



ecotrust
canada

Annual Report
2014

Letter from the Board

Although time has altered how our work is described, Ecotrust Canada's mission has remained true from the beginning. We were then, as now, creating economic solutions for industries and communities, seeking a better balance between environmental, social, and financial benefits in the places people call home. And in this, our 20th year, it's clear that we are just as passionate and committed to that cause as we were in our first year – and our resolve to drive social innovation and empower communities only grows stronger.

In 2014 this vision shone through in all of our work and took flight well beyond BC. From fisheries to forestry, from traceability to technology, we brought our vast and varied expertise to bear. In Maine, we brought our electronic fisheries monitoring tools to a commercial fishing industry in need of more economical, equitable solutions. In Vancouver, we opened The Amp to provide office space for innovative, mission-driven organizations looking for rent secured, collaborative work space. In the traditional territory of the Squamish and Lil'wat First Nations, we laid the groundwork for mitigating climate change by creatively funding improved forest management. And in northern Ontario, we helped local communities to plan for using their vast forestlands for more than just timber.

Only time will tell what will be highlighted as achievements twenty years from now. With rapid advancements in technology, the ever-evolving relationship in this country between First Nations and other levels of government, and the challenges facing Canada's resource-based economies, we could morph in any number of ways. Yet we will never stray from our commitment to community-driven innovation, local decision-making, and triple-bottom-line economic solutions. We invite you to join us in bringing to life our vision of a more sustainable, equitable Canada.

Dr. Julia Levy
Co-chair

Chris Bataille
Co-chair

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Letter from Management

In 2014 the world lost many good people. One of my personal favorites was actor and innovator Robin Williams – a man who always seemed able to call out the irony and humour of our human condition. His famous quote “*We are only given a little spark of madness, and we mustn’t lose it*” rings true for me every day as we go about our crazy work of change-making at Ecotrust Canada. A little spark of madness indeed.

Like the 19 years that preceded it, 2014 was remarkable in many ways, only this year I think we *finally* hit our stride; entered the big leagues; figured out what we wanted to be when we grow up. The work felt different somehow – more sure, more right – like our spark of madness had finally started the fire we’ve been watching for.

Our **electronic monitoring** work in the commercial fishing sector grew to include groundfish boats in Maine and crab boats from the Quinault Nation in Washington. In both instances, partners chose our technology and methodology over others because of our mission to build economies for people and place. Our **traceability program**, ThisFish, was chosen as the best technology to support tuna fisheries in Indonesia and differentiate Newfoundland’s lobster and halibut on the global stage – not only because it is the easiest and least expensive technology on the market, but because our team is committed to building solutions under the guidance of those directly involved in the economic system at hand. Our **forestry team** achieved the first carbon sequestration project in BC for a community forest tenure. This important work offered both a solution for funding improved forest management and a solution for the many communities walking the uncomfortable tight-rope between jobs and environment. Each of these gnarly challenges required just the tiniest spark of madness from the start – and proof-of-the-possible in each instance has emboldened us still more.

