

ISIS

2012 ANNUAL REPORT



Opening Worlds

The background of the image is a close-up of a wood surface, showing concentric growth rings in shades of light brown and tan. A semi-transparent horizontal grey band runs across the middle of the image, serving as a backdrop for the text.

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THANK YOU

WELCOME TO ISIS



The ISIS Research Centre at the Sauder School of Business is focused on advancing social innovation and sustainability, through research, incubation, and application. ISIS defines social innovation as new approaches to solving existing social, cultural, economic, political, and environmental challenges.

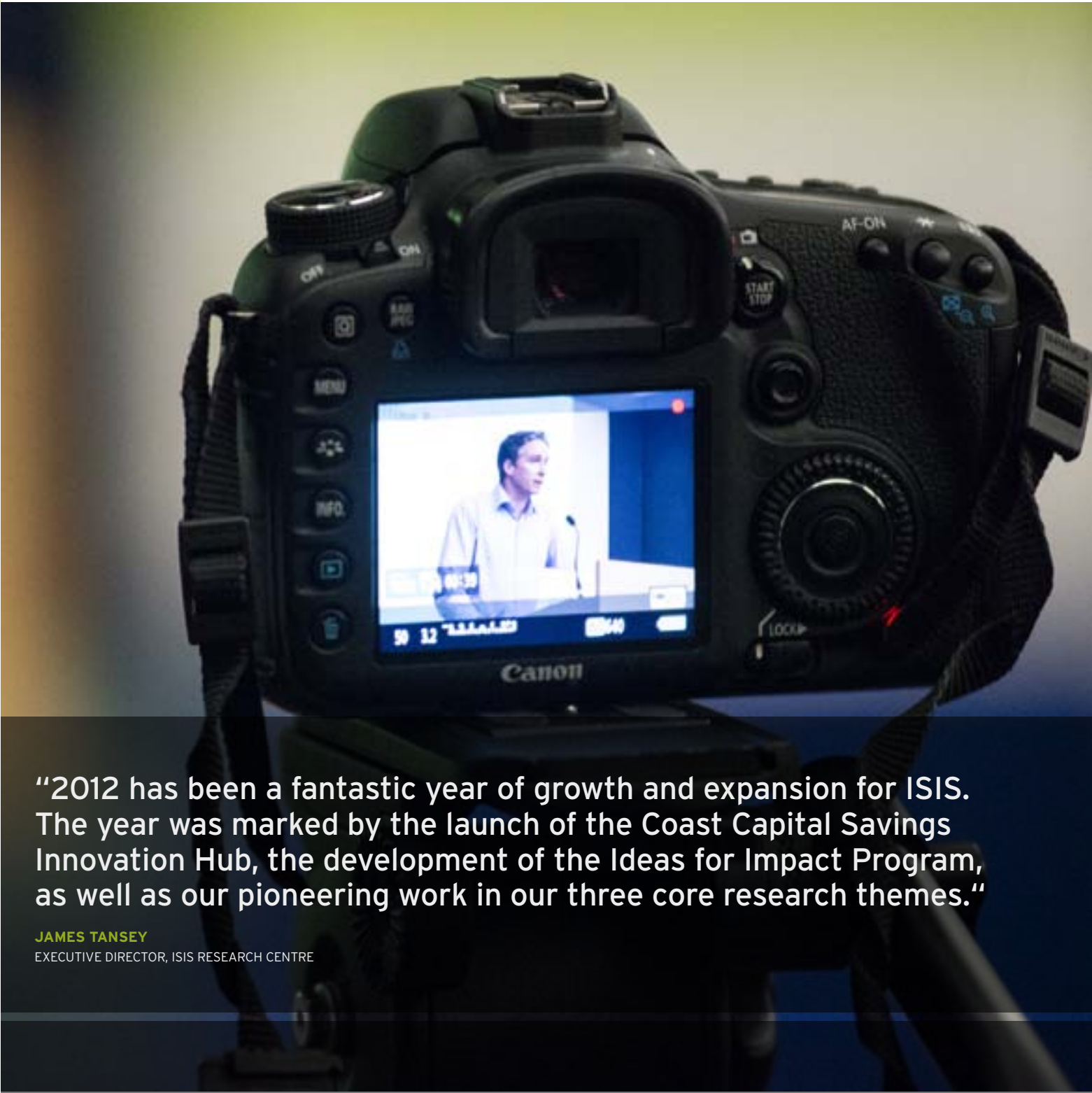
This encompasses three key, global trends across the three sectors – social innovation in the public sector, strategic corporate social responsibility and scaling non-profit social innovation. ISIS partners with individuals and organizations across all three sectors to pilot solutions, build capacity and share ideas in

order to create shared value.

