statistics, 2019). Philanthropy literature agrees that the non-profit and charitable sectors provide significant economic and social benefits to Canadian society (Barrett & Gibson, 2013; Canada Revenue Agency, 2008; Statistics Canada, 2019; Turcotte, 2015). Thus, understanding the challenges and advantageous conditions faced by human capital resources within small or rural charitable and

non-profit organizations is essential in any attempt to create pathways to becoming more resilient, including access to funding through philanthropy.

5.3.1 Limited Human Resources

The most prevalent theme that emerged from the semi-structured interviews was organizations' challenges concerning their human capital resources (e.g., individuals carrying out activities of an organization, including time, skills, training and health components that allow them to effectively assist the organization they work with). As mentioned in the previous chapter, twelve (N=12) of the sixteen (N=16) participants in this study belonged to an organization that had either one employee or was entirely volunteer run. It was acknowledged by participants who belonged to entirely volunteer-run organizations that their volunteers struggle to meet organizational demands while balancing another full-time job and home life. This reality of small and rural organizations in the environmental sector in NL, primarily being run by unpaid volunteers, remains the same experience that was documented by the Canada Revenue Agency in their 2008 review of small and rural charities across Canada (Canada Revenue Agency, 2008; Hall et al., 2004). In both this study and the CRA study, unpaid volunteers in the NL charitable and non-profit sector identified that limited staffing capacities further intensify time constraints related to obtaining and maintaining charitable status. Further, these constraints hinder their ability to fulfill their organization's operational components (i.e. securing funding sources, completing administrative requirements).

Some participants (N=5) in this study acknowledged that challenges resulting from the demands placed on their human capital resources had enabled circumstances where they have almost lost their charitable status. All participants acknowledged the provision of charitable status as beneficial, and in some instances, integral to the operational capabilities of their organization. Thus, the significance of this kind of loss for participants interviewed in this study would have severe impacts on their organization, including an organization's ability to apply for charitable status.

5.3.2 Challenges Obtaining Skilled Volunteers

A strain on the human capital is ultimately cyclical in nature, which impact additional capitals held within an organization (e.g., financial, physical and social). This strain not only

impacts the organizations' ability to carry out the projects and activities that work to achieve their mission, but it impacts their ability to search for and obtain skilled volunteers that have the appropriate knowledge capacity to support the organization. Participants (N=7) in this study expressed that they currently have experienced challenges obtaining and retaining skilled staff members and volunteers in the past. Participants noted that this reality is especially true for charitable and non-profit organizations located in rural regions in NL. Participants stated that finding skilled volunteers that share a similar worldview as their environmental organization can be challenging because of the small population sizes in rural NL and the general cultural relationships that individuals have with the environment in these regions.

Participants' (N=16) experiences in this study match findings from the available literature that has reviewed barriers faced by small and rural charitable and non-profit organizations across Canada (e.g., limited capacity, time constraints, challenges attaining funding and obtaining and retaining volunteers). In 2008, the Canada Revenue Agency released an in-depth review of small and rural charities across Canada and found that many of these organizations commonly face challenges related to human capital resources and that these challenges have a cascading effect on a charity's and non-profit's ability to maintain organizational activities (Canada Revenue Agency, 2008). Further, these barriers hinder an organization's ability to develop internal and external structures that enable internal resilience and growth (Barr et al., 2004; Canada Revenue Agency, 2008; Stowe & Barr, 2005).

5.3.3 Level of Institutional Knowledge

While the compounding challenges related to human capital, affect an organization's ability to manage its activities and find and retain skilled volunteers, it also impacts the level of knowledge held within an organization. Several (N=9) participants in this study acknowledged that their organization's relative level of knowledge capacity was a challenge. Participants stated that they had experienced struggles finding the time and ability to obtain knowledge around granting opportunities. Participants acknowledged that finding and writing successful grant applications demands a high degree of skill from their team members. In this study, a number of the participants (N=11) from both charitable and non-profit's, acknowledged that their organization was sustained by the continuous provision of grants. Participants further acknowledged the added strain they face attempting to find the time and capacity needed to develop the necessary skills associated with

searching and applying for grants. Study participants (N=10) whose organization had obtained or was in the process of obtaining a charitable designation stated that human capacity constraints acted as a barrier in their ability to decipher confusing legalese around the application process. The impacts of these challenges not only affect the operational capacity of environmental organizations' in NL, but they hinder an organizations' ability to create robust networks of support with other environmental organizations and among their local communities.

Challenges associated with the significant demands faced by human capital resources can be contextualized within NL's economic development history and the documented patterns seen in the province's declining population. Historically, NL has been subject to top-down federal approaches that attempted to reduce regional disparities. Scholars and practitioners alike have argued that top-down federally funded programs and policies did little to build the necessary capacity for communities and organizations in NL to establish internal resiliency (Gibson, 2013; Hall et al., 2017, Ryser & Halseth, 2010; Savoie, 2003; Vodden et al., 2013a). Further, this history is compounded by the decades of neoliberal policies and the downloading of responsibilities from higher levels of government onto municipalities and further onto charities and non-profits (Gibson & Barrett, 2018; Gibson et al., 2014; Hall & Reid, 1998; Vodden et al., 2019; Zirul et al, 2015).

Literature surrounding the conceptual framework of community resilience suggests that resilience is increased through a community's ability to comprehend and collectively mobilize their assets to further build on 'community capitals' (i.e., human, cultural, social, natural, physical, financial and political capitals) in the process (Berkes & Ross 2013; Magis, 2010; Poortinga, 2012). The following section will discuss an additional theme that emerged from the findings of this study. This theme can be broadly described as the need for physical capital resources by environmental charities and non-profits.

5.4 Physical Capital

The second theme that emerged from the findings of this research was the need to build physical capital resources for organizations within the environmental charitable and non-profit sector. Physical capital, similar to human capital resources, plays an integral role in charitable and non-profit organizations' ability to carry out their activities, engage in meaningful communication with others, and to maintain their financial stability.

5.4.1 Infrastructural Needs: A Lack of Physical Operating Spaces

The majority of this study's participants expressed that they belonged to an organization with one part-time or full-time employee to zero paid employees. Additionally, several participants acknowledged that their organization did not have any consistent formal physical space that they operated out of. Instead, when these organizations were required to gather in person, they would utilize the homes of volunteers, available community rooms, or other public spaces to facilitate meetings. Participants expressed that a lack of formal physical space impacted the relative ease and effectiveness of communication amongst volunteers.

