



**ecotrust
canada**

**IMPACT
ASSESSMENT
2019**



2019 Outputs, Outcomes, Beneficiaries, and Key Learnings for Ecotrust Canada

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1. CLIMATE INNOVATION INITIATIVE

Overview

Ecotrust Canada’s Climate Innovation Initiative implements community-led projects to reduce greenhouse gasses and build sustainable economies for people in place. Complementary activity to this work is the building of enabling policy and infrastructure. Additionally, the Initiative remains active in integrating market mechanisms and emergent technologies with the key climate innovations of our time.

2019 Activities & Outputs

- 1) **Community Action** — advance community-led climate action on the traditional territories of our community partners in Northeast Superior and support additional partnerships with communities in BC.

Planned 2019 Outputs	End of Year Status Update
3 Forest carbon scenarios for the Magpie /Martel Forest Management Plan are developed and evaluated.	<ul style="list-style-type: none"> – Narrative scenarios complete – 1 scenario completed, with 2 others in the works through Forsite modelling. – Evaluation ongoing
Financing mechanisms that flow to communities and incentivize implementation of optimal forest carbon management scenario are identified.	<ul style="list-style-type: none"> – The carbon finance landscape continues to evolve, but current indications are positive that a Federal Carbon Offset program will be developed in 2020, should government remain unchanged. – Ecotrust Canada contributed a review of proposed regulations under its own name, as well as in collaboration with Canada’s leading conservation organizations. – New Forest Carbon Economy Plan financing mechanism developed and communicated with initial advisors.
Nishnawbe Aski Nation (NAN) Climate Action Plan is finalized and approved by NAN resolution.	<ul style="list-style-type: none"> – Due to capacity constraints within NAN, no further progress has been made. While we await more favourable funding and political circumstances, we will prioritize other strategies.
Bilateral negotiations between NAN and the Federal Government on climate action are underway.	<ul style="list-style-type: none"> – see above
Outreach tools and initial assessment of up to 2 new prospective community action projects	<ul style="list-style-type: none"> – Draft community outreach “Climate Toolkit” developed.



<p>in Canada are complete, identifying where opportunity exists for EC to make further transformative contributions.</p>	<ul style="list-style-type: none"> – Engagement with Tsilhqot'in communities initiated around forest carbon project. – Exploratory discussions with other communities forthcoming.
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2) Infrastructure and Policy — Our activities in 2019 are focused on creating a new model policy and procurement mechanism, the “Forest Carbon Economy Fund” to drive low carbon investment into real projects in First Nations, rural, and resource dependent communities. Focus also on communicating approaches to key external audiences.

Planned 2019 Outputs	End of Year Status Update
<p>Existing pathways, players and processes that assess, model, report and issue Forest Carbon Inventory data in Canada are mapped.</p>	<ul style="list-style-type: none"> – these outputs have been subsumed into the creation of <i>Forest Carbon Reporting Methodology</i>, and an accompanying <i>Forest Carbon Economy Fund</i>.
<p>Prototype dashboard connecting on-the-ground Community Action emissions reductions to the National Carbon Account.</p>	<ul style="list-style-type: none"> – these outputs have been subsumed into the creation of <i>Forest Carbon Reporting Methodology</i>, and an accompanying <i>Forest Carbon Economy Fund</i>.
<p>Draft policy authored for Federal funding of ecosystem-based emissions reductions, based on competitive average cost of abatement, community and environmental benefit.</p>	<ul style="list-style-type: none"> – these outputs have been subsumed into the creation of <i>Forest Carbon Reporting Methodology</i>, and an accompanying <i>Forest Carbon Economy Fund</i>.
<p>Present EC Climate Innovation approach and strategies to external audiences, including:</p> <ul style="list-style-type: none"> - Participation in UN Climate Summit and COP25 - Demonstrating current results to interested parties - Producing 3-4 informational videos - Launching new website materials on the initiative. 	<ul style="list-style-type: none"> – Attended and presented at UN Climate Summit, COP25 and other gatherings. – Hosted an international delegation at the Cheakamus Community Forest. – Produced 5 informational videos. – Content for new website developed.



- 3) **Blockchain for Climate** – Ecotrust Canada has developed a partnership program with the Blockchain for Climate Foundation to put Canada’s National Carbon Account on the Blockchain with the goal of putting the Paris Agreement on the blockchain.

Planned 2019 Outputs	End of Year Status Update
Template for Blockchain-native National Carbon Inventory reporting system for Canada is completed, enabling transparent, accessible, timely reporting of emissions, and emissions reductions data.	<ul style="list-style-type: none">– Canadian officials and technical experts engaged around pathways to improve domestic climate inventory reporting with blockchain.– Further work on this output is on hold pending clarity around funding, and the next Canadian government.

Beneficiaries:

In 2019, our Climate Innovation work focused on directly benefiting the collective Indigenous communities by participating in forest management through the Northeast Superior Regional Chief’s Forum and Wahkohtowin Enterprises. This region constitutes approximately 5,000 people.

In addition, our wider effort is aimed at benefitting rural, remote, and Indigenous communities throughout Canada, and ultimately all Canadians.

Direct beneficiaries in 2019: 1,446 people of the combined communities of Missanabie Cree Nation, Brunswick House First Nation, and Chapleau Cree First Nation.