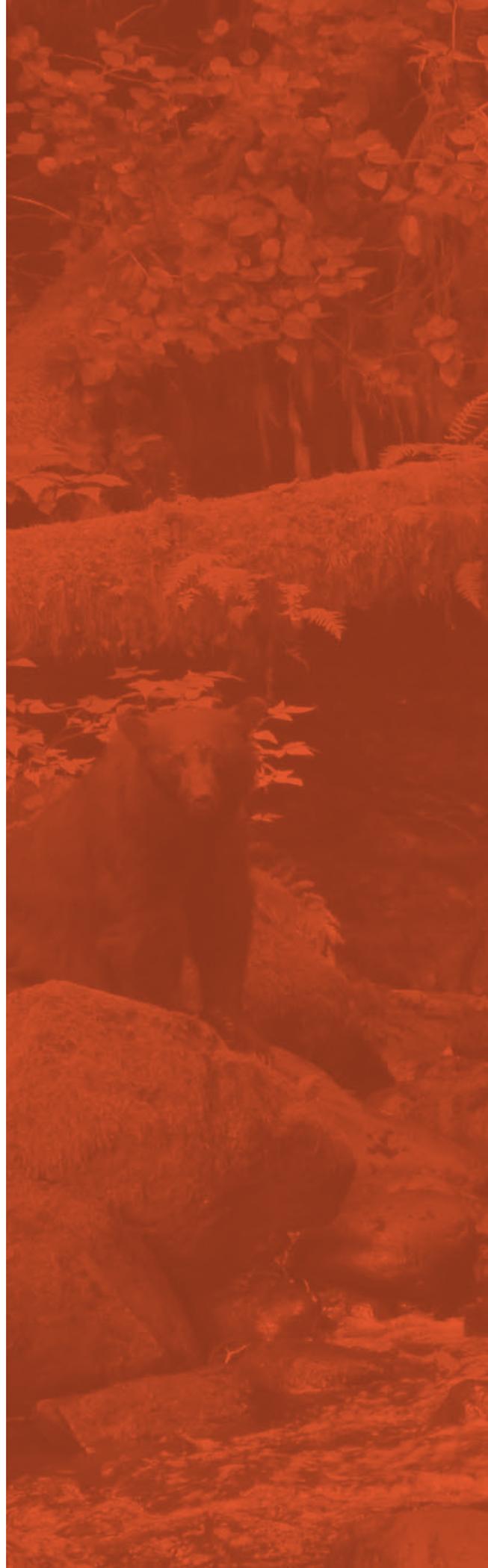
Brenda Kuecks
President

On the operations side, 2014 was our opportunity to refine many of the systems and procedures introduced to reduce costs and improve accountabilities, including better time tracking software and an improved tool for performance to budget management. Perhaps our biggest spark of operational madness this year was the decision to take on the head lease for 9400 ft² in the BC Electric Building and convene several non-profits who, like Ecotrust Canada, will benefit from real estate security, beautiful working spaces, and the opportunity for shared and therefore reduced operating costs. The Amp already feels like a very exciting new home.

Financially, this year's numbers are much improved over last year. We are pleased to report that we slightly exceeded our expectations for revenue – \$1.8 million planned and \$2 million achieved – and closed the year with only a \$34K operating deficit, far better than last year's -\$238K. Restructuring our relationship to the Boat Basin Foundation resulted in one final and closing loan impairment of \$200K in the calendar year but our remaining investment of \$400K was, at the same time, better secured. Another notable improvement in the 2014 financial statements is in our cash position, confirming our 2013 actions to monitor cash and receivables more closely as we transition from grants to fees.

In closing, we would like to acknowledge and thank KPMG for their continued good guidance and support for our work. We would also like to acknowledge and thank our very supportive Board members who continue to provide so freely their wisdom.

Ecotrust Canada turns 20 years old in 2015 and our little bit of madness, which has served us well thus far, shall continue to be our guide and our muse in the years to come. Thank you for the part you play in this journey.



From the beginning,



Ecotrust Canada has supported communities in realizing creative solutions to daunting economic challenges.

The journey began in the spring of 1993. Spencer Beebe, President of Portland-based Ecotrust, met with Jacqueline Koerner and Richard Mulcaster of the Vancouver Foundation to inquire about support for bioregional work – work that would frame an economy that obeyed and amplified natural boundaries rather than political ones. Though the Foundation couldn't fund a US organization, Beebe's idea had great resonance.

Koerner visited Ecotrust's headquarters a year later, where she was invited to join the Board of Directors alongside fellow Canadians Gerald Amos, Dr. Wade Davis, Dr. Patricia Marchak, and David Martin. Under the leadership of these five Canadians with Koerner as their Chair, Ecotrust Canada was born.

Shortly thereafter, the search began for Ecotrust Canada's first President. In August 1994, CBC reporter Ian Gill interviewed Beebe in the course of writing his article "An Easy Million" for the Georgia Straight. The piece detailed the Haisla Nation's quest to see the G'psglox totem pole returned from Sweden, and Ecotrust's role in helping to take their vision into action. One month later Gill was invited to lead Ecotrust Canada.

The fledgling organization set up shop in November in a small office at the David Suzuki Foundation. By February, it had registered as a Canadian charity and was already immersed in a flurry of work to help redefine economies for the benefit of communities across BC.

Today, in the spirit of those early years, Ecotrust Canada continues to look for opportunities to close the gap between good ideas and on-the-ground change.

We are in it for the long haul – in every project, in every town, we dig deep, form trusted relationships, and let the community lead. On this basis we have built our reputation as a respectful, committed team.

In our work in social finance, we play the role of intermediary and connector, bringing good ideas forward in ways that allow capital partners to engage. Raising capital and facilitating funding is risky business for a charity, but it has paid off in a big way for enterprises and communities in need of economic revitalization.

We also promote information democracy – the idea that people should have the tools they need to make educated decisions. In a world where knowledge is power, we empower people to participate in decisions that affect them, supporting them through mapping, data analysis and visualizations, and other technology tools.

We also bring our technology tools to bear on business challenges large and small. From seafood traceability to improved forest management, we'll give the crazy ideas a shot – and make them work.