The respondents who participated in this study expressed that while they can manage their organization's activities and communicate with other volunteers, a lack of physical space has made communication more challenging because of the perpetual need to organize phone calls, emails and times to meet with internal team members when questions arose. Some participants in this study shared that their organization was still transitioning governance documents into digital files, however, in the meantime, they spend a significant amount of time attempting to locate the information they required. In some instances, participants noted that these documents were stored in multiple locations due to a lack of permanent office space, therefore increasing the difficulties around accessing information promptly. Further, with the shutdowns and distancing requirements associated with the COVID-19 pandemic, organizations could no longer access public spaces to meet, forcing all communication (at least for a time) to an online format. Additional barriers imposed by the global pandemic worked to hinder communication between team members further.

A couple of participants (N=2) stated that their organization had shared physical operating spaces with other charitable and non-profit organizations in the past. In these experiences' participants acknowledged that cooperative working spaces helped alleviate the individual financial burden associated with accessing these kinds of spaces. Additionally, participants highlighted that shared working spaces helped to increase their organizations' internal communication and helped build communicative capacity between organizations, providing greater opportunities to collaborate, including collaboration on fundraising. While this discussion attempts to breakdown the experiences of environmental charitable and non-profit organizations

into particular themes (i.e., needs associated with human, physical, financial and social capital) it is important to note that these areas are all connected and intertwined.

5.5 Financial Capital

5.5.1 5.5.1 Funding Sources and the Financial Needs of Environmental Charities and Non-Profits

In addition to the gaps addressed by participants relating to their organization's infrastructural needs and barriers, participants shared experiences and challenges relating to their financial circumstances. Financial capital resources are essential to the ongoing maintenance of charitable and non-profit organizations; however, these kinds of resources also play a critical role in an organizations' ability to grow and adopt innovative solutions.

Respondents (N=16) who participated in this study highlighted that while their funding typically comes from a range of sources (i.e., all levels of government, corporations, foundations, individual donors), they are typically reliant on applying and reapplying for grants. Grants were described as often having a timeframe associated with them, meaning that the grant may provide funding for a project for only a set number of months or years. Further, time limits placed on funding requires that organizations dedicate a significant portion of their time to ensuring that they are financially secure. For some organizations, especially those who expressed having a limited human capacity within their organization, the ongoing process of searching for and applying for grants was expressed as a significant challenge.

Within the body of literature on environmental philanthropy, scholars have highlighted that charities that champion environmental causes receive a smaller portion of the total annual charitable donations than charitable organizations that carry out health and education-related activities in Canada (CEGN, 2018; Gamble, 2014; Turcotte, 2015). Further, the Canadian Environmental Grantmakers' Network review of grant distribution found that British Columbia and Ontario receive 75 percent of all environmental grants, while the Atlantic provinces in Canada received only 2.5 percent of environmental grants (CEGN, 2018; Gamble, 2014; Gelissen, 2007). While the distribution of grants between Ontario, BC and Atlantic Canada appears to be relatively disproportionate, these differences are likely due to the higher number of environmental charitable

and non-profit organizations located in Ontario and BC compared to Atlantic Canada (see chapter two).

5.5.2 Funding Diversification Strategies

In an attempt to secure a broader range of funding, several participants in this study shared their organizations' diversification strategies, both in terms of organization's programming and funding sources. Participants (N=12) expressed that their organizations have worked to expand and reframe their activities and programming to increase their relevance to additional funding opportunities and strengthen their ability to meet intersecting community needs. Examples of charities and non-profits reframing their programming include but are not limited to creating programming that aims to introduce new immigrants to nature, environmental education, and programming focused on the connections between food security and the environment.

Participants (N=13) belonging to an organization that had obtained a charitable designation identified that they believed it provided them greater freedom and opportunities to apply for grants that would not have previously been available. Literature on environmental philanthropy in Atlantic Canada suggests that the focus of environmental charities on individual and localized issues may limit an organization's opportunities to access broader funding sources. Further, through increased collaboration with other charitable and non-profit organizations in these regions, environmental organizations may be able to harness greater collective power to broaden environmental narratives while simultaneously increasing funding opportunities in the environmental sector as a whole.

5.5.3 Individual Donations

Further, most participants (N=14) stated that donations from individuals do not make up a significant portion of their financial resources. In their experience, many of the individuals who donate are not interested in receiving a receipt. Despite this experience, some organizations (N=4) in this study acknowledged the desire to build a fundraising strategy that targets 'intentional donors' and 'legacy donors.' Participants described intentional donors as individuals who know that they will donate a specific portion of their money to a non-profit or charity each year. Legacy donors were described as individuals who leave money to an organization in their will. While several participants noted that individual donations are not a significant revenue source in their

experience, some literature suggests that Canadians may be more likely to donate to environmental issues if tax incentives were increased (Hossain & Lamb, 2012).

A study conducted by Hossain & Lamb (2012) analyzed the dynamic nature of environmental giving in Canada. Finding that contrary to data collected from American research participants (Amos, 1982), Canadians of all ages would be more likely to donate to environmental issues if government tax incentives were increased. Further, research is required to determine if the tax incentives or the targeting of intentional donors and legacy donors would provide greater financial security for environmental organizations in NL.

Although a significant portion of participants (N=15) in the study acknowledged challenges associated with finding and securing funding for their organization, a number of the organizations have begun to individually broaden their activities and programming as a means of securing more granting opportunities. Ultimately, the building of financial capital resources is an essential component in environmental charitable and non-profit organizations in Newfoundland and Labrador's ability to become internally and externally resilient. The following section reviews the themes pertaining to social capital that emerged from the findings of this study.

5.6 Social Capital

The fourth and final theme which emerged from this study's findings was the need to strengthen and build social capital resources for organizations within the environmental charitable and non-profit sector. Similar to human and physical capital resources, social capital plays an integral role in charitable and non-profit organizations' ability to carry out their activities. Further, the building of these capitals helps organizations engage in meaningful communication with others and increase their collaborative capacity.

5.6.1 Network Infrastructure & Collaborative Capacity

The group of environmental charities and non-profits in Newfoundland and Labrador is comparatively smaller than what is found in other regions across Canada (as discussed in the lit review chapter). Among respondents (N=14) in this study, most of them had previously worked or volunteered with another environmental charity or non-profit in the NL. These connections over time have facilitated the creation of an informal network of support amongst environmental

charities and non-profits throughout the province. While several participants had stated that while they believed that they could connect with other environmental charities and non-profits across the province, their operational networks tended to be more closely tied to their region. The presence of closely tied networks and highlights the prevalence and importance of the regional scale development approaches that have been seen in NL (as discussed in the literature review).

5.6.2 Local Partnerships

Participants (N=14) stated they typically sought support from and worked on joint programming initiatives with other local organizations (e.g., local municipality, immigrant support services, ATV associations, local foodbanks). All participants also stated that they believed that they had a good relationship with other local groups and community members. Additionally, several participants (N=8) in this study that belonged to an environmental charity stated that their organizations' charitable status provided greater opportunities to diversify funding streams and built confidence amongst community members around their organization's work. A charitable designation was believed to signify to community members that the organization intended to build something long-term. Further, because such a designation is bound by strict Canada Revenue Agency (CRA) requirements, this was seen to further signify that the organization would be more likely to appropriately manage the funds they received. In essence, participants expressed that the possession of a charitable designation helped develop a social license in their communities.