Progress toward Long-term Outcomes – 2018 to 2023:

Green means work is on track to create desired outcome

Yellow means work is on track but delayed for creating desired outcome

Red means work is not on track to create desired outcome and a renewal of strategy needs to be considered, or the program is “on hold,” due to external constraints and circumstances

- Rural, remote, and Indigenous communities in Canada become climate action leaders, gaining additional control over land management decisions on their landscapes/traditional territories, as well as accessing reliable financing and funding for sustainable climate action.
 - **In Progress but Delayed** – Key decision-makers engaged in decision, but capacity constraints and political obstacles remain.
- New scientific, forestry, climate and financing tools provided to communities, forestry companies, and government, enabling smarter land management decisions.
 - **In Progress but Delayed** – Sophisticated modelling tools engaged and providing initial results, but connection to wider policy tools delayed.



- Establishment of infrastructure connecting Community Action forest carbon projects to the National Carbon Account, enabling attribution of emissions reductions outcomes to specific projects.
 - **In Progress but Delayed** — Tools conceptualized, but uptake by decision-makers is slow, and there is a long road ahead to implementation.
- Shift to blockchain-native National Carbon Inventory reporting by Government of Canada, enabling transparent, accessible, timely reporting of emissions, and emissions reductions data.
 - **On Hold** — Awaiting new funding sources and federal government policy decisions
- National Carbon Accounts of the world connected on the blockchain, enabling cross-border collaboration on emissions reductions.
 - **On Hold** — Awaiting new funding sources and federal government policy decisions.

Key Learnings:

1. *There is a complicated path to navigate between federal and provincial governments when trying to build-out community based climate innovation projects.* For example, in 2019, federal government policy was well-aligned for supporting development of our community-based forest carbon projects, but what really mattered at the time, was the policy being set by provinces. In 2019, our work in Northern Ontario came to a near standstill as we tried to develop a forest carbon project with communities, while at the same time the provincial government was doing away with the necessary legal and financial framework for our work.
2. *Even with “friendly” governments, enabling policy and financing may be long in coming.* 2019 was a year in which important changes were being proposed with Canada’s approach and policy around climate change – but good will at the top does not necessarily mean fast changes on the ground. The further lesson here is that in addition to being nimble enough to capitalize on the favourable political winds of the day, longer-term relationship building with the implementing bureaucracy, and throughout its ranks, is critical. In 2019, we learned to be patient, and to realize our partners would not see any sudden windfalls from climate innovation work, but rather we needed to build carefully with the allies at hand to create the conditions for project wins in the years ahead.
3. *Building community partnerships to lead on project development and implementation is crucial to creating successful carbon projects – and these partnerships are, by necessity, time and resource intensive.* In 2019, our best step forward on climate innovation was taken with our partner Wahkohtowin Development GPI – a social enterprise owned and managed by the First Nations communities of Ontario’s Northeast Superior Region. Without their leadership, the project would have floundered, and frankly, the results would be meaningless. But in 2019 we also struggled as a charity to “show up” for our partner communities in the region. This is a geography where we do not have a physical office that can be tough to travel to, and for whom we have limited staff for engagement. There is only so far our partners – who have a myriad of other pressing priorities regarding the well-being of their communities – can be expected to wait for us to “show up.” We must do better to overcome these obstacles, because the forests we are working on are their forests, and the decisions that need to be made, must be their



decisions. If we, as a national charity, want to create meaningful change on-the-ground, then we need to be prepared to show up on the ground, and to work with the people who live and work in these important and beautiful places.



2. INDIGENOUS HOMES-LANDS

Overview

Home-Lands work to date has identified that a quick fix to the housing crisis in First Nation communities is impossible if principles of quality, sustainability, and cultural relevance remain paramount. Innovation, social impact and resilience is built, like a house, on a foundation of knowledge exchange, careful observation and analysis, targeted action and most importantly trust between partners.

Our focus so far in 2019 has been on building strategic partnerships with First Nation governments willing to share their space and knowledge with the Indigenous Home-Lands Initiative and on program development, accomplished in the most part through proposal writing with our Strategic Partners and growing support network. Home-Lands has also been invited to be an Accelerator Partner with Indigenous Services Canada (ISC) and Cando (Council for the Advancement of Native Development Officers) as they roll out the Indigenous Homes Innovation Initiative over the next 3 years.

2019 Activities & Outputs

- 1) **Reframe/Rebrand the Tree to Home program:** Develop strategic partnerships to advise, support and advocate on behalf of the program.

Planned 2019 Outputs	End of Year Status Update
Finalize and test the Indigenous Housing Overview Assessment Tool with 1 pilot community.	Testing underway with Yunesit'in Government
Complete 2 sawmill feasibility studies and integrate forestry and value-added projects within Ecotrust Canada are folded into Home-Lands.	– 2 sawmill feasibility studies completed, and programs are now fully integrated.
External Engagement including: <ul style="list-style-type: none"> – 5-10 communities – 5 Indigenous organizations – 2 federal agencies 	<ul style="list-style-type: none"> – Introductory meetings with 7 communities. – Met with 7 Indigenous organizations. – developed partnerships with Canada Home and Mortgage Corporation and Indigenous Services Canada.
A minimum of 2 community partnerships, defined by signed MOU's, focused on piloting the full housing systems approach.	2 Strategic Partnership Agreements signed <ul style="list-style-type: none"> – Huu-ay-aht First Nations – Yunesit'in Government and the Tsilhqot'in National Government Request/Inquiries re partnerships from: <ul style="list-style-type: none"> – Metlakatla (Prince Rupert)



	<ul style="list-style-type: none"> – Grand Council of the Crees (Quebec) – Carrier Sekani Tribal Council (Prince George)
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2) **Development/Fundraising:** Develop a coordinated funding strategy.