Ecotrust Canada started as a group of idealists looking to change the world. We're proud to say that

***20 years later,
we still are.***



A Brief History of Ecotrust



1995

- Officially become a registered charity
- Report: *Inviting the Salmon Home*
- Help coordinate NRDC's sustainable forestry symposium
- Grant to Tofino Waterfront Society to redevelop old BC Packers plant

1997

- Book: *More Than the Sum of Our Parks*
- Book: *Seeing the Ocean through the Trees*
- Launch new website
- First staff retreat
- Start building a First Nations mapping network
- Market Skeena sockeye to restaurants and fish buyers
- Train Tla-o-qui-aht and Heiltsuk mappers in GIS
- Aid Nuu-chah-nulth bid for UNESCO Man and Biosphere designation in Clayoquot Sound

1999

- HQ moves to 1226 Hamilton
- Book: *Falldown*, with David Suzuki Foundation
- Ucluelet office opens
- AMN holds First Nations GIS mini-conference, part of GIS '99
- Finalize a cooperative agreement with Tsleil-Waututh
- Host protected areas co-management workshop
- Sign Cooperative Working Agreement with Heiltsuk Nation

2001

- Book: *North of Caution*
- Workshop: First Nation Tourism
- Clayoquot office moves to Tofino
- New website launches
- Vancity EnviroFund award with Tsleil-Waututh for Indian River Valley conservation
- Launch Conservation Finance Program with Vancity and WED
- Sign agreements with FSC & Natl Aboriginal Forestry Assn
- Feasibility study for Heiltsuk cedar oil distillery
- Feasibility study for Tsleil-Waututh crab venture
- Purchase Koeye Lodge and 74 ha on Central Coast
- Ecotrust Canada Capital loans \$1.7M to 11 businesses

2003

- Workshop: Wood for Building Green
- Haida Mapping office opens
- Present Green Community Economic Development concept to Tofino District Council
- Coordinate Tsleil-Waututh FSC certification assessment
- Partner with Whistler Air, get a Beaver seaplane
- Natural Capital Fund disburses \$460,000 in Q1 alone
- Hupacasath First Nation finalizes Land Use Plan
- Tsleil-Waututh Ecotourism & Forestry Development project and Forest Management Plan
- Transfer Koeye Lodge to Heiltsuk Nation through QQS (Eyes) Project Society
- Tsleil-Waututh harvest first crabs from new fisheries licence

1994

- Ian Gill, a CBC TV reporter, is hired by Spencer Beebe and Portland-based Ecotrust as founding executive director of Ecotrust Canada
- First HQ is a small office at David Suzuki Foundation

1996

- Report: Kowesas Watershed Assessment Summary
- Train Tl-o-qui-aht mappers
- Prince Rupert office opens
- HQ moves to 1122 Mainland
- Continue redevelopment planning for old BC Packers plant
- Establish BC Conservation Mapping Consortium

1998

- Write *Principles of a Conservation Economy* with Ecotrust and Shorebank
- Workshop: Alternative economic development
- Propose marine resources info system
- Help market the Ahousaht "Wild Side" trail
- Aboriginal Mapping Network website is launched
- Train Ahousaht, Gitxsan, Haisla, Heiltsuk, Tsleil-Waututh, and Ucluelet mappers in GIS

2000

- Book: *Chief Kerry's Moose* by Terry Tobias, with UBCIC
- Workshop: First Nation Co-management of Protected Areas in BC
- Haisla raise G'psgolox Totem Pole replica at Mis'kusa
- UNESCO declares Clayoquot Sound a Biosphere Reserve
- Tsleil-Waututh completes first Traditional Use Study
- BC Ministry of Community Development grants \$1.1M to Natural Capital Fund
- Prince Rupert office closes

2002

- Book: *A Voice on the Land*
- Report: *How Long Will It Last? - Cedar Logging in the Heiltsuk Traditional Territory*
- Workshop: Crown Land Referrals Workshop II: First Nation Success Stories
- New logo and branding
- HQ moves to 1238 Homer
- Named one of Canada's Top 100 Employers in Macleans
- Launch Crown Land Referrals Toolbox with Sliammon Nation
- Heiltsuk Cedar Strategy
- Traditional Use Study for Sencot'en Alliance
- First Tsleil-Waututh logging project under ecosystem-based forest management plan
- Feasibility study for Siska non-timber forest products

2004

- Award: Spence Achievement ESRI
- Award: Imvut Spirit of Community Partnership for Ph Centre for Ph
- Report: *Conservation, and the Private Fisheries*
- Book: *A New funding guide for community m*
- Join Canada Building Cour
- Launch new programs: for fisheries, aqua tourism, ener
- Incorporat subsidiary to investment in conservation