Economic development literature suggests a need to shift from governments to governance (Bradford, 2017; Hall et al., 2017; Ryser & Halseth, 2010; Savoie, 2003; Vodden et al., 2019). Literature suggests the necessity of shifting relationships and responsibilities from top-down senior levels of government to the inclusion of various public and private stakeholders is an important way for local communities and organizations to strengthen their internal capacity. Moreover, in the case of small and rural environmental organizations in NL, furthering the shift to community led governance structures could potentially help to strengthen the capacity of organizations and the communities they work in.

5.6.3 Partnerships with Environmental Organizations in NL

Participants (N=12) acknowledged that there are existing established relationships between environmental organizations within the province. However, they also shared the strength of these

connections has been reduced by the relative inactivity of an organization that was primarily responsible for coordinating, connecting, and sharing environmental information and opportunities in the province. In the past, the central coordinating organization – Newfoundland and Labrador Environmental Network (NLEN) – had facilitated a formal platform that provided capacity-building opportunities through networking, workshops and public forums to the environmental charities and non-profits in NL (see discussion in chapter two). Further, NLEN acted as a source of knowledge that would share and distribute pertinent information around funding opportunities within the sector. However, in recent years, NLEN has been experiencing their own set of challenges, which has ultimately impacted its ability to fulfill its role. Respondents (N=10) in this study expressed that currently, they did not believe that there was an effective formal mechanism within NL to provide networking platform amongst environmental charities and non-profits. Further, the relative inactivity of NLEN as the main coordinating organization for environmental organizations has created gaps in the network infrastructure available to environmental organizations, which has hindered collaborative capacity within environmental charities and non-profits in NL.

5.6.4 Network Capacity Challenges

Human capacity challenges arose again in the discussion of an organization's ability to strengthen its social capital. Human capital resources play a significant role in organizations' ability to engage in networking or facilitate collaboration. Respondents in this study identified the link between the challenges faced by human capital resources and the organization's ability to engage in or further develop a robust social network. In NL and across Canada, in the application of current debates around regional development strategies, significant limitations appear in rural regions that inhibit the realization and implementation of regional development strategies which focus heavily on exogenous (building external networks, or externally driven) approaches (Bollman, 1999; Krawchenko, 2017; Hall et al., 2017), including strengthening philanthropic partnerships from outside the organization's local area. Emerging trends within rural regional community and economic development literature highlight the importance of adaption through incremental, endogenous development approaches (Carter & Vodden, 2018; Reimer, 2006; Rysler & Halseth, 2010). Endogenous approaches consider existing community assets and direct attention toward building foundational competencies. This is seen as a necessary first step towards

establishing sustainable and effective regional development strategies in rural regions (Carter & Vodden, 2018; Reimer, 2006; Ryser & Halseth, 2010).

In the context of this study's focus on small and rural environmental charitable and non-profit organizations, the strengthening of networks is essential for the long-term resiliency and development of an organization. It was found that while participants believed their organization's connections to other local organizations and government bodies were strong, their internal human capacity and strength of their external networks have been weakened. External network connections to the broader body of environmental organizations in NL have been weakened by the inactivity of the NLEN, which had previously created a formal networking and knowledge-sharing platform for environmental charitable and non-profit organizations in NL.

Additionally, social innovation literature suggests that building competencies within various sectors of a region (a (neo-)endogenous approach) will create stronger local development over time (Carter & Vodden, 2018; Slight et al., 2016). The literature contrasts a (neo-)endogenous approach, which focuses on local and relational place-based development strategies, with an exogenous approach, which focuses on creating external networks for effective rural and organizational development (Bock, 2016, Carter & Vodden, 2018). Bock (2016) proposes a 'nexogenous' approach, which equally values internal and external network building. In NL, particular organizations such as environmental charities and non-profits may need to strengthen their internal capacity by addressing their human, physical and financial capital challenges before moving onto a significant focus on their external networks. In the case of small and rural environmental charities and non-profits in NL, strengthening and relying on the networks organization's already have could help build internal capacity, however, this might not necessarily grow their networks further.

5.6.5 Community Support Networks

All participants (N=16) in this study stated that they believed that their community supported their work. While support did not always correlate to individual donations received, it ultimately reduced negative public backlash towards their organization and allowed them to continue their work. Further, literature on rural environmental charities in Atlantic Canada suggests that creating strong social networks that facilitate collaboration and knowledge-sharing

opportunities would help spread the message of environmental organizations in the region (Gamble, 2014). Gamble (2014) also posits that the environmental charitable sector in Atlantic Canada would benefit from the broadening of environmental narratives to show how issues in this sector intersects with other significant challenges (e.g., issues related to health and education). Findings from this study have identified that organizations have already begun to broaden their programming to highlight how environmental activities intersect with other aspects of life and how this has helped organizations obtain a greater diversity of funding. Further, the development of network-building strategies may allow charities to harness greater collective power to manage environmental issues while simultaneously increasing funding opportunities in the environmental sector (Gamble, 2014).

The following section provides a summary and conclusion on the analysis of human, physical, financial and social capital that emerged as central themes from this study's findings.

5.7 Summary & Conclusion on Capitals

An emerging consensus within innovation literature highlights the increasingly social nature of innovation (Nicholls & Murdock, 2012). Bock (2016) argues that social innovation is tied to every individual community's unique norms and values. Scholars suggest that social innovation's tangible outcomes (e.g. social entrepreneurship or innovative technologies) improve significantly through relationship building among actors. Further, the successful proliferation of innovation depends upon the context in which it is adopted, and its appropriateness based on community needs and capabilities (Barraket, 2018; Carter & Vodden, 2018). Thus, if specific capacities are not developed, then innovative practices may not take root (Bock, 2016; Barraket, 2018; Carter & Vodden, 2018; Neumeier, 2012, 2017).

Contextualizing experiences expressed by participants in this study regarding their challenges with their human, physical, financial and social capital resources helps to more broadly comprehend capacity limitations organizations experience in their attempt to become more internally resilient and sustainable. Capacity building, and the building of human, physical, financial and social capital resources has been determined as essential components of what makes an organization or community more resilient to disruptions. While the creation of community and organizational resilience and the strengthening of their innovative capacity often requires the

development of all areas of capital (e.g., human, physical, financial, social), for some small and rural organizations, focusing on one area may be more feasible.

The ability to obtain and maintain human, physical and social capital resources plays an integral role in environmental charitable and non-profit organizations' capability to carry out activities and create long-term sustainability for an organization in the formal philanthropic sector. The building of these capitals helps organizations engage in meaningful internal and external communication and collaboration with their community and other organizations. In addition, the provision of these resources helps to ensure that environmental organizations can continue and expand on the work they undertake. The following sections will review the limitations of this research study and will present recommendations for supporting environmental charities and non-profits in NL provided by both the participants and the researcher. Lastly, recommendations for future study will be presented.