Planned 2019 Outputs	End of Year Status Update
Marketing materials for broad audiences.	Completed, including materials for new website launch.
Meetings with major foundations, government funders and private sector supporters of Indigenous housing initiatives.	Major proposal submissions include: <ul style="list-style-type: none"> – CMHC Solutions Lab – Indigenous Services Canada (ISC) Indigenous Innovative Housing Fund – McConnell Foundation ISC Accelerator Partner UBC Faculty of Forestry – wood construction and Indigenous Housing (pursuing opportunity)
Revise and submit McConnell proposal.	Completed and submitted Sept 13, 2019
Service contracts delivering high quality, professional research services.	FSC Canada – Indigenous Forest Stewardship and Product marketing (in process)

3) **Support an Enabling Environment:** Advocate for partnership approaches to policy and funding solutions with First Nation organizations and government.

Planned 2019 Outputs	End of Year Status Update
Summary of baseline information to develop Indigenous-led housing systems for 2 communities.	Baseline assessment initiated for Yunesit'in and Huu-ay-aht First Nations.
New relationships with key staff and politicians to advance new approaches to Indigenous housing.	Continued dialogue with the First Nations Housing and Infrastructure Council (FN HIC); Initial discussions with BC Housing.
Host and visit policymakers and critics to gather input and establish support for policy changes.	Presenter invitations accepted to 3 conferences: <ul style="list-style-type: none"> – CEL in Indigenous Forestry Conference – Laval University (Nov 2019) – BC Legal Surveyors AGM (Mar 2020) – Keynote address on First Nation land development



	– NewCities Conference: Leading by Example – Implementing the SDGs in Canada (Mar 2020)
Initiate analysis and report on innovative Indigenous property systems for residential construction.	Internship established with UVic Faculty of Law – 2 law student interns will be working on Indigenous property systems proposal for BC Law Foundation submission 2020 – partnered with Victoria legal firm Miller Titerle + Company to provide legal supervisory services.

Beneficiaries:

The Home-Lands program is designed to help First Nations communities across Canada who seek to revitalize their housing programs and empower them to create meaningful housing economies within their traditional territories. In 2019, we directly supported 9 such communities with a combined population of approximately 5,000 people.

Direct Beneficiaries in 2019: Our primary direct impact in 2019 was with the 185 members of the Yunesit'in First Nation.

Progress toward Long-term Outcomes – 2018 to 2023:

Green means work is on track to create desired outcomes

Yellow means work is on track but delayed for creating desired outcome

Red means work is not on track to create desired outcome and a renewal of strategy needs to be considered, or the program is “on hold,” due to external constraints and circumstances

- First Nations benefit from enhanced market information; extended professional networks; access to longer-term funding; culturally and environmentally appropriate “housing system” designs; and an ever-increasing supply of culturally appropriate, sustainable homes to meet community needs.
 - **In Progress but Delayed** — The program’s initial steps have been important to breaking new ground in how communities can redefine their approach to building a housing economy, but pilot projects are just now getting off the ground, and it will take significant effort to build these into a regional and then national movement for change.
- Neighbouring communities benefit from retention and use of local expertise and skills; new economic opportunities, including skills training and new employment; and shared solution building processes with First Nations.
 - **On Hold** — While our initial pilots have not yet reached a stage of maturity to produce wider impacts for neighbouring communities, our work on sawmill feasibility could eventually help accelerate these efforts. However, at the end of 2019, we have pressed pause on this work to ensure we can focus more on community engagement and



building out pilots.

- Indigenous organizations benefit from targeted research and policy analysis; benchmarking datasets; and expanded funding networks.
 - **On Track** — In 2019 Home-Lands has made significant inroads in engaging with Indigenous organizations and the governmental and academic institutions that support them.

Key Learnings:

1. *Community engagement on issues, such as the state and future of people's homes and housing conditions, are fundamental to community well-being; however, these sensitive topics requires collaborative, deliberate and patient work.* Any party undertaking such work must include the necessary time to build trust, proper documentation of partnership governance and demonstrated value to potential partner communities. In 2019, we invested deeply in patiently building partnerships that, in and of themselves, were the key “deliverable” for our work.
2. *There is no such thing as an “Indigenous Issue” without acknowledgment and critique of the greater Canadian society's role in the creation of the issue.* For a non-Indigenous organization to work on such issues, great care must be taken to build appropriate advisory structures, and key relationships with Indigenous leaders and partner organizations. In 2019, we recognized this need, but did not appropriately resource time and capacity for development of these structures – something that must be remedied in the year ahead.
3. *Supporting the linkage between homes/housing and land management (particularly the forest sector) is fundamental to the sustainable development of Indigenous economies and communities.* For remote or rural communities, the health of the land and waters have a direct impact on the health and well-being of the community. The lessons learned from the relationships we observe through our Indigenous partnerships are gifts to the wider Canadian society that have disconnected with the lands and waters that support life.
4. *Avoid developing projects and programs based on funding trends when the goals and values of the program and/or organization are misaligned.* Fundraising requires significant effort and resources and the pressure to seek funds first and set goals later may have longer term impacts. Leadership is a critical factor in supporting the efforts of all programs to hold true to the goals and values of the organization. While in 2019 it could be said we “chased” some key funding sources, we were fortunate that yet others sources were already well-aligned with our needs, which allowed us to stay true to the program goals. This will continue to be a challenge in the years ahead.



