

2012 | DOGWOOD ANNUAL REPORT *initiative*



This is worth protecting from oil spills.

Photo credit: Ilijc Albanese.

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Design

Ink-Well Communications with additional design by Karl Hardin.

Photography

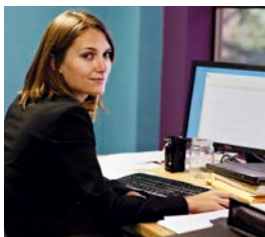
Ilijc Albanese, Rethink Communications, Evan Leeson a.k.a. Ecstatacist on flickr and Eva Hill.

staff

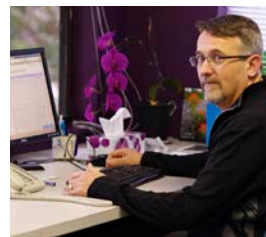
Dogwood Initiative is YOU, and hundreds of fellow British Columbians, like you. Here to assist, organize, inspire, encourage, activate and enable, you are a small group of committed, passionate employees. We're here to bring together everyday British Columbians to reclaim decision-making power over our land, air and water.



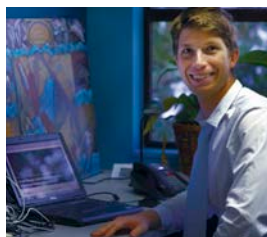
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Matt Troy – Canvasser
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Professor, Simon Fraser University
Frank Arnold (Treasurer)
Investment Advisor
Jennie Milligan (Director)
Lawyer
Shannon McPhail (Director)
Executive Director, Skeena Watershed Conservation Coalition

YOU

234 Volunteers
1376 Donors
4426 (+) Facebook friends
2601(+) Twitter followers

Photo credit: Ilijc Albanese.

mission

Dogwood Initiative brings together everyday British Columbians to reclaim decision-making power over the air, land and water they depend on.

In 2011, we achieved this through our two main programs: our No Tankers campaign, which worked with municipal, provincial and national interests to protect B.C.'s coast from oil spills, and our Vancouver Island campaign, which used grassroots organizing to make the voices of local residents heard on important land-use issues.



Photo credit: Eva Hill.

executive director's report



Will Horter, Executive Director

It's remarkable what a small group of people can do if they dream big, work hard, try new things and pay attention to what works and doesn't. In sum, that describes Dogwood Initiative's efforts in 2011-2012.

It was an amazing year. Not only did we have a tangible impact on some of the biggest issues facing B.C. communities — oil tankers, pipelines and urban sprawl — but we also made significant strides toward building the capacity to take on bigger challenges and win.

In 2010, we realized that a staff-driven model for change couldn't respond to the pace and scale of change needed to address the massive economic and environmental challenges B.C., Canada and the world face. There was only so much that ten people in Victoria could do each day by themselves. Even if we added staff and somehow worked harder and got more efficient, we would only be able to make a dent in the big challenges.

However, if we could figure out a way to become catalysts, to

become facilitators for British Columbians willing to stand up for their communities, then the world we imagined was possible.

Together staff developed a theory of change focused on helping people like you become more engaged citizens. Our job evolved from being “doers” to enablers, and we concentrated on figuring out ways to better connect people to points of power, linking new digital technologies with good old-fashioned on-the-ground organizing.

It worked. As we began rolling out this new model, we doubled our number of supporters. Over the course of the year we continued to upgrade our website, improve our communication systems and launch new people-driven mechanisms to build a network of connected volunteer activists across the province.

We mobilized hundreds of people to attend hearings into whether to allow 200 vacation homes adjacent to the Juan de Fuca trail. To our surprise, the decision-makers listened to the overwhelming opposition and rejected the resort.

We tested our new approach by launching the “Mob the Mic” campaign to encourage British Columbians' to have their voices heard by the panel reviewing Enbridge's oil pipeline and supertanker proposal. It

worked. In the end, more than 4,500 people signed up to share their views about the oil tanker and pipeline proposal. We were pleasantly surprised by the enthusiasm of people like you to get involved in democracy.