5.8 Limitations

This research study was exploratory in nature. In an effort to ensure qualitative rigour was achieved, the limitations of this studies' methods and data collection were continuously reflected upon. This section will review several limitations that were identified.

5.8.1 Low Response Rate

The first limitation of this study was the low response rate of participants. Two phases of contacting participants were conducted in this study. Initially, thirty (N=30) participants were contacted. In the second phase, an additional fifteen (N=15) participants were contacted. In total, sixteen (N=16) respondents participated in the semi-structured interviews. Interviews were conducted in the fall of 2020 when most of the globe was managing the impacts of the COVID-19 pandemic. These unprecedented disruptions may have contributed to the lower than expected response rates. Environmental charitable and non-profit organizations were forced to adapt operations to meet health and safety protocols, dealing with uncertainties surrounding whether they would be able to carry out programming, as well as the potential of losing funding sources. Additionally, it is believed that the low response rate may have been indicative of the fact that many environmental charitable and non-profits organizations in Newfoundland are heavily reliant on unpaid volunteers whose capacity is already challenged in times of stability. While theoretical

saturation (Gentles et al., 2015; Law et al., 1998) had been reached at approximately the thirteenth interview, this study may have uncovered additional perspectives or experiences had there been a greater response rate.

5.8.2 Over Representation of Charities

Additionally, of the respondents interviewed (N=16), an over-representation of individuals affiliated with an environmental charitable organization (N=13), and an underrepresentation of environmental non-profits (N=3) was observed. While a snowball sampling technique was used to complement a targeted participant selection process, most voices represented in this study reflect the experiences of registered environmental charities in NL. An approximately equal number of charities and non-profits were sent invitation letters. However, it was found that a higher number of participants from charities responded. Although the experiences expressed by respondents belonging to a non-profit environmental organization in NL were similar to those expressed by respondents who belonged to a charitable environmental organization, the scope of this study's findings was ultimately limited by this lack of representation as a result. Moreover, this limitation may be potentially due to the more limited capacity in environmental charities and non-profits as discussed previously.

5.8.3 Stretched Institutional Memory

Another limitation was that many of participants (N=9) interviewed belonged to an organization that had obtained their charitable designation in excess of fifteen to twenty years. It was found the while these participants were able to recall a number of general challenges associated with obtaining charitable status (e.g., the process being time-consuming, their organization being required to make changes to their governing documents or structures). Participants (N=13) often were not able to recall the full extent of their organization's experience when they went through the process. Challenges associated with recalling details resulted from both participants not being at the organization at the time of it obtaining charitable status and too much time having passed from when their organization received status. The general default of participants around this line of questions was that the process was relatively easy. Perceptions related to relative ease or difficulty may be the result of a simpler registration process that existed at the time. However, perceptions related to obtaining a charitable designation could indicate that

questions related to these experiences stretched the participants' memory too far. While these questions did not hinder participants' ability to share their experiences as an environmental charity or non-profit in Newfoundland and Labrador more broadly, it does limit the specific knowledge gained around the process of obtaining a charitable designation.

5.8.4 Transferability

The final limitation that was identified surrounds the transferability of this study. Due to the specificity of the location and kinds of participants selected for this study, this study's findings can speak only to the experiences of formal philanthropic organizations in NL. While general understanding may be extrapolated from this study and applied to other regions in Atlantic Canada or other provinces in Canada more broadly, the findings are specific to NL.

5.9 Recommendations

5.9.1 Participant Recommendations: Supporting the Environmental Non-profit and Charitable Sector

The following recommendations are based on direct input from participants in the semi-structured interviews. It is acknowledged that participants in this study are the experts in their field, and the recommendations in this study should center their direct expressions of organizational and environmental sector needs. Therefore, these participant recommendations are also supported by the researcher.

5.9.1.1 Development of a Formal Networking Platform

One of the most significant resources participants in this study identified as lacking was the existence of a formal and active networking platform or organization. Participants stated that when the Newfoundland and Labrador Environmental Network (NLEN) was more active, they provided essential resources and services specifically tailored to environmental organizations in the province. Resources and services included:

- A centralized platform to share knowledge and structural resources,
- Funding opportunities, and
- Formal spaces to connect with environmental organizations across the province.

Participants stated that sometimes they feel isolated from other organizations, which has led to demotivation and feeling like their organization has a lesser impact. These experiences of isolation were and continue to be particularly prevalent during COVID-19. Participants suggested that creating a new networking platform or revitalizing the existing coordinating organization (NLEN) could provide environmental charities and organizations and non-profits the opportunity to connect. The available literature on environmental philanthropy in Atlantic Canada (Gamble, 2014) posits that increased collaboration and knowledge-sharing networks are crucial in these regions because they will allow organizations to harness greater collective power. Further, strengthening environmental networks in NL would not only help to connect organizations within the environmental sector, increasing collaboration opportunities, but it could act as an important resource for sharing knowledge, supports and funding opportunities that directly relate to the issues being faced by environmentally focused organizations.

5.9.1.2 The Provision of Formal Shared Operating Spaces

A lack of formal operating spaces was identified as a barrier to internal organizational communication, external collaboration, and efficiency. Participants stated that the individual financial burden of accessing a formal operating space was not a feasible consideration for several participants in this study. Participants, who were located in more densely populated regions (e.g., St. John's) suggested that if either the government could provide access to an underutilized operating space, or organizations could collectively rent out a space, the individual financial burden would be greatly reduced.

Participants suggested that a space such as this would ideally look like each organization having their own small office and storage space, with communally accessible conference rooms, kitchens and washrooms. Access to a physical location may provide more significant opportunities for communication between an organization's team members. Additionally, the centralization of an organization's space would increase accessibility to important documents. Further, participants stated that in their experience with shared operating spaces in the past, it increased knowledge-sharing and collaboration opportunities between other organizations. The increased efficiency, communication and potential for collaboration could have significant benefits for small and rural environmental charities and non-profits in Newfoundland and Labrador.

5.9.1.3 Federally or Provincially Funded Position to Support small Charities and Non-Profits

The findings of this study brought to light that human capital resources were a significant challenge faced by environmental charitable and non-profit organizations in Newfoundland and Labrador. Small and rural environmental organizations are expected to go through the same processes and establish the organizational structures that are demanded of a much larger organization when they are applying for or maintaining their charitable status. These barriers related to administrative tasks contribute to the difficulties experienced by small environmental organizations. These barriers could inhibit their ability to expand their organization and work and keep them from accessing alternative funding opportunities.