Ecotrust Canada

<ul style="list-style-type: none"> • Help Heiltsuk complete their groundbreaking Land Use Plan • Business lending provides \$1.9 million to 13 entrepreneurs • 383 people are employed by loan recipient businesses • Broker local purchase of Trilogy Fish Co. in Tofino • Train mappers from 'Namgis, Tsleil-Waututh, Lil'wat, Haida, and Hesquiaht Nations in GIS • Launch Vancouver Island Ecoforestry Group • Conduct forestry inventory and planning with the Tsleil-Waututh Nation • Build shellfish aquaculture marketing for Clayoquot oysters • Map traditional knowledge of fishermen on Vancouver Isl. • Develop marine stewardship plan with Tsleil-Waututh Nation 	<ul style="list-style-type: none"> • Report: <i>Nuu-chah-nulth Governance Structures</i> • Aboriginal Mapping Network user base grows by 38% • GIS training and support for Okanagan Nation Alliance • Compile 83 yrs of data on forest disturbance in Lil'wat lands • Launch Clayoquot Forest Communities Program • Nearly all FSC-certified forestland in coastal BC is under our management through lisaak and two FSC Certification groups • Develop first version of the Fisheries Diversification Model with 'Namgis Nation • Explore new fuel-efficient fishing vessel design • Ten small businesses sign up for Climate Smart pilot program 	<ul style="list-style-type: none"> • Book: <i>Living Proof</i> • Book: <i>BC Nations Land Use Planning: Effective Practices</i> • Report: <i>A Cautionary Tale</i> • Skeena office opens • Coastal Loan Fund closes • Climate Smart spins off into independent business • Clayoquot Forest Communities helps restore Wild Side Trail • FSC group certification grows to 25 small businesses • Develop new business model for Vancouver Isl. private lands • Write business plan for Ahousaht sawmill • Marine planning with West Coast Aquatic Management Assn • Launch \$7 million First Nation Regeneration Fund • Start work on Clayoquot Sound online tool Living Atlas 	<ul style="list-style-type: none"> • Electronic monitoring program begins in Crab Area A • ThisFish launches as a consumer-facing traceability tool • Beta testing for ThisForest in Canada, Spain, and Cameroon • Assess carbon sequestration potential for Clayoquot woodlot • Develop Cheakamus forest carbon neutrality project • FSC grows to 9 woodlots and 55 chain-of-custody businesses • Staff elected to chair Canadian Model Forest Network • Support 'Namgis in online community mapping project 	<ul style="list-style-type: none"> • Report: <i>Understanding Values in Canada's North Pacific</i> • Report: <i>Ecotrust Canada's Coastal Loan Fund</i> • HQ moves to 717 E Hastings • Cohost Transboundary Gathering • Develop an eLog fisheries catch reporting system • Pilot electronic monitoring in Maine's groundfish fleet • ThisFish grows to 50 species on 820 vessels in 5 countries • ThisForest completes pilot for mushrooms in Spain • Plan community fisheries with 'Namgis and Nisga'a Nations • Support demonstration social finance project with Lax Kw'alaams community fishery 	<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Happy 20th Anniversary!</p>
2005	2007	2009	2011	2013	2015
<p>Special in GIS from</p> <p>Imagine New Community from Canadian philanthropy</p> <p>atch-22: Communities of BC</p> <p>ew Trail: A for mappers</p> <p>la Green Council</p> <p>ow sector forestry, aquaculture, gy, real</p> <p>for-profit promote economy</p>	<p>2006</p> <ul style="list-style-type: none"> • Found Ecotrust Canada Capital to manage business lending portfolio • Total lending since 1999 equals \$7 million in 71 loans • Aboriginal Mapping Network is relaunched as global forum • Sign contract to manage lisaak Forest Resources • Become stewardship partner in Boat Basin Foundation • Found and finance Pacific Coast Fisheries Conservation Company with 7 fishermen • G'psgolox Totem Pole returns to BC after 77 years in Sweden • Help Heiltsuk implement land use plan in Great Bear Rainforest • Found and finance Pacific Coast Fisheries Conservation Company on Vancouver Island 	<p>2008</p> <ul style="list-style-type: none"> • Award: Special Achievement in GIS from ESRI Canada • Tofino office goes harbourfront • Write vision and strategic plan for Sustainable Marine Fisheries & Communities Alliance • Launch seafood traceability pilot program • Release online toolkit for community fishing licence banks • Develop web-based mapping tools for Lil'wat and Haida Nations • Trained Okanagan Nation Alliance mappers for use and occupancy mapping project • Begin work on online map tool for marine resource management in Clayoquot Sound • Complete ecosystem-based management plan for Cheakamus Community Forest 	<p>2010</p> <ul style="list-style-type: none"> • Brenda Kuecks becomes President of Ecotrust Canada • HQ moves to 425 Carrall after Homer office floods • Observer-based fisheries monitoring program begins • Forest Communities Program- assisted Ahousaht sawmill opens • Launch Q'ii-q'iq-sap "Standing Tree to Standing Home" with Nuu-chah-nulth • Living Atlas is first deployed • Release Terratruth land use referral management system • Map sockeye habitat in Skeena watershed • Research climate change impact scenarios in Clayoquot • Model forest carbon values on Vancouver Island 	<p>2012</p> <ul style="list-style-type: none"> • Fisheries Diversification Model becomes online tool • Mapping tools featured at Information & Communication Technology Summit • Start construction on first Q'ii-q'iq-sap home in Tla-o-qui-aht Nations territory • Begin work with Northeast Superior Chiefs Forum in Ontario • Plan community fisheries with Nisga'a Lisisms Government • Host first MBA student cohort from Simon Fraser Univ. • Start work for fishing values study on BC's north coast • Map grizzly bear habitats in Sea to Sky region 	<p>2014</p> <ul style="list-style-type: none"> • Report: <i>Pay for Performance Partnerships</i> • Report: <i>Building a Conservation Economy</i> • Report: <i>Redesigning the Forest Economy</i> • HQ returns to 425 Carrall, leads The Amp colocation space • Formalize partnership with SFU RADIUS internship program • NOAA approves our eLog for use on commercial vessels in US • Display data visualizations at data.ecotrust.ca • Electronic monitoring expands to Quinault Indian Band, Wash. • Electronic monitoring pilot grows to 10 vessels in Maine