3. COMMUNITY FISHERIES INITIATIVE

Overview

The overall objective of the Community Fisheries Initiative is to build sustainable, fair and prosperous commercial fisheries in BC contributing to greater resilience and well-being in coastal communities, First Nations, and the people who rely on the resource for their livelihoods.

Our work falls broadly across three core strategies including:

- 1) Advancing fisheries policy to create an owner/operator environment on Canada’s Pacific Coast
- 2) Enhancing community capacity for fisheries monitoring and management
- 3) Creating transparency around Illegal, Underreported and Unregulated fishing (IUU).

2019 Activities & Outputs

1) **Supporting and informing positive changes in BC fisheries licensing policy.**

Planned 2019 Outputs	End of Year Status Update
<p>Research, analysis, recommendations and advocacy work supporting the development of a federal road map for fisheries policy change through the Committee on Fisheries and Oceans Canada (FOPO) review of BC licensing policy in order to effect,</p> <ul style="list-style-type: none"> – Passing of Bill C-68 – Release of FOPO report entitled “West Coast Fisheries: Sharing the Risks and Benefits” with recommendations on creating a fair and sustainable West Coast fishery – Communicating to Canadians and decision-makers the importance of independent fish harvesters to the health and welfare of coastal communities and Canada as a whole – Development of a provincial road map for BC fisheries, and continuing linkages with the Premier’s office, key Ministries and Councils and Commissions. – Elaboration, in partnership with harvester organizations and their allies, of a 	<ul style="list-style-type: none"> – Bill C-68 passed, which included the necessary provisions for creating an owner/operator and fleet separation policies on Canada’s West Coast. – FOPO report released with supporting recommendations – Working with T. Buck Suzuki Foundation and marketing agency launched a new petition and social media campaign for the network of allies behind the <i>Fisheries for Communities</i> group. – Op-ed from Rick Williams “Federal fisheries committee challenges BC licensing policies” published in <i>The Province</i> in July. – Planning for <i>Fisheries for Communities Gathering 2.0</i> in December – Hosted World Fisheries Day dinner event for BC MLAs in Victoria for November – Planning for <i>Fisheries for Communities Gathering 2.0</i> in December.



transition plan to develop a new licensing system in BC.	
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2) Work directly with fishing communities to strengthen capacities for monitoring and management of adjacent fisheries.

Planned 2019 Outputs	End of Year Status Update
Area A crab monitoring and bio-sampling programs continued and successfully executed.	<ul style="list-style-type: none"> – Fee-for-service electronic monitoring work continues in collaboration with Teem Fish Monitoring for the Area A crab monitoring and bio-sampling programs. – Leadership beginning evaluation of capacity and budget needs for 2020.
With First Nations partners, a framework for locally led monitoring programs is developed through North and South Coast Indigenous Observer program delivery.	<ul style="list-style-type: none"> – Indigenous observers were trained for locally led monitoring programs along the North and South Coast of BC. – Due to very low salmon stocks across BC this year, salmon fisheries were closed and so our monitoring work did not happen. – Leadership conducting evaluation of capacity and budget needs for 2020.

3) Creating transparency around Illegal, Underreported and Unregulated fishing (IUU).

Planned 2019 Outputs	End of Year Status Update
Create and launch public facing IUU database.	<ul style="list-style-type: none"> – <i>Spyglass</i> – a database of global criminal fishing activities built and launched in October. – East Africa workshops complete. – Video produced to provide context around the need and use of the database.
Provide input on fisheries subsidies to support World Trade Organization negotiations.	<ul style="list-style-type: none"> – On-going advisement for international partners on how to keep door open for subsidies to community-based, local fisheries.



Beneficiaries:

Our Community Fisheries policy work is aimed at directly benefitting the roughly 5,000 independent fish harvesters, both Indigenous and non-Indigenous, up and down the West Coast of Canada. Our Fisheries observer programs directly supported 200 fish harvesters in being able to sustainably earn a meaningful living in 2019.

Direct Beneficiaries in 2019: 256 Fish harvesters in the Ha'oom First Nation, fishery, the 33 boats and 83 fish harvesters of the Area A Crab Fleet on BC's North Coast, and the 120 Fish Harvesters and partners engaged through our gatherings to inform Federal fishing policy as it relates to the BC coast.

Progress toward Long-term Outcomes – 2018 to 2023:

Green means work is on track to create desired outcomes

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- The full value of the resource is realized, including indirect and intangible values and communities adjacent to the resource are primary beneficiaries and stewards of resources.
 - **In Progress but delayed** — our work is advancing the cause of keeping local communities engaged in the economy of fishing, but many political, economic, and demographic obstacles remain to be overcome.
- Local governments (Indigenous and non-Indigenous) and primary producers are more actively and fully engaged in management and decision-making.
 - **In Progress but delayed** — both Bill 68 and the Committee on Fisheries and Oceans Canada (FOPO) report open the door to create change in how communities participate in and benefit from fishing, but as above, the road ahead is long. Our outlook on these outcomes may be more pessimistic – the investments required to build and maintain momentum are substantial (see below) – were it not for the strong leadership of First Nations on BC's coast, who are making important inroads regarding development of fisheries reconciliation agreements with governments. These agreements will ultimately open the door to much needed direct participation of coastal communities in fisheries management. However, considerable work and investment will still be required to transform the opportunity, into a fully functioning and resilient fisheries economy.
- Fish harvesters have safe, secure, and meaningful livelihoods and will make a good living.
 - **Strategy renewal required** — While Bill 68 and the FOPO report are important milestones in effecting much needed change to policy, and the progress towards First Nation fisheries reconciliation agreements is critical, the work of creating a resilient and sustainable community-driven fisheries economy requires a deep, and ongoing investment in innovation, directly at the community level. Our efforts to date to create these kinds of innovations, including local-scale financing and funding mechanisms to