While we didn't expect the aggressive attacks from the Conservative government, we were prepared. In January, more than 32,000 new people signed our No Tankers petition within three weeks. Since then, 800 people have committed to do 30 hours of volunteer organizing with our Find Allies kit.

Through testing, we continue to improve our systems. While we celebrate the successes detailed in this report we had our share of failures. Last year we decided to dedicate some resources to glean lessons from our mistakes and to contribute to building a culture that encourages creativity and calculated risk-taking. We decided if we are going to solve some of the world's largest problems, it's going to require going out on a limb and learning from efforts that go awry. For us, that process will begin with the publication of our first annual Failures Report in a few months.

Ultimately the lesson we learned last year is that it's not about us, it's about you. If we are going to make southern Vancouver Island the most sustainable region in the world it, will be because people living in the region step outside their comfort

zone and demand it. If we are going to protect the B.C. coast from the risk of oil spills, it will be because people throughout B.C. stand up and demand their leaders take action.

It is not up to someone else—it is up to each and every one of us. At Dogwood Initiative, our job is to give you the tools required to take effective action, along with thousands of others, to create the kind of world we want.

Let's get to work!

Will Horter, Executive Director



no tankers



Photo credit: Ecotasticist on flickr

Kinder Morgan's planned expansion would significantly increase tanker traffic through B.C. waters.

The goal of our No Tankers program is to halt the expansion of crude oil tanker traffic on Canada's Pacific coast.

We believe we can do this by building a network of people that is larger and more diverse than any other network in B.C., and by giving each person the information and tools they need to effectively influence their local elected representatives.

Where We've Been

For close to 40 years, British Columbians have been standing up and shutting down proposals to bring oil supertankers — and inevitable

oil spills — to Canada's Pacific north coast. In 2005, Dogwood Initiative began work to pick up where these historical efforts left off, prompted by Enbridge Inc.'s Northern Gateway proposal to bring more than 200 crude oil and condensate tankers to Kitimat, B.C., each year.

Our No Tankers program officially launched in 2007 with a small living room presentation to 15 people. Since then, our network has grown to include more than 100,000 supporters. These supporters have created grassroots power that has led to significant advances toward our goal. Our initial work

culminated in a 2010 House of Commons motion seeking a ban on north coast oil tankers, which received the support of a majority of Parliament and all of Canada's opposition parties.

However, the motion wasn't passed into law before the spring 2011 federal election was called. When the Conservative Party won a majority in that election, our hopes for a legislative ban to protect the north coast were temporarily dashed, as Prime Minister Stephen Harper is among the most vocal proponents for increased oil tanker traffic.

A New Focus

In response to this new political reality, we spent the summer of 2011 re-designing the No Tankers campaign. We broadened the campaign to include opposition to Kinder Morgan's oil tanker proposal on B.C.'s south coast, and began focusing on the role of the government of British Columbia in the debate. The B.C. government has the power to protect our coast from oil tankers and spills, but so far they have kept to the sidelines.

Continued on page 6

no tankers continued



No Tankers loonie decals, a collaboration between Dogwood and Rethink Communications.

Our Objectives for the Year

- **Make oil tankers a defining federal election issue in B.C.;**
- **Encourage broad public participation in the Enbridge review process;**
- **Get 10,000 additional signatures on our revised No Tankers petition;**
- **Encourage local governments to oppose Kinder Morgan's oil tanker proposal;**
- **Begin putting pressure on the government of British Columbia to stand up for our coast.**

Our Successes

We made significant progress toward our goals. Overall, more than 60,000 people signed our petition and became supporters during the 2011/2012 fiscal years and we helped make oil tankers a defining federal election issue in B.C.

Several elected B.C. MPs partially credit their victories to their support of an oil tanker ban. Our dedicated volunteers knocked on thousands of doors and made thousands of phone calls to voters during the election campaign.

We helped sign up more than 1,600 Canadians to speak during the Enbridge Joint Review Panel process. Ottawa didn't like our efforts to enhance participation in the Joint Review Panel process and attacked Dogwood Initiative and other groups. In response to attacks by the Prime Minister and his cabinet on oil tanker opponents, more than 11,000 people signed our No Tankers petition on January 11th, surpassing our annual objective in a single day. That month, more than 30,000 new people signed our petition.