Resulting from these experiences, participants suggested that creating a federally or provincially funded position dedicated to supporting charities and non-profits would help reduce strains on their internal human capacity. Participants stated that this position could be established within an organization like the Newfoundland and Labrador Environmental Network (NLEN). This position would ideally assist with writing and filing a charitable application, yearly charitable returns, or support navigating the legal requirements of operating a charity or non-profit. Criteria to determine which organizations could access support such as this could include, review of an organization's revenue and number of staff members. The creation of a funded position in an organization such as the NLEN would support environmental organizations throughout the province. Ideally, access to these services would be based on several thresholds to identify small and rural charities that are in greatest need of these supports.

5.9.1.4 Establishing Thresholds for Small Organizations by the Canada Revenue Agency to Access a Streamlined Charitable Application Process

Lastly, concerning the human capital barriers faced by small and rural charities and non-profits, participants suggested creating a more straightforward charitable application process by the Canada Revenue Agency (CRA) would help reduce the barriers to obtaining a charitable designation. Specifically, respondents suggested the need for a simplified application process to be made available for organizations that met specific thresholds or criteria. These thresholds would help identify small and rural organizations and be based on the acknowledgement that these kinds of organizations are often supported by limited administrative and support staff. Examples of

thresholds could include; the number of full or part-time staff members, the amount of money flowing through an organization, population size of the community that the organization is located in.

Participants stated that regardless of an organization's size, they must go through the same process as a large organization. Further, the balance of undertaking all of their organizations' regular activities and attempting to obtain a designation that may help them increase access to resources is not always feasible. It was acknowledged that CRA application standards need to maintain a certain rigour and accountability to ensure that fraudulent charities are identified. However, if the current application process could be adjusted to consider the capacity challenges experienced by small and rural charities, this would help reduce entry barriers (i.e., streamlined application process, relaxed reporting requirements or greater forgiveness for late returns). While a revised application process could benefit small and rural non-profit organizations within the sector more broadly, this research has found that it may significantly help environmental non-profits in Newfoundland and Labrador who are entirely volunteer-run or are supported by a limited number of staff members.

5.9.2 Researcher Recommendations

This section will introduce two additional recommendations for supporting environmental charities and non-profits and the sector as a whole in NL that were not addressed in the recommendations provided by participants. Recommendations in this section are based on knowledge gained from the literature review, statistical and secondary document review, member checking and participant interviews.

5.9.2.1 Strengthening Partnerships (Partnership Models)

Ramsundarsingh and Falkenberg (2017) contributed one of the first examinations of charity and non-charity partnerships as one solution to the challenges faced by small, rural charities, highlighting policies and models which guide this movement and collaboration. The literature on charity/non-charity partnerships suggests that the increased costs associated with registering and maintaining a charitable designation have become untenable for some small rural charities (Canada Revenue Agency, 2008; Lalande & Cave, 2017; Niswonger, 2019). Ramsundarsingh and Falkenberg (2017) present several models for partnerships of this nature which include the *Conduit*

Model, Technical Assistance Model, Platform Model, and the Subsidiary Model. Engagement between partners in these models range from little interaction between the charity and non-charity to the complete integration of the non-charity and the shared support and services between partners. Thus, partnerships enable non-charities to access funding earmarked for charitable purposes to carry out their work while reducing operating costs and increasing the chances of the organization's survival (Ramsundarsingh & Falkenberg, 2017).

The findings of this research indicated that while environmental charities and non-profits already utilize partnerships in their day-to-day, there is potential for greater leverage of the partnership models explored by Ramsundarsingh & Falkenberg (2017) that were presented in the second chapter of this research. While partnerships occur to some extent within NL, the sector could benefit from strengthening these kinds of formal collaborations. There exist opportunities for small and rural environmental charities and environmental non-profits to work together to utilize the variety of partnership models to mitigate issues related to the identified human and financial capital challenges that participants expressed. It remains up to the discretion of the organizations involved to determine the model or level of legal integration that is most appropriate for their organizations. However, the use of formal partnership models could help strengthen capacity building and collaboration efforts by providing greater access to physical (e.g., sharing administrative or fundraising staff) and knowledge-based resources (e.g., organizational oversight).

5.9.2.2 Centralization of Information Resources

Building off the stated need for a strengthened networking platform or coordinating organization to facilitate networking among environmental charities and non-profits in NL, there is a need to centralize resources related to organizations' needs in this sector. Participants shared that organizations often struggle to find and access the resources needed to support their organization with their limited human capacity. Creating a digital platform that collects, organizes, and creates resources tailored to maintaining an environmental on-profit organization would help reduce the challenges experienced around an organization's human capacity. Further, access to these kinds of information could provide significant benefits to the overall potential sustainability of environmental organizations in NL.

Example of information that could be included in this process of centralizing resources may include; how to go about the charity application process; (i) how to maintain your charitable registration; specific environmental funding opportunities available to environmental organizations; (ii) a list of all environmental organizations that specify their mission, objectives, and areas of activities to increase potential collaboration amongst organizations.

Additionally, there is a need to ensure that available resources are written using plain language targeted towards charities and non-profits. Participants shared that while resources are not lacking, finding comprehensible and applicable resources is a challenge. Additionally, access to resources such as those previously described would help combat misinformation in the sector by increasing information accessibility.

5.9.3 Recommendations for Future Study

This research has been able to identify first-hand experiences of environmental charities and non-profits to uncover the challenges and benefits of operating within the formal philanthropic sector in Newfoundland and Labrador. Further, this study identified the benefits and barriers of obtaining and maintaining a charitable designation.

Through this study, three additional areas of research have been illuminated. The first is the need for a broader review and analysis of where donations directly come from for environmental charities and non-profits in NL and Atlantic Canada. The available research reviews the distribution of environmental grants from grant makers (CEGN, 2018). However, research does not provide a holistic picture of where funds are coming from within the sector as a whole. A more systematic review of funding sources may help uncover greater patterns within the sector, as well as opportunities not being availed and potential targeted strategies for obtaining funding for this sector.

Newfoundland and Labrador has both the highest charitable donor rates and strongest sense of belonging amongst its community members to their province in all of Canada. However, additional research that surveys the public is required to determine if these factors may have the ability to manifest in increased support for environmental organizations in the province. A more robust understanding of the public's perceptions around environmental issues and the charitable

and non-profit organizations that seek to address these issues is needed to identify the real and perceived barriers for environmental organizations in accessing this support NL.

Lastly, while the review of community foundations was outside of this research project's scope, there is a need to better understand the barriers that exist for establishing and maintaining these kinds of organizations within NL. Community foundations operate on the basis of gathering communal wealth and democratically deciding how that wealth will be redistributed to support the issues most important to specific communities. Ultimately, the strengthening of community foundations in NL could provide significant benefits for environmental organizations in the province and Atlantic Canada.