support local fish harvesters, and the community infrastructure they depend on, have yet to reach the critical mass required to catalyze change. For example, in 2019 our work to assess options for Central Coast First Nations fish harvesters provided important insights into what would be required to catalyze a healthy and resilient fishing economy – but assessment is one thing, implementation of the needed measures is another. Looking forward, we believe enabling conditions are changing for the better, and in the coming years we will be driving at specific outputs and outcomes that will “move the needle” on this critical work.

- The industry will be positioned and supported to attract and retain young new entrants.
 - **In Progress but Delayed** – Perhaps one of the most satisfying aspects of our work in 2019 is seeing how a new generation of active, young fish harvesters are becoming deeply engaged in participating in, and fighting for fish harvesting as a way of life. That said, the demographic “cliff” being faced by local fish harvesters is substantial, and our success in catalyzing new leaders in this space must be followed with a sustained effort to bring along a new wave of young people to take up the legacy of small boat fisheries on the BC coast.

Key Learnings:

1. *Gaining the support of decision-makers requires that constituents – active independent fish harvesters – have opportunities to engage directly with their political representatives.* In 2019 we saw first hand how people, the individuals whose lives and livelihoods are at stake in our work, can catch and hold the attention of political representatives. Whether it was their testimony before house committees in Ottawa, one-on-one meetings with MPs and MLAs, or their participation in the celebrations and gatherings we hosted, it was the fish harvesters themselves that held the spotlight and helped to change the way decision-makers think.
2. *Equally important is communicating the story of fish harvesters to all Canadians through effective communications strategy.* As above, the story behind the lives of fish harvesters is a compelling one, and understanding how their work nourishes all of our lives directly and indirectly, is a story that people are eager to hear. In 2019, our efforts to build solid communications platforms on social and traditional media was made easy by the appetite the public had to hear from active fish harvesters. Our data also suggests that this uptake translated into meaningful support for our strategies as seen by participation by the public in writing campaigns and petitions.
3. *World class research and analysis is required to create factual, robust guidance to inform decision-making. So equipped, advocates can play an important part in helping to build good policy.* As was the case in 2018, in 2019, we were fortunate to be asked by policymakers, political representatives, partner institutions, and media to weigh in on significant issues of fisheries policy. For example, our lead fisheries advisor, Tasha Sutcliffe was a key member of BC’s Wild Salmon Advisory Council. The groundwork for these invitations was laid through our solid program of analysis and research produced over the last decade.



4. *Day to day management of fisheries monitoring operations is complex and resource intensive – staffing and budget must accommodate these needs.* Compared to many charities, we take on some pretty unusual projects. For example, we are the only charity in Canada to also be designated by Fisheries and Oceans Canada (DFO) to serve as an onshore and at-sea fisheries monitoring operation. While that makes our work both interesting and impactful, it also demands a great deal of organizational attention and rigour. A failure in any part of these programs doesn't just mean falling short of meeting funder expectations – failure here can put people's lives and livelihood's at risk. In 2019, some key staff changes made for a challenging year of new staff and managers to fulfill the challenging demands of this work. We learned in 2019, that it is best to be generous when planning for staff time and effort, and that contracts for service delivery need to be written to realistically meet these needs. This is work that demands top quality effort and delivery.



4. COMMUNITY ENERGY INITIATIVE

Overview

Our work in 2019 has focused on building new relationships with communities and initiating a body of research to clarify the problem of high household energy costs and demonstrate the value in retrofits and other solutions. Through this work we have identified a number of current policy issues and opportunities that systemically disadvantage rural and Indigenous communities and keep many rural households entrenched in energy poverty. We are now in the process of working with partners to identify the best strategies to address these current challenges. This work builds on a body of research in 2018 that identified a need for increased funding and financing support for community retrofit projects. We continue to pursue these solutions in tandem with systemic policy changes that can directly provide cost relief for rural and Indigenous communities across British Columbia.

Activities & Outputs Update

1) Demonstrate Success: Develop & Execute Heating System Retrofit Projects with Community Partners

2019 Outputs	End of Year Status Update
a) Implementation of the Heiltsuk Heat Pump project.	<ul style="list-style-type: none">– Pilot project review completed – average energy savings per household = \$1,650– Funding confirmed for 20 more heat pumps in Bella Bella.– Applying for funding to leverage for a total of 60 additional installs – bringing to 100 total.
b) New pipeline of opportunities with partner communities.	<ul style="list-style-type: none">– Relationships built with two new partner communities – Lower Similkameen Indian Band and Regional District of Mount Waddington.
c) 2-3 new projects under development or underway.	<ul style="list-style-type: none">– Established 3 community partnerships: Mount Waddington Regional District (approximately 11,035 residents) Lower Similkameen Indian Band (300 on-reserve members), and the Heiltsuk First Nation (approximately 1,200 residents and 330 homes)

2) Create Enabling Policy: Advocate for policy & funding solutions with government and utilities.