IN ADDITION, IN 2011-2012 WE:

Supported a successful province-wide resolution at the 2011 Union of B.C. Municipalities meeting calling for the National Energy Board to conduct more meaningful consultations with local governments on Kinder Morgan's oil tanker plans for B.C.'s south coast.

Commissioned expert reviews of Enbridge's oil spill risk assessments and cumulative environmental risk assessment and submitted them to the JRP. These reviews found Enbridge's work to be mediocre in some instances and woefully inadequate in others.

Released the first of three comprehensive kits designed to help supporters build our network and influence their local elected representatives. In the final two months of the fiscal year, more than 600 people had signed up to complete our 30-hour "Find Allies" kit.

Hosted a series of information sessions to help all Joint Review Panel registrants prepare, and we helped local organizers send a clear message at the first oral statement sessions on Vancouver Island.

Organized a letter-writing campaign in Vancouver Island's Capital Regional District that led to the passing of four separate local government resolutions opposing the expansion of oil tanker traffic on B.C.'s coast.

Our Failures

The incredible growth of our network during this fiscal year led to significant challenges in maintaining effective relationships with our supporters. We were faced with managing twice as many relationships with no increase in staff. As a result, we spent an incredible amount of time improving organizational systems and failed to begin pressuring the government of B.C. to act.

The Path Forward

Ultimately, the fate of oil tankers in B.C. waters will not be determined through regulatory processes; it is — and always has been — a political decision. That's why we are committed to bringing as many people as possible into our No Tankers network, and helping them influence key federal, provincial and local decision-makers. Every day, we strive to do more for our coast with each minute and dollar donated.

No Tankers operates as a targeted and unique campaign within a growing and broad-based movement to halt the expansion of crude oil pipeline and tanker projects to B.C.'s coast. We're incredibly proud to work alongside other non-profit groups, businesses, elected representatives and First Nations toward this common goal. Through it all we hope to advance Dogwood Initiative's core mission, which is to help British Columbians reclaim decision-making power over their air, land and water.



A No Tankers poster designed by Rethink Communications bleeds "oil" as it rains in Vancouver. Photo credits: Rethink Communications.

imagining a sustainable region



Photo credit: Ecstatacist on flickr.

The goal of our Vancouver Island program is to empower citizens to envision and transform the Capital Regional District into one of the most sustainable and resilient regions in North America.

To do this, we must achieve permanent protection for the farms and forest lands of the Capital Regional District on southern Vancouver Island.

Where We've Been

Two of Dogwood Initiative guiding principles are that local communities and First Nations should control their land and resources and that expanded collaboration among diverse constituencies will transform decision making. Our work efforts on southern Vancouver Island, beginning with the provincial government's decision to privatize 28,000 ha of forest previously held within Western Forest Product's tree farm license, were driven by the opportunity to implement these ideas in our backyard.

With limited resources we achieved some notable successes over the past four years, including:

Stopping the subdivision of Western Forest Product's 28,000 ha of forest near Victoria.

Preventing the approval of massive mega yacht marina in Victoria's Inner Harbour and forcing the developer to shrink and redesign the marina proposal.

Convincing the Capital Regional District (CRD) and provincial government to buy 2,600 ha of forested coastline and designate it as parkland.

Our Objectives for the Year

Southern Vancouver Island is one of the wealthiest, most naturally abundant regions on earth. This abundance provides the opportunity to make the region resilient to potential crises, especially in light of radical changes to the world's economic, environmental and political systems, by creating internally sustainable communities. To begin this process, Dogwood Initiative set out to:

Apply pressure to the CRD board to enforce the regional growth strategy and prevent proposed land rezonings in Central Saanich and Juan de Fuca region.

Develop a white paper on Regional Sustainability that will set benchmarks for progress and identify key priorities of reform in land use planning law.

Workshop the sustainability white paper with community stakeholders and develop a sustainability action plan with priorities.

Identify three of the core priorities of the sustainability action plan for Dogwood to campaign on.