Carbon Credits

The Cheakamus Community Forest is a provincial forest tenure in Whistler, situated on the traditional territories of the Squamish and Lil'wat Nations. The forest was envisioned as a land managed by the community, for the community – a great idea in principle, but how could that be done in practice? And who would fund it?

Since 2007, we have worked with the Squamish Nation, the Lil'wat Nation, and the Resort Municipality of Whistler to coordinate, plan, and support an ecosystem-based management regime for their forestlands. Ecosystem-based management addresses the ecosystem as an interconnected whole, rather than managing individual species in isolation. But such comprehensive management costs money, and we wanted the forest to be self-sustaining – in more ways than one.

Carbon credits seemed like a promising idea. Just as you might purchase credits to offset your carbon footprint from air travel, the Cheakamus Community Forest could be managed for its ability to reduce greenhouse gas emissions, selling the local carbon offsets to fund forest management. There was only one catch: the Province of BC did not understand how to enable such transactions on crown land.

So we went to work – a series of forest development plans to confirm available carbon stocks with our partners at the Brinkman Group, followed by many meetings with the Province to make the case for creative forest funding. The Ministry of Forests, Lands and Natural Resource Operations agreed with our vision this year, signing an agreement that will allow the Cheakamus Community Forest to fund improved forest management through the sale of carbon offsets.

This project represents important and groundbreaking work for community forests and First Nations woodland licences throughout BC.

A lot of work has gone into this initiative. The sale of carbon offsets is a creative way for our community forest to generate income and place a value on our sustainable forestry practices, which have reduced harvest levels and placed considerably more emphasis on tourism, cultural values, recreational interests, wildlife and biodiversity.

*- Jeff Fisher, Chair
Cheakamus Community Forest*

33,018

hectares fall within the
Cheakamus Community Forest

56

community-managed forests are
located in BC

Electronic Monitoring



This was a big year for our Electronic Monitoring (EM) program – and that’s an understatement. Pushing the boundaries of technology at sea and community-driven design, we further expanded and developed our program in 2014.

In an EM system, onboard computers record data from a variety of sensors, including GPS, hydraulic pressure sensors, and video cameras. Data from the sensors give fishery managers a detailed view of harvests, which helps identify overfishing and illegal practices. Yet most EM systems are cost-prohibitive for smaller fishing operations. Seeing the need for a more cost-effective alternative, we developed a system that can be adapted for almost any fishery, with the goal of improving communities’ access to environmentally and economically sustainable livelihoods.

By the end of 2014, 56 gillnet, trawl, and crab trap vessels in BC, Maine, and Washington were sporting our EM systems. Our electronic logbook – or eLog – was approved for use in the US, making data entry and management more efficient for fishermen and fisheries managers alike. And in the pursuit of transparency, we published the code for our software online, furthering the open source movement and staying true to our commitment to information democracy.

This holistic approach to fisheries management caught the attention of the Buckminster Fuller Institute, which named us to their 2014 Catalyst Program for the best of socially responsible systems design.