2019 Outputs	End of Year Status Update
a) Complete 2-3 reports on community energy alternatives, and needs assessment for rural, remote, and Indigenous communities.	<ul style="list-style-type: none"> – Completed a regionwide study with the Regional District of Mount Waddington that found average household energy spending in this rural region is 47% greater than the provincial average, and fully 33% of residents in this region are challenged to pay their home energy bills as a result. – Completed research on the issues of energy poverty facing rural and Indigenous communities and potential solutions, with findings published in a public report in early 2020.
b) New relationships with key staff and politicians in Ottawa and Victoria to advance consideration of new approaches.	<ul style="list-style-type: none"> – In-person visits to Ottawa and Victoria to deepen relationships with key staff. – Insights from staff on direction and relevant areas of research.
c) Host or visit community leaders to gather input and establish support for policy changes.	<ul style="list-style-type: none"> – Relationships are being built with key partners, and logistical planning underway for region-wide gathering. – -5 community visits undertaken.

3) Design new Social Enterprise approach to deliver heating system retrofits on-reserve.
(For 2019-2020 timeline).

2019-2020 Outputs	End of Year Status Update
a) Working group established to identify and assess financing solutions and institutional structures to enable retrofits on-reserve.	<ul style="list-style-type: none"> – On hold until community partner participation can be confirmed.
b) Financing solution identified and tested with Heiltsuk or other partners.	<ul style="list-style-type: none"> – Delayed. Heiltsuk staff have indicated limited interest in pursuing financing following reconciliation agreement with Federal Government.
c) Partnership opportunity explored with Lumos/Indigenous Clean Energy,	<ul style="list-style-type: none"> – Participated in 4 national gatherings organized by Indigenous Clean Energy in 2019.



financing partners, and others to support potential enterprise success	
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Beneficiaries:

Our Community Energy Initiative is aimed at benefitting all residents of rural, remote, and Indigenous communities who struggle with energy poverty, with a particular focus on communities in BC where at least 272,000 households experience a lack of affordable access to energy as a daily reality. Our 2019 pilot projects directly impacted 40 households where heat pumps were installed, while our current work encompasses communities with a total of about 15,000 people.

Direct Beneficiaries in 2019: 40 Households (122 individuals) in the Heiltsuk First Nation in Bella Bella, British Columbia.

Progress toward Long-term Outcomes – 2018 to 2023:

Green means work is on track to create desired outcomes

Yellow means work is on track but delayed for creating desired outcome

Red means work is not on track to create desired outcome and a renewal of strategy needs to be considered, or the program is “on hold,” due to external constraints and circumstances

- Households in remote communities benefit from dramatically reduced heating costs, more comfortable homes, and better air circulation and health outcomes.
 - **In Progress but Delayed** – while initial delivery of new heating systems can be slow, the speed and spread of the project outputs is steadily increasing.
- Communities benefit from reduced poverty and increased disposable income for economically disadvantaged residents; reduced air pollution and greenhouse gas emissions; new economic opportunities, including skills training and new employment
 - **In Progress but Delayed** – it is still early to see the additional knock-on effects of new heating systems.

Key Learnings:

1. *Communities are hungry for solutions and the demand for our work far outstrips the resources that are currently available to implement projects. Rural and Indigenous home retrofit projects present a huge opportunity that calls for greater investment from all levels of government. There are over 400 homes in Heiltsuk First Nation, with most currently using expensive and polluting diesel fuel for home heating in this remote community. Despite fully proving the opportunity for heat pump retrofits through a successful pilot, the level of available funding enables this project to proceed only in a piecemeal format with 20 or 40 installations at a time.*
2. *Rural communities and Indigenous Nations each face unique and related challenges when accessing basic energy services. There is an opportunity to foster collaboration between adjacent communities and across regions to provide consistent resources and achieve scale with solutions. Our Residential Heating & Energy Analysis with the Regional District of Mount Waddington demonstrated how higher energy costs and impacts of energy poverty are faced*



by rural municipalities and Indigenous Nations alike, but are often most challenging in Indigenous households. This study laid the groundwork for the development of a program to provide new resources, capacity, and other support to advance significant cost-saving retrofits for households across this rural region.

3. *While retrofits are an essential part of any strategy to reduce energy consumption and costs for households facing energy poverty, new policy approaches are also needed to more effectively support these activities and to provide direct support to households facing the greatest hardship.* Insights from our partnership-based research in 2019 have informed our research agenda, which includes the development of recommendations for improved provincewide low-income efficiency programs and a jurisdictional scan of on-bill support programs across North America.



5. COMMUNITY INNOVATION PROGRAMS

Overview

The North Coast Innovation Lab (NCIL) is a place-based initiative for people who are invested in the future of Prince Rupert, to prioritize and work together on tangible projects and initiatives that build a resilient economy as a tool for community well-being. In 2019, program capacity has made a significant step forward with the hiring of a new NCIL coordinator. The program has made important inroads into raising awareness and support within Prince Rupert for the work that it does, and credit for this goes to staff and this year's cohort of interns for engaging in projects that are meaningful to the community, and doing an outstanding job of communicating externally about the progress and outcomes of the work. The additional capacity, strong response from the community, and solidifying funding picture have created the opportunity to extend the NCIL beyond its 3-year mandate, a prospect currently under consideration by the project team.

Activities & Outputs

1) Increase NCIL presence as a rural, remote, politically neutral, community-based lab within the rapidly growing social innovation sector.