Learn more at dogwoodinitiative.org/vancouver-island

Our Successes

2011 and 2012 saw unprecedented mobilization on southern Vancouver Island. Catalyzed by the threat of proposed 266 vacation homes along 17 kilometres of the iconic Juan de Fuca trail, thousands of residents in the CRD participated in rallies, threw benefits and spoke at public meetings.

Dogwood Initiative and our community partners organized and promoted attendance for the final public hearing to save the Juan de Fuca Trail, which went into a historic three days of hearings and saw more than 300 people come forward to express their concerns. Ultimately, the overwhelming opposition from local and regional constituents prompted regional decision-makers to deny the proposal and reinforce the growing movement toward imagining a sustainable Vancouver Island.

With an eye to long-term impacts, Dogwood Initiative also built relationships with stakeholders and other groups to draft a strategy for our region's future. Focus group work and collaboration led to producing the sustainability white paper, a guide for community groups and local governments. With partner groups and community stakeholders, Dogwood Initiative has laid an important foundation toward building a model of regional sustainability.

Working off the momentous victory on the Juan de Fuca Trail, a municipal election in which regional sustainability was a key issue and moving into the public consultation of phase of the CRD's Regional Sustainability Strategy, Southern Vancouver Island is poised to become one of the world's most livable and resilient regions.



View from the Juan de Fuca trail near the site for a vacation home development recently denied permission due to unprecedented grassroots opposition.

Our Failures

Although our efforts achieved notable victories, the tone of our verbal, written and online communications unnecessarily created an “us” versus “them” dichotomy that alienated some people, including potential supporters.

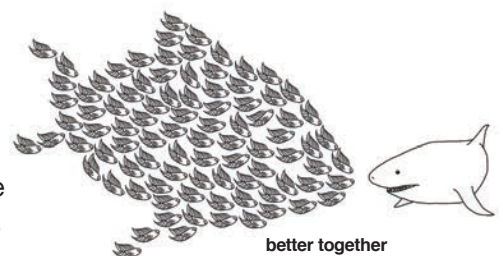
The Path Forward

Ultimately, the future of southern Vancouver Island will depend on the courage, persistence, creativity and commitment of the people in the region.

Our successes in the past few years illustrates there is a critical mass of people willing to work hard to protect the region's air, land and water from urban sprawl. There is also considerable interest in making the region the most sustainable in the world.

However, despite our successes and hard work, we have been unable to identify sufficient financial support to continue to fund full-time staff working locally.

In the coming year we intend to take a step back and develop a resourced, targeted strategy to catalyze the region toward becoming the most sustainable region in the world.



dirty coal

The goal of our coal campaign is to stop the expansion of B.C.'s coal industry, particularly the export of U.S. coal through B.C. ports.

Where We've Been

While the province of B.C. attempts to brand itself as a clean energy leader, it is quickly becoming a major global player in what has been called the dirtiest, most polluting industry on the planet: coal. This is happening with little, if any, public discussion of the impacts this will have on communities, the air, land and water we rely on, or the global climate our children will inherit. Dogwood Initiative is setting out to change this.

Given there are no coal-fired power plants in B.C. it comes as a surprise to many British Columbians that B.C. is now the seventh-largest coal producer in North America. And British Columbia's role in the global coal industry is not limited to mining; B.C. is also integral to the global trade in coal. Recently, B.C. ports have rapidly increased exports of U.S. coal for Chinese power plants.

Our Objectives for the Year

Release BC's Dirty Secret: Big Coal and the Export of Global-Warming Pollution report to begin raising the profile of coal in B.C.

Seek out financial support to hire full-time coordinator and launch a coal campaign in 2012-2013.

Provide strategic support to grassroots group working on coal issues.

Our Successes

Dogwood Initiative's BC's Dirty Secret: Big Coal and the Export of Global-Warming Pollution report jump-started a dialogue about the growing coal industry in the province. The report received modest media attention here at home, but helped connect B.C. and Dogwood Initiative into the larger North American network of individuals, groups and communities working to limit the production, transport and export of coal.

Dogwood Initiative also began scoping out the framework of what a coal campaign could look like over the next couple years and raised some resources to start engaging on coal issues in selected communities.