5.10 Conclusion

This research has built on the limited existing knowledge of small rural environmental charitable organizations within Newfoundland's formal environmental philanthropic ecosystem to explore the existing challenges and benefits experienced within the sector. This research will be used to create resources and mobilize knowledge to support non-profit and charitable environmental organizations that wish to grow and formalize philanthropy in rural regions in NL and beyond. To meet the third objective of this study, findings have been and will continue to be shared with environmental organizations in NL through webinars, resources sheets, academic and non-academic articles. This study examined the landscape of environmental charities and non-profits in NL by exploring the nature of giving in the province (who gives/receives), as well as the implications of existing governance structures within the landscape which positively and/or negatively influence the ability of environmental organizations to function. This research identified that small and rural environmental organizations face challenges and barriers surrounding their human, physical, financial and social capital resources needs.

Social innovation literature on NL communities suggests that building competencies within various sectors of a region (a (neo-)endogenous approach) will create stronger local development over time (Carter & Vodden, 2018; Slight et al., 2016). In NL, environmental charitable and non-profit organizations may need to strengthen their internal capacity by addressing their human and financial capital challenges before moving onto a significant focus on their external networks. While building external networks can help increase the capacity of small environmental charities

and non-profits (including strengthening philanthropic partnerships from outside the organization's local area) internal and local capacity building will is still needed.

Further, literature on rural environmental charities in Atlantic Canada suggests that creating strong social networks that facilitate collaboration and knowledge-sharing opportunities would help spread the message of environmental organizations in the region (Gamble, 2014). Gamble (2014) also posits that the environmental charitable sector in Atlantic Canada would benefit from broadening environmental narratives to show how issues that this sector intersects with other significant social and economic concerns. The Individual and localized issues often addressed by environmental charitable organizations in NL and Atlantic Canada, however small, often address important regional priorities. Literature in this field of research suggests that network-building strategies allow rural charities to harness greater collective power to manage environmental issues while simultaneously increasing funding opportunities in the environmental sector.

While this research categorized the issues and experiences faced by environmental charities and non-profits into the four different areas of capital that emerged from the interviews, it is essential to understand that each type of capital is deeply intertwined in reality. It was found that small and rural organizations in NL's environmental sector are primarily run by unpaid volunteers with a passion for their work. Human capital challenges for environmental organizations in NL were found to struggle with fulfilling the organization's operational components (i.e. securing funding sources, completing administrative requirements). Further, limited time constraints placed on human resources contributed to challenges associated with applying for and, in some cases, maintaining an organization's charitable status. Additionally, it was found that several environmental organizations lacked access to physical operating spaces, which contributed to communication and collaboration challenges. Further, many of the organizations identified strains on their financial capital resources due to being reliant on applying and reapplying for grants to continue their work and programming. There is a need to diversify funding streams (e.g., by obtaining charitable status or collaborating with other organizations on new projects). Lastly, this research identified a need to strengthen the formal networking capacity among environmental organizations in NL so that opportunities for collaboration, funding and growing the impacts of an organization's work can increase.

Philanthropy is often considered a core social norm in small, sometimes isolated communities. It manifests in the propensity of local service clubs, church groups, individuals and communities to band together to support those who struggle. In some jurisdictions, formal rural charitable foundations also take shape (Barrett & Gibson, 2013; Locke & Rowe, 2010; Lorinc, 2019). Recent history has witnessed the dissolution of economic/community development boards, along with the downloading of services and responsibilities from higher levels of government onto local governments and non-governmental organizations across all regions of Canada (Barr et al., 2004, Curran, 2018, Gibson et al., 2014). Formal philanthropy provides an innovative way for rural communities and environmental charitable and non-profit organizations to increase internal sustainability by creating place-based development solutions. However, this research suggests that a number of challenges must be considered and addressed to maximize the opportunities for formal philanthropy to play this role.

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APPENDICIES

Appendix A: Interview Guides

A.1 Charity Interview Guide

Background Questions (approximately 10 minutes)

1. Could you please state your name and position/title? And the organization you work with?
2. Where is your charity located? And what areas of the province do you provide services to?
3. What type of work does the charity/ non-profit you work for do?
 - What kinds of activities do they undertake?
4. How many employees does [insert charity name] have (how many are full-time/part-time)? How many volunteers?
5. Is the charity you work for public or private?
 - How did [insert name of charity] begin? Was there a particular need in your community/province that [insert charity name] sought to address?
6. How large is your organization (total revenues)? What are your sources of revenue?
 - Note: for sources of revenue, if the participants are comfortable answer this question, we may present them with a list of option of sources/ percentages of where their funding comes from to prompt them.
 - o E.g. federal government (grants or operating)/provincial government funding (grants or operating)/municipal/fees for service/event funding/individual donations/other

Decision Making-Process to become a Charity (approximately 10 minutes)

1. What was some of the decisions that led to your organization to register as a charity?
 - E.g. Survival, financial support that helps to expand on the work your organization was currently doing?
2. Did you have any apprehensions before making the decision to obtain a charitable designation? If so, what were they?

Challenges & Opportunities (approximately 35 Minutes)

1. What were some (if any) challenges your organization experienced through the process of registration as an environmental charity? If so, could you please explain and provide examples?
 - Did you have any difficulty fitting the activities that your organization does into the categories that the CRA provides? How did you deal with this?
 - Where there any organizational requirements that you needed to establish prior to starting the process that you didn't already have established (e.g. board of governors/guiding policy/procedural documents/bylaws)
 - We have come across a number of sources that say that accounting/ auditing requirements were a major challenge for small environmental charities
2. How long did the process take?
3. Did the staff members in your organization have the expertise that they needed to move through the process of obtaining your organization's charitable designation?
 - Did you require help? If so where support help from? Was support readily available?
4. Did you encounter any particular federal or provincial laws, regulations or requirements that were initially a barrier to registering as an environmental charity? If so, how did your organization handle these issues?
5. Have any of the goals, objectives, or ways that your organization approaches its work changed in light of any requirements to register as a charity?

Opportunities & Benefits

1. What are some of the benefits that your organization has experienced since gained its charitable designation?
 - a.
2. Has there been a significant change in donations that your organization receives?
 - Has your organization experienced more opportunities to apply for grants that it was previously unable to apply for as a charity?
3. In general, where do the charitable donations your organization receives typically come from? (E.g. Individual donors, corporate donors, charitable foundations, other sources)
4. How would you characterize your organization's relationship with your surrounding communities?
 - Are they aware of the work you do?
 - Do they support your organization? If so, please explain.

- Has your organization received any sort of negative feedback? If so, please explain.

Partnerships (approximately 5 minutes)

1. How would you characterise your organizations relationship with other similar charities that carry out environmental work in the province? Would you say there is a strong network of communication and support? Or from your knowledge/experience do most of the environmental charities work independently of one another?
2. Has your organization ever directly partnered with another charity on specific projects?
3. Has your charity ever partnered with a non-charity (e.g, a non-profit of a similar nature to your organization) to share resources, or pass donations to the non-charity?