Planned 2019 Outputs	End of Year Status Update
Communications presence of the North Coast Innovation Lab updated and enhanced with ongoing blog posts by interns and 1 summary video.	<ul style="list-style-type: none">– Blog posts undertaken and posted.– Video highlighting the projects of Cohort 2 completed.
Participation in, and present at, 2-4 conferences, professional development activities, or other events in the social innovation or community economic development sectors.	<ul style="list-style-type: none">– Participated in 3 professional development gatherings via the Nature Conservancy's Community Economy Place Initiative (CEPI), where lessons learned from NCIL were shared with other CED practitioners from Washington, Alaska and Coastal BC.
Co-host and facilitate 1+ gatherings per year in Prince Rupert, to showcase NCIL activities as well as to champion local social innovation efforts.	<ul style="list-style-type: none">– Held 2 community presentations (April and August), sharing the work of Cohort 2 and inviting participation and feedback from community members in attendance (over 100 in total).– Co-facilitated several community economic development and planning events in partnership with Redesign Rupert, the City of Prince Rupert's Economic Development office, and the Prince Rupert & District Chamber of Commerce.



Finalize and publish NCIL Year 1 evaluation report.	– Published “ Year 1 Developmental Evaluation Report ” summarizing research, learnings, and evaluative methods.
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2) Deepen and broaden NCIL relationships in Prince Rupert by seeding and embedding practical initiatives with local partners.

Planned 2019 Outputs	End of Year Status Update
Deliver 3-4 Cohort 2 projects with local partners	– The following 4 projects successfully completed: Restorative Ocean Farming in partnership with Coastal Shellfish Corporation; Social Enterprise Development in partnership with Hecate Strait Employment Development Society; Food Production & Distribution in partnership with Gitmaxmak’ay Nisga’a Society; and Downtown Revitalization in partnership with Redesign Rupert and Community Futures Pacific Northwest
1-2 Cohort 2 projects carried forward, which would otherwise fold, in continued partnership (such as with Coastal Shellfish Corporation and Gitmaxmak’ay Nisga’a Society).	– Currently in discussions with Cohort 2 partners about pathways for project continuity, and whether a new form of partnership outside of Cohort 3 is viable to advance those projects further.
3-4 new partnerships established with organizations based in Prince Rupert to host Cohort 3 Masters student interns, to begin January-September 2020.	– For Cohort 2 in 2020, 3 projects and partnerships are established, with negotiations ongoing for 2 others.
1-2 academic partnerships established outside of the cohorts, to create more “passive” channels of capacity, research and activities.	– Academic partnerships with Coast Mountain College and School District 52 are being explored, with plans to activate some collaboration in 2020.

Beneficiaries:

The NCIL initiative is aimed squarely at benefiting the ~12,000 residents of Prince Rupert, plus additional communities that lie outside of the municipality. Our work benefits both Indigenous and non-Indigenous residents and communities.



Direct Beneficiaries in 2019: Our projects directly serviced approximately 50 people who were close partners and participants in our work, but our outreach reached several thousand residents within the region.

Progress toward Long-term Outcomes – 2018 to 2023:

Green means work is on track to create desired outcomes

Yellow means work is on track but delayed for creating desired outcome.

Red means work is not on track to create desired outcome and a renewal of strategy needs to be considered, or the program is “on hold,” due to external constraints and circumstances

- Increased openness to cross-organizational and cross-sectoral collaboration and project/program development and management
 - **On Track** — In 2019 our work made significant strides in forwarding collaboration for innovation across Prince Rupert and region.
- Greater awareness, understanding, and application of social innovation methodologies (co-creation, collaboration, prototyping/experimentation, and more) across organizations and sectors in Prince Rupert
 - **On Track** — NCIL staff are at the front edge of Social Innovation approaches and have been successful in this year in bringing these approaches to the community.
- Greater socio-economic resiliency in Prince Rupert
 - **In Progress but Delayed** — While our NCIL projects have proved that more resilient economic alternatives are available to the community, the path to socio-economic resiliency will be a long one, taking many years of effort.

Key Learnings:

1. *Relationships built on trust, respect and mutual understanding are imperative to successful place-based social innovation labs.* Social Innovation requires that people work together to understand challenges and co-create solutions, but this can only take place when people feel safe and comfortable sharing their ideas and perspectives. Taking time to develop relationships is imperative to being accepted, included, and trusted for community-change work. This was essential to the successful design of the North Coast Innovation Lab, and in 2019 remained a focus of our efforts across a broad array of community partners.
2. *Recognize and elevate place-based innovators and change makers of past and present.* The narratives, beliefs and deeply-held values of a community be acknowledged, explored and respected before a new status quo is possible. In 2019, we emphasized creating space and elevating the perspectives of the knowledge-holders and innovators within the community through projects like the Gitmaxmak'ay Nisga'a Society community garden program.
3. *Create space for reflective practice and ongoing evaluation.* Ongoing evaluation and reflection are important activities for innovative and iterative community work. Making time to track progress (both short and long term); revisiting mission, values and objectives; and seeking to find trends and shifts that are occurring beyond the day-to-day project work must be done to



hold the initiative and partners accountable and focused. This is also an effective method for determining who is being included in the innovation work, and whose presence and voices are missing from the process. In 2019 we had to adapt to many project pivots with various organizations and objectives in the mix. Periodic self-checks and intentional reflection helped keep the work grounded and aligned with overarching objectives while remaining adaptive and inclusive to partners and community members.