We are driven by the belief that the best way to design effective, adaptable solutions is to engage those most impacted by a current system. Our EM system enables more effective fisheries management – collecting high quality data, supporting collaboration, engaging fishermen, and promoting socially, economically, and environmentally sustainable fishing communities around the world.

**Fishing isn’t just an industry,
and fish isn’t just another
protein. Local fisheries add
huge social capital to coastal
communities.**

*- Amanda Barney
General Manager
Marine Monitoring Initiative*

9,335

hours of video were recorded
from the 10 vessels in our Maine
pilot project

56

vessels in Canada and the US
used our EM systems in 2014



30

graduate students are
expected to participate
over the next 3 years

\$13,691

is the median annual income for DTES
residents – 30% less than the rest of Vancouver

Urban Economic Innovation

The Urban Economic Innovation Lab is a place-based initiative that takes Ecotrust Canada's work into Vancouver for the first time in our history. The initiative will generate, implement, and scale innovative community-designed and driven ideas for a vibrant and inclusive local economy for the inner city. A partnership between RADIUS SFU and Ecotrust Canada, the Lab will help community organizations, local governments, and civil society drive community economic development policies set by the City's Downtown Eastside Local Area Plan.

Historically, the efforts of service providers, funders, and entrepreneurs in Vancouver's economically poor neighbourhoods have been siloed. We hope to tear down these barriers in favour of a local, collaborative model for economic development – a prototype, we hope, for other urban areas.

The initiative will harness and deploy the energy, skills, and creativity of 30 carefully selected graduate students over a 3-year period. By plac-

ing a student talent pool with community partners, we hope to help bring change-making ideas to fruition.

Between Ecotrust Canada's 20 years of place-based community economic development experience and RADIUS SFU's research and innovation capability, the Urban Economic Innovation Lab promises inclusive and thoughtful on-the-ground alternative economic development.

We're looking forward to building a new generation of leaders who understand the need for deep innovation in our social, business, and environmental practices and institutions.

- Kiri Bird, Program Manager

Northeast Chiefs Foru

80%

of Ontario's 71 million hectares of forested land is publicly owned

1925

The year Chapleau Crown Game Preserve was set aside as a 7,000 km² area in the heart of the Northeast Superior Region

...Reclaim the rightful place of our member communities as land stewards and equal partners within Canada's constitutional fabric, starting with the Chapleau Crown Game Preserve and spreading elsewhere within the territory as opportunities arise...

- *Northeast Superior Regional Chiefs Forum Vision Statement*

Superior

um

What if?

That's the question we posed to ourselves and others when the Northeast Superior Regional Chiefs Forum asked if there was a better way to manage the largest game preserve in the world and bring more economic, social, cultural and ecological benefits to the people of this region. What if land could be returned to a healthier state? What if alternative economic activities could work alongside forestry? What if forestry planning started from what moose and martin need?

Working with First Nations, municipal leadership, forestry companies, and social organizations in the region, we began to explore options

for this incredibly important 2 million acres of northern Ontario geography.

We brought all of our skills and experience to bear in proposing workable solutions – facilitation, strategic planning, mapping, forestry, and resource economics. By the end of the year we had conducted an economic analysis and produced a report that documents the direct and indirect benefits which will accrue over the next 20, 40, and 60 years if the region decides to negotiate uses of this land in addition to timber harvesting.

The recommendations will move to implementation in 2015, starting with the creation of a regional Guardian Watchmen program.

Caught Up

BC's fishing industry is a microcosm – a proxy for some of the most important political and cultural debates currently on the national stage: Who owns Canada's natural resources? Who should benefit from them? How should we structure our economies? Do we want a few large corporations or many smaller enterprises? What role should smaller communities play?

60%

of BC's commercial fleet has ebbed away since the 1980s

In 2004 and 2010, we sought to answer these questions. *Catch-22* and *A Cautionary Tale* highlighted the growing inequality in BC's commercial fisheries and the contentious management policy at the heart of it all. With each report, we found ourselves in the minority as we defended small-scale fishermen, sparking whirlwinds of controversy – and dialogue.

up to **75%**

of fishermen's income goes to "armchair fishermen" through quota leasing

Produced in partnership with the T. Buck Suzuki Environmental Foundation, *Caught Up in Catch Shares* continues this past work, presenting an up-to-date snapshot of a struggling industry and the road that led us here.

The report shows BC's once-vibrant coastal communities in steep declines, ebbing away with a shrinking

in



industry. Licence and vessel ownership has shifted from individuals to companies; from rural to urban areas. Fishermen have retired with no one to replace them. As the industry fades away, First Nations and other coastal communities are struggling with the economic ripple effects.