Our Failures

We dramatically underestimated the difficulty of writing and publishing the BC's Dirty Secret report. The complexity of writing, editing and rewriting the report with constantly shifting data became a real drain on the organization.

Although we have succeeded in attracting some initial support to launch a coal campaign in the coming year, we were unable to get sufficient funding to hire a full-time campaign coordinator.



financial overview

I joined Dogwood in October of 2011 after more than 20 years of working in the land trust movement to protect natural areas. Over the years, I've learned the people who support organizations like Dogwood also very likely support a range of worthy groups and I know at times you feel overwhelmed by fundraising requests. We are often asked why we solicit donations so often and in so many different ways. The simple answer is: we need the money to keep our campaigns going, but let's look a little deeper.

Across the broad voluntary sector in Canada, almost half of the funding comes from government sources at different levels. It will come as no surprise to learn that Dogwood doesn't receive support from governments. That leaves a modest number of charitable foundations, a few progressive corporations and many donations from people like you. However, of all the private giving reported in Canada, only two per cent of the revenues go to conservation, environment and animal welfare groups.

As you can see, those of you who support organizations such as Dogwood are a special group. About 60 per cent of all private giving occurs in November and December and this makes our 283 monthly donors especially

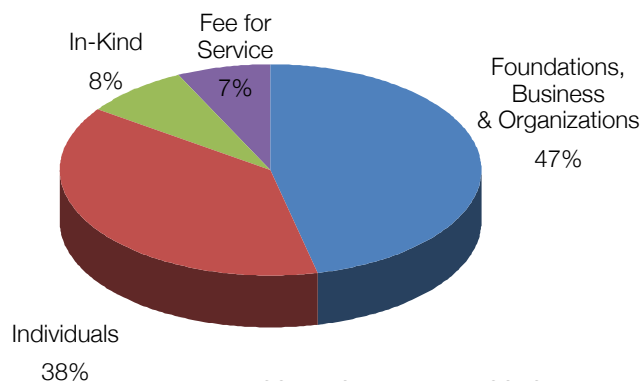
valuable to us as their reliable contributions keep the lights on during the slow months.

We value every one of our supporters, whether they donate \$5 or \$5,000; sign a petition; volunteer their time; or simply share their concern for the future of B.C. with friends and family. In 2011-2012, Dogwood received donations from 3,167 individuals, which provided 38% of our annual revenue. We raised significantly more (60%) in private donations than in the previous year as we move toward our goal of funding most of our activities with private contributions. This will make us more sustainable in the long run and give us the independence and nimbleness to be able to take the most effective and strategic actions.

Let me close by simply saying thank you: we value the trust you place in us and work to earn it each day.

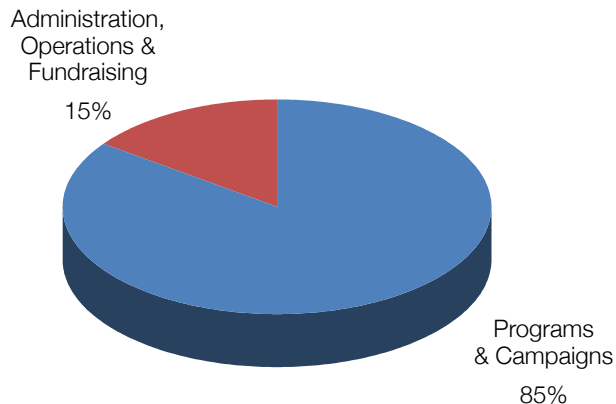
**by Don Gordon,
Development Manager**

INCOME



	2011-12		2010-11	
Foundations, Business & Organizations	\$377,455	47%	370,801	63%
Individuals	\$311,062	38%	194,371	33%
In-Kind	\$65,000	8%		
Fee for Service	\$58,691	7%	25,855	4%
TOTAL	\$812,208	100%	\$591,027	100%

EXPENSES



	2011-12		2010-11	
Programs & Campaigns	\$721,167	85%	\$469,946	80%
Administration, Operations & Fundraising	\$128,295	15%	\$144,228	20%
TOTAL	\$849,462	100%	\$584,174	100%