4. *When it comes to innovation and change, “seeing, is believing.”* In rural and remote communities, people are used to things being the way they are, and are less inclined to believe in innovation and change until they experience it themselves. Demonstrating new possibilities while respecting tradition is another challenge for social innovators to balance. For example in 2019, we found some of our most effective outreach involved demonstrable innovations such as pilot projects, pop-up events, and bringing new capacity to the table – in this case, Masters students who proved to be effective coordinators for social innovations.



6. SOCIAL ENTERPRISE (including the Amp, This Fish, Teem Fish Monitoring, and Climate Smart)

Overview

Social enterprise development is integral to Ecotrust Canada’s identity, and to its aspirations to create an economy that provides for life. Nor are we alone in recognizing the importance of this approach, as across civil society these theories and applications are cropping up with ever greater frequency and intensity. Given this context, the imperative for Ecotrust Canada in this realm includes:

- Ensuring our own social enterprise projects (e.g. ThisFish, the Amp, Teem Fish Monitoring) are well supported and successfully executed.
- Reflecting on our past efforts and evaluating their successes and failures, and developing guidelines and best practices for future work.
- Better defining what social innovation and enterprise mean to Ecotrust Canada, and identifying more precisely how these tools will be deployed in the coming years to advance delivery on our Strategic Plan.
- Building the necessary capacity and funding to undertake social innovation and enterprise work.

2019 Activities and Outputs:

Planned 2019 Outputs	End of Year Status Update
– Successfully spin out 1 social enterprise	– Team Fish Monitoring spun out as independent, for profit social enterprise
– Renew Ecotrust Canada leadership with 2 other Social Enterprises	– New Ecotrust Canada CEO voted onto board of 3 enterprises – The AMP, Teem Fish Monitoring, and This Fish.
Produce assessment of Social Enterprise efforts to date within the organization, with a particular eye to the current and projected results of these efforts measured in terms of mission impact and financial return.	<ul style="list-style-type: none"> – Assessment Report completed and shared with board, staff, and key partners. – Key recommendations identified and action plan developed.
Fundraising for Social Enterprise work, with a particular eye toward the federal government’s proposed expenditures on Social Innovation funding.	– On hold, awaiting Federal Government policy announcements.



Define and fill role for a Social Innovation/Finance staff lead for Ecotrust Canada.	– On hold, awaiting identification of new sources of funding.
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Beneficiaries:

Ecotrust Canada’s social enterprises service a wide range of clients, including,

- In 2019 *The Amp* served as an affordable and collaborative work space for 28 different social purpose organizations in Vancouver.
 - **Direct Beneficiaries in 2019:** 75 staff of the hosted organizations
- *Teem Fish Monitoring* provided affordable and transparent electronic monitoring services for over 275 Independent fish harvesters throughout North America.
 - **Direct Beneficiaries in 2019:** 275 independent fish harvesters throughout North America
- *ThisFish* provided state-of-the-art, affordable, fisheries product tracing and tracking tools for over 15 major seafood suppliers worldwide.
 - **Direct Beneficiaries in 2019:** Methods for assessing direct beneficiaries are still under development
- *Climate Smart* Since its inception, Climate Smart has worked with more than 40 host partners (e.g., local governments, financial institutions, ports and airports) to engage close to 1,000 businesses — representing approximately 85,000 employees.
 - **Direct Beneficiaries in 2019:** 200 small- and medium-sized businesses across Canada from BC, Alberta, Manitoba, Ontario, Quebec and Newfoundland in 2019 along with host partners - YVR Airport, Port Vancouver, Edmonton, HSBC, Vancity Credit Union, Manitoba Environmental Industry Association. Total lifetime emissions reductions amounted to 1.3 Million CO2e.

Progress toward Long-term Outcomes – 2018 to 2023:

Green means work is on track to create desired outcomes

Yellow means work is on track but delayed for creating desired outcome

Red means work is not on track to create desired outcome and a renewal of strategy needs to be considered, or the program is “on hold,” due to external constraints and circumstances

- Demonstrate that business enterprises can create “triple bottom line” results by being financially viable, while providing products and services that improve environmental and social well-being.
 - **On Track** — Each of our business enterprises has successfully made the transition to becoming an independent enterprise, but results on profitability and impact will take time to develop.



- Provide additional financial supports for running Ecotrust Canada charitable programs.
 - **In Progress but Delayed** — Team Fish Monitoring has successfully begun providing revenues for Ecotrust Canada, though similar gains have yet to be realized by the other enterprises in our portfolio.
- Transform markets toward greater sustainability in key industries, with a focus on fisheries.
 - **Strategy renewal required** — While each of our enterprises represent a promising start, market transformation remains a distant goal. In 2019, Ecotrust Canada’s evaluation of the current state of market transformation emerging from our social enterprises was inconclusive – and indeed, the data and framework for assessment are themselves elusive. As a result, we are currently re-assessing our approach to social enterprise, and further such projects are on hold until we can better define what success looks like in the long-term.

Key Learnings:

1. **Leadership** — Mission-driven individuals with the business skills to start and run a business are rare. Learning the necessary skills is possible with drive, curiosity, humility and time. The intensity of a start-up makes the learning process more compressed and more important. To enhance success, mentors and advisors with business experience are critical.
2. **Culture** — There are significant differences between the culture of an NGO and the culture of a for-profit business. Understanding and valuing the differences is important to ensure that charity staff are supported as they transition from charity to business.
3. **The launch process** — The world of social enterprise is a creative and energizing space but the path to success is not easy. Launching a social enterprise is an entrepreneurial process — things can and will change over time. Wherever possible it is important that changes are a result of thoughtful reflection and not driven by financial concerns.