Concluding Questions (5-10 minutes)

1. In your opinion was your organizations decision to obtain a charitable designation worth it and do you think this is something that could your organization could maintain for an extended period of time?
2. We have found that there is a very small number of charities in Newfoundland that do environmental work, with an even smaller proportion of these charities in rural regions in the province. What factors do you think contribute to this?
3. In your opinion, and your experience what do you think would help better support environmental charities, and rural charities in Newfoundland and Labrador?

A.2 Non-Profit Interview Guide

Background Questions (approximately 10 minutes)

7. Could you please state your name and position/title? And the organization you work with?
8. Where is your charity located? And what areas of the province do you provide services to?

9. What type of work does the non-profit you work for do?
 - What kinds of activities do they undertake?
10. How many employees does [insert charity/non-profit name] have (how many are full-time/part-time)? How many volunteers?
11. How did [insert name of not-for-profit] begin? Was there a particular need in your community/province that [insert name of not-for-profit] sought to address?
12. Approximately how large is your organization (total revenues)? What are your sources of revenue?
 - Note: for sources of revenue, if the participants are comfortable answer this question, we may present them with a list of option of sources/ percentages of where their funding comes from to prompt them.
 - o E.g. federal government (grants or operating)/provincial government funding (grants or operating)/municipal/fees for service/event funding/individual donations/other

Decision Making-Process (approximately 10 minutes)

3. Has your organization considered registering as a charity? What was some of the reasons for these thoughts in your organization?
 - E.g. Survival, financial support that helps to expand on the work your organization was currently doing?
 - If you have decided against registering as a charity, what are your reasons for it?
4. Has your organization had any apprehensions around gaining a charitable status? If so, what were they?
5. Have you had any unsuccessful attempts at registering? If so, what happened?

Challenges & Opportunities (approximately 35 Minutes)

6. What were some (if any) of the challenges your organization experienced around approaching a decision to try and obtain a charitable designation? If so, could you please explain and provide examples?
 - Did you have any difficulty fitting the activities that your organization does into the categories that the CRA provides? How did you deal with this?
 - Where there any organizational requirements that you needed to establish prior to starting the process that you didn't already have established (e.g. board of governors/guiding policy/procedural documents/bylaws)
 - We have come across a number of sources that say that accounting/ auditing requirements were a major challenge for small environmental charities

7. Do you feel the team members within your organization have the expertise that they would need to move through the process of obtaining charitable designation for you organization?
 - Would you require help? If so where would you seek it from? Do you know if support readily available?

Opportunities & Benefits

5. What do you think the primary benefits would be for your organization to gain charitable status?
 - significant change in donations that your organization receives?
 - more opportunities to apply for grants that it was previously unable to apply for as a charity?

6. In general, where does your organization receive funding from currently, and where do you think you would be most likely to receive charitable donations from? (E.g. Individual donors, corporate donors, charitable foundations, other sources)

7. How would you characterize your organization's relationship with your surrounding communities?
 - Are they aware of the work you do?
 - Do they support your organization? If so, please explain.
 - Has your organization received any sort of negative feedback? If so, please explain.

Partnerships (approximately 5 minutes)

4. How would you characterise your organizations relationship with other similar charities that carry out environmental work in the province? Would you say there is a strong network of communication and support? Or from your knowledge/experience do most of the environmental charities work independently of one another?
5. Has your organization ever directly partnered with a charity on specific projects/ or to share resources in the past?

Concluding Questions (5-10 minutes)

4. We have found that there is a very small number of charities in Newfoundland that do environmental work, with an even smaller proportion of these charities in rural regions in the province. What factors do you think contribute to this?
5. In your opinion, and your experience what do you think would help better support environmental charities and non-profits in Newfoundland and Labrador?

Appendix B: Participant Information Letter



SCHOOL OF
**ENVIRONMENTAL DESIGN
AND RURAL DEVELOPMENT**

Participant Information Letter & Consent Form

Project title: Rural Philanthropy: Identifying Patterns of Environmental Charitable Giving in Newfoundland and Labrador and Canada's Atlantic Region

Investigator: Miranda Ivany
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Background

My name is Miranda Ivany and I am a Master of Science student in the Department of Rural Planning and Development at the University of Guelph. The information I am collecting will be used to help inform policy and for academic and community publications. The purpose of this letter is to invite you to participate in a study mapping the current state of philanthropy in Newfoundland and Labrador. This study focuses on the experiences of environmental charities and non-profit organizations in the NL that either have/ or have decided against gaining a charitable designation as an alternative means of diversifying funding sources to continue or expand on the environmental and social activities their organization takes on. Interview questions will relate to the experiences your organization has encountered with the process of gaining a charitable designation, and the experienced and/or perceived barriers, challenges and advantageous conditions our organization has encountered.

Purpose of this study:

The purpose of this project is to build on the existing knowledge of small, rural charitable organizations within the philanthropic ecosystem in order to explore existing factors which influence the decision-making process and the ability of small rural charities in NL to obtain a charitable designation. The objectives of this research include; (1) Mapping existing patterns within the landscape of philanthropy in NL; (2) Examining the nature of philanthropy and charitable giving in the environmental sectors of NL and Atlantic Canada; (3) Exploring the suitability of obtaining charitable designations for small, rural (E)NGOs; (4) Supporting community knowledge mobilization within rural philanthropy in order to

improve knowledge accessibility related to philanthropic barriers/opportunities via the dissemination of resources through the Atlantic Hub of PhiLab.

Research procedures:

All participants must be over 18 years of age. If you decide to participate in this study, you will be asked to take part in a semi-structured interview held at a location of your choice. Each interview will last approximately 1 hour. Interview questions will focus on your organizations experiences with and perceptions of gaining a charitable designation. All identifiable information obtained from people participating in the study will be kept strictly confidential unless otherwise explicitly consented upon.

Risks and benefits:

There are no foreseen risks to participating in this study.

Confidentiality & Anonymity:

Participation in this study is voluntary. You may refuse to participate, refuse to answer any questions or withdraw from the study at any time with no effect on your future. You can request to have any collected data withdrawn from the study up until publication or presentation of the results. All possible steps will be taken to help ensure anonymity such as use of aliases and removal of any identifying information. However, you will be given the choice to share your name, organizations name, or professional title in the following consent form. All collected data will be stored on recording devices, hard drives, and portable jump drives which will be encrypted using advanced file security software (www.osborn-software.net).

Data will be kept for a minimum of 5 years after the completion of this research project. It will be kept in a secure location at which time, all recorded information will be destroyed and disposed of. All transcripts will be shredded, and recorded materials will be erased. If data does not make publication, all transcripts will be shredded, and recorded material will be erased.