Individual transferable quotas (ITQs) and other forms of catch shares first became popular as management tools for Canadian fisheries in the 1990s. Today, more than half of BC's commercial fisheries are managed under catch shares. But how have catch shares affected the people whose livelihoods depend on fishing? BC is held up as the golden child of catch shares—proof that the system works. **But does it?**

Caught Up in Catch Shares reflects our commitment to promoting open dialogue and giving strength to people in place. By examining the socioeconomic, legal, and moral implications of privatizing and consolidating Canada's public resources, we give voice to a marginalized industry – the lifeblood of BC's coastal communities.

When it comes to the ownership [of licences and quota], we have had it stolen from these communities, from the individuals that live in these communities and it's going to continue to be stolen in the name of consolidation.

- *Commercial fisherman in Prince Rupert*

Catch Shares



2014 Audited Statements

Assets	2014	2013
Current assets		
Cash and cash equivalents	185,737	156,027
Accounts receivable	501,566	524,705
GST receivable	11,172	-
Short-term investments	-	2,972
Inventory	41,041	39,528
Prepaid expenses	64,162	36,662
Current portion of loans receivable	22,500	15,000
Loans receivable, net of valuation allowance	948,521	1,154,365
Tangible and intangible assets	236,339	70,204
	2,011,038	1,999,463

Liabilities and Net Assets

Current liabilities		
Accounts payable and accrued liabilities	214,811	221,751
GST payable	-	8,028
Deferred contributions	182,104	140,423
Deferred revenue	40,396	26,930
Demand loans payable	217,111	199,000
Tenant's deposit liability	10,857	-
Current portion of obligation under capital lease	5,602	-
Deferred capital contributions	1,560	17,611
Lease inducement	174,783	-
Obligations under capital lease	13,006	-
Net assets	1,150,808	1,385,720
	2,011,038	1,999,463

Revenue

	2014	2013
Contributions	755,787	1,114,574
Consulting	1,189,692	1,055,572
Dividend and investment income	417	616
Other income	15,069	46,685
Rental income	84,926	-
	2,045,891	2,217,447

Expenses

Amortization	64,356	68,001
Audit and legal	67,678	68,185
Bad debts (recovery)	6,278	(53,063)
Bank charges and interest	20,071	23,912
Contracts and consulting	158,527	441,912
Donations	3,000	500
Dues and memberships	6,913	57,711
Foreign exchange loss (gain)	(1,368)	(10,140)
Insurance	18,846	11,166
Loss (gain) on disposal of capital assets	(450)	2,279
Occupancy and utilities	141,565	65,882
Office	33,758	29,776
Other	(21,925)	(17)
Printing	22,220	15,079
Repairs	16,448	36,991
Salaries and benefits	1,344,472	1,443,550
Supplies	54,721	24,188
Telephone	33,593	41,815
Training and recruitment	4,444	4,799
Travel	107,656	183,385
	2,080,803	2,455,911

Deficiency of revenue over expenses before impairment	(34,912)	(238,464)
Impairment of loans receivable	(200,000)	(126,000)
Deficiency of revenue over expenses	(234,912)	(364,464)

2014 Friends & Supporters

Individuals

Abby Yellen
Adam & Kyla Gowenlock
Allan Beharry
Anonymous
Brenda Kuecks
Brent Reist
Corinna Dally Starna
Daniel Arbour
Gregory Rebar
J&R Koerner Family
James Moir
Janet S. Matthews
Jasmin Pettie
John & Alisa Roberts
Judith Schulz
Judy Gouin
Larry R. Lunn
Lorin Gaertner
Michael Hoebel
Miles Lunn
Paul Courtney
Peter Labun
Robert Devins
Satnam Manhas
Spencer Pasieka
Wendie van der Woerd

First Nations

BC First Nations Energy and Mining Council
Carrier Sekani Tribal Council
Esk'etemc Nation
Heiltsuk Economic Development Corporation
Lax Kw'alaams Band
Metlakatla Band
Musqueam Band
Nak'azdli Indian Band
'Namgis First Nation
Nisga'a Lisims Government
North Coast Skeena First Nations Stewardship Society
Northeast Superior Regional Chiefs Forum
Shxw'ōwhámél First Nation
Tla-o-qui-aht First Nation

Government

Agriculture and Agri-Food Canada
BC Ministry of Environment
Environment Canada
Fisheries and Oceans Canada
Natural Resources Canada
Ont. Ministry of Natural Resources/Forestry
Skeena-Queen Charlotte Regional District

Foundations

Butterfield Family Foundation
Central City Foundation
Community Foundation of Whistler
Koerner Foundation
KPMG Foundation
McConnell Family Foundation
Oak Foundation
Real Estate Foundation
T. Buck Suzuki Environmental Foundation
The Connor, Clark and Lunn Foundation
The Nature Conservancy
Tides Canada
Vancity Community Foundation
Vancouver Foundation