You will not be paid to participate in this study; however, if you would like to receive a copy of your individual level data (i.e. interview transcripts) or the overall results of the study, please let me know (e.g. fill in the included form).

Further information: If you have any questions about this study or your participation in this study, please contact:

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School of Environmental Design and Rural Development
Landscape Architecture Building
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Participant Information Letter & Consent Form

1. Please check one or more of the following options to indicate what data you agree to share in the case of results being published:

- Your name
- Organization's Name
- Your professional title
- None of the above

Printed name

Signature

Date

Consent statement

I have read the letter of information and have had the nature of the study explained to me and agree to participate. All questions have been answered to my satisfaction.

Printed name

Signature

Date

Request for study results (Please check the box of the information you would like to receive)

I would be interested in receiving a copy of the complete results of the study.

Address to be mailed to:

- Individual level data (e.g. the transcript from your interview)
- Aggregate study results

Name

Address, or Email

City, Province, Postal Code

Appendix C: List of Identified Environmental Charity & Non-Profit Organizations in NL

	Organization Name	Designation	Location: CMA/ CA/ RST
1	Newfoundland and Labrador Environment Network	Registered Charity & Not-For-Profit	Census Metropolitan Area (CMA)
2	Manuels River Natural Heritage Society INC. (MRNHS)	Registered Charity & Not-For-Profit	Census Agglomeration (CA)
3	Environmental Education Commission	Registered Charity & Not-For-Profit	CMA
4	Nature Newfoundland and Labrador	Registered Charity & Not-For-Profit	CMA
5	Kelligrews Ecological Enhancement Program INC.	Registered Charity & Not-For-Profit	CA
6	Quidi Vidi/ Rennie's River Development Foundation (AKA: The Suncor Energy Fluvarium)	Registered Charity & Not-For-Profit	CMA
7	Salmon Preservation Association for the Waters of Newfoundland	Registered Charity	CA
8	Salmonid Association of Eastern Newfoundland INC	Registered Charity	CMA
9	Western Environment Centre INC.	Registered Charity & Not-for-Profit	CA
10	The Newfoundland and Labrador Wildlife Federation INC.	Registered Charity	CMA

11	Nature Conservancy of Canada - NL (NCC-NL)	Registered Charity & Not-For-Profit	CMA
12	The Thomas Howe Forest Foundation INC.	Registered Charity	CA
13	Ever Green Environmental Corporation	Registered Charity	CMA
14	Iron & Earth- Atlantic Chapter	Not-for-Profit	CMA
15	Northeast Avalon ACAP (NAACAP)	Not-for-Profit	CA
16	Exploits River Management Association	Not-for-Profit	CA
17	Gander River Ecosystem Corporation	Not-for-Profit	Rural Small-Town (RST)
18	Thegreenrock.ca- Live Sustainably NL	Not-for-Profit	CMA
19	Indian Bay Ecosystem Corporation	Not-for-Profit	RST
20	Healthy Waters Labrador	Not-for-Profit	RST
21	Torbay Environment and Trails Committee	Not-for-Profit	RST
22	Labrador Southeast Coastal Action Program INC	Not-for-Profit	RST
23	ACAP Humber Environmental Association	Not-for-Profit	RST
24	Northwest River Conservation Group	Registered Charity & Not-for-Profit	RST
25	Friends of Shoal Harbour River INC.	Registered Charity & Not-for-Profit	RST

26	Conservation Corps NL	Registered Charity	CMA
27	Johnson GEO Center	Registered Charity & Not-for-Profit	CMA
28	Canadian Parks and Wilderness Society Newfoundland and Labrador Chapter (CPAWS NL)	Registered Charity & Not-for-Profit	CMA
29	Petty Harbour Mini Aquarium	Registered Charity & Not-for-Profit	RST
30	Community Sector Council of Newfoundland and Labrador Inc.	Registered Charity & Not-for-Profit	CMA
31	Conception Bay South Parks Commission INC.		CA
32	Grand Riverkeeper Labrador INC.	Not-for-Profit	RST
33	Freshwater- Alexander Bay Ecosystem Corporation (FABEC)	Not-for-Profit	RST
34	Intervale Associates	Not-for-Profit	CMA
35	Humber Natural History Society (HNHS)	Not-for-Profit	CA
36	Atlantic Salmon Federation (ASF) – NL Chapter	Registered Charity & Not-for-Profit	CMA
37	Friends of Pippy Park	Registered Charity & Not-for-Profit	CMA
38	Newfoundland and Labrador Environmental Educators (NLEE)	Not-for-Profit	CMA

39	Mercy Centre for Ecology and Justice	Not-for-Profit	CMA
40	Salmon and Trout Restoration Association of Conception Bay South INC	Not-for-Profit	RST

***Note-** This is not a comprehensive list of environmental organizations in NL, rather it is what was found from available data

Appendix D: Ethics Approval Certificate



RESEARCH ETHICS BOARDS

*Certification of Ethical Acceptability of Research
Involving Human Participants*

APPROVAL PERIOD:	August 21, 2020
EXPIRY DATE:	August 20, 2021
REB:	G
REB NUMBER:	20-05-030
TYPE OF REVIEW:	Delegated
PRINCIPAL INVESTIGATOR:	Deacon, Leith (Leith.Deacon@uoguelph.ca)
DEPARTMENT:	School of Environmental Design & Rural Development
SPONSOR(S):	SSHRC Partnership Grant
TITLE OF PROJECT:	Rural Philanthropy: Mapping patterns of charitable giving in NL and the Atlantic Region

The members of the University of Guelph Research Ethics Board have examined the protocol which describes the participation of the human participants in the above-named research project and considers the procedures, as described by the applicant, to conform to the University's ethical standards and the Tri-Council Policy Statement, 2nd Edition.

The REB requires that researchers:

- Adhere to the protocol as last reviewed and **approved** by the REB.
- Receive approval from the REB for any **modifications** before they can be implemented.
- Report any **change in the source of funding**.
- Report **unexpected events or incidental findings** to the REB as soon as possible with an indication of how these events affect, in the view of the Principal Investigator, the safety of the participants, and the continuation of the protocol.
- Are responsible for **ascertaining and complying with all applicable legal and regulatory requirements** with respect to consent and the protection of privacy of participants in the jurisdiction of the research project.

The Principal Investigator must:

- Ensure that the ethical guidelines and approvals of facilities or institutions involved in the research are obtained and filed with the REB prior to the initiation of any research protocols.
- Submit an **Annual Renewal** to the REB upon completion of the project. If the research is a multi-year project, a status report must be submitted annually prior to the expiry date. Failure to submit an annual status report will lead to your study being suspended and potentially terminated.

The approval for this protocol terminates on the **EXPIRY DATE**, or the term of your appointment or employment at the University of Guelph whichever comes first.

Signature:

Date: August 21, 2020

Stephen P. Lewis
Chair, Research Ethics Board-General