Organizations

Brinkman Climate
Canadian Council of Professional Fish Harvesters
Cause and Effect
CleanTech Community Gateway
CPAWS - BC Chapter
First Nations Energy and Mining Council
Fish Food and Allied Workers Union
FSC Canada
Gulf of Maine Research Institute
HRJ Consulting
Point 97
Strathcona Business Improvement Association

Other

Brown Family Seafood
City of Vancouver
Corbell Communications
ENCORP Pacific Canada
Glencore Canada Corporation
Inlailawatash Forestry Ltd.
Patagonia
Simon Fraser University
Tricorp
UBC Department of Geography
UBC Faculty of Forestry
Wageningen University

Monitoring & Certification

7 Seas Fish Co. Ltd.
Aero Trading
Apollo Industries Ltd.
Area A Crab Association
Area C Harvest Committee
Artek Group Ltd.
Artysanal Organization
Bakerview Forest Products
Bella Coola Seafoods
Bel-Par Industries
Blueinx Corporation
Bouchard Projects
Braithwaite Land Management
Canadian Fishing Company
Canfor Pulp Ltd.
Cenwest Enterprises Ltd.
Clayton Foster
Conservation Northwest
Cook's Lobster Wharf, LLC
Cowichan Lumber
Cowichan Woodwork Ltd.
E. Roko Distributors
Edgewood Forest
Eldcan Forest
Elkington Forest
Forest Lumber & Cooperage
Fraserwood Industries Ltd.
Garrett Ranches Ltd.
Greener Print Solutions
Hall Printing
Hillside Printing
Jasco Forest Products Ltd.
Lady Marina I
Lignum Forest
Longhouse Trading
MacDonald & Lawrence
Marjolaine Hart
Marshall Forestry Services
Monticola Forest Ltd.
Norland Forest Products
North Delta Seafoods
Okanagan Nation Alliance
Olde Virginia
One Creek Forestry
Planet Press
Precision Werks
Quinault Indian Nation
Rocky Mountain
Shawna Gregson
Shawnigan Lake School
Shell Hawk
SmartPrint Solutions
Spee Dee Printers
Swift Sure Milling & Mouldings
Tangier Lobster
Tasler Forest Products
Tenerife Packing Co.
Thumes Canada
Tony / Terry
Tradeworks Training Society
Triad Forest Products Ltd.
Valley Cedar
West Wind Hardwoods
Westminster Industries

2014 Staff & Volunteers

Staff Team

Abby Yellen
Amanda Barney
Andrea Robertson
Ashley Royston
Brenda Kuecks
Brian Janes
Charles (Chas) Fritz
Chelsey Ellis
Colin Stansfield
Dale Robinson
David Baldwin
David Tsang
Dawn Webb
Devlin Fernandes
Eliana MacDonald
Eric Enno Tamm
Galen Marisco
Geordan Hankinson
Jim McDiarmid
Joanna Kipp
Jonathan Dopson
Kerrie O'Donnell
Kiri Bird
Lianne Payne
Maria Tejada
Marilyn Aceja Uy
Marina Landisberg
Natalie Hunter
Orrin Quinn
Peter Mark
Racheal Weymer
Sarah Albertson
Satnam Manhas
Shailene Caparas
Tasha Sutcliffe
Tom Karpik
Winnie Lau
Yuval Maduel

Fisheries

Observers

Brayden Robinson
Brenna Boyle
Brett Ross
Dillon Buerk
James McKay
Jennie Henderson
Garrett Kobza
Lenda Girard
Shirene Ree-Hembling
Tawny Johnson

Board

C.S. (Buzz) Holling (on leave)
Chris Bataille
Eric 'Ric' Young
Jacqueline Koerner
Jonathan Stewart
Julia Levy
Lulla Sierra Johns
Rick Williams
Ronald Grzywinski
Velma McColl (Special Advisor)

Volunteers & Associates

Alex Annejohn
Angela Henderson
Arthur Bull
Brian Janes
Calvin Jang
Channing Guenther
Charlie Crittenden
Dani Lacusta
David Levi
Dawn Webb
Ed Levy
Eli Enns
Jim Fletcher
Joel Solomon
Jon Major
Kegan Pepper-Smith
Kiri Bird
Lois Moriel Robles
Melissa Nunes
Miquel Angles
Ric Kuecks
Rob Safrata
Ryan Davis
Sebastiaan Zeeman
Taylor Hesselgrave
Thomas Kuecks
Yetunde Adjube

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designing economic alternatives
that benefit people
in the places they call *home*