The core research themes at ISIS are building the low carbon economy, propelling growth of the social economy, and supporting economic development with First Nations. Our goal is to build intellectual and human capacity by linking knowledge with action to further social innovation across the various sectors. We are passionate about student development and action oriented research and work with our partners to challenge the status quo and develop scalable solutions to complex problems. We continue to innovate and pioneer new territory by sticking to our core values as an organization.

OUR VALUES

Innovation- We are creative and cutting-edge.
Relevance- We address timely challenges, with solutions that have real world impact. **Integrity and Quality-** We have pride in our work, and are critical thinking, evidence-based researchers.
Value People- We provide mentorship and a healthy work/life balance. **Finish What We Start-** We plan thoroughly and deliver on schedule. **Self Improvement-** We value reflection, proactive learning, both personal and team development. **Respect and Diversity-** We embrace new ideas, are open-minded, and foster honest dialogue. **Collaboration-** We share our ideas, create synergies, and are direct and clear in our communication.



“2012 has been a fantastic year of growth and expansion for ISIS. The year was marked by the launch of the Coast Capital Savings Innovation Hub, the development of the Ideas for Impact Program, as well as our pioneering work in our three core research themes.”

JAMES TANSEY
EXECUTIVE DIRECTOR, ISIS RESEARCH CENTRE

EXECUTIVE DIRECTOR'S MESSAGE



This was another exciting year for ISIS and it is a great pleasure to be able to share this latest report with you. Beginning late in 2011 we undertook a comprehensive review of our projects and programs and over the course of the first half of 2012 we developed a comprehensive three year strategy. As ISIS matures, the goal is to shift from projects and pilots to a more programmatic approach to our strategy. Our three priority areas remain Low Carbon Economy, First Nations Economic Development and the Social Economy.

There have been a number of highlights over the year. First, we launched the Coast Capital Savings Innovation Hub (CCS Innovation Hub), which supports the acceleration of early stage social ventures. We were amazed by the quality of the ventures that applied to the competition and their presence at our new downtown location has added great energy to the team. We were lucky to be able to recruit Jana Svedova as Manager of the CCS Innovation Hub. She has brought a professional focus and dedication to the program. Working with our First Nations

partners, we completed a number of projects, including initiatives focused on shellfish aquaculture and the Great Bear carbon initiative. Lerato Chondoma joined our team as Manager of First Nations economic development initiatives and brings a great deal of international and local experience to the role. Working with Coast Opportunity Funds and the Coastal First Nations (Great Bear Initiative), we will be expanding our capacity building over the course of 2013.

This was also the year when the UBC Campus as a Living Laboratory program matured. Working closely with staff at the Strategic Partnerships Office we developed a long term plan and revenue model that would generate sustainable funding for demonstration projects and for industrial partnerships.

This year we became more actively involved in curriculum development within the business school and participated in the restructuring of the MBA. We introduced a cross-cutting theme called Good Business, which includes classes on ethics, corporate governance, sustainability

and social enterprise. This theme has the potential to become a key differentiator for the Sauder MBA.

With an ISIS office presence both downtown and in the Centre for Interactive Research on Sustainability (CIRS) building at UBC, we are even better able to fulfill our mandate to bridge the gap between the university and the public and private sectors. We continue to support and engage with the BC Partners for Social Impact and through conferences, workshops and events in 2013 will build a key hub for driving social innovation in the province.

We would like to acknowledge that all this work is only possible due to the ongoing support from our major donors: the Swift Family (Arc Financial) and the Lalji Family (Larco Group of Companies).

Dr. James Tansey
Executive Director, ISIS Research Centre
Associate Professor, Sauder School of Business

ISIS STORY

ISIS was first founded in late 2007 through a donation from the Swift family to establish an organization that would realize Canadian leadership in social innovation. ISIS was officially launched in the spring of 2009 with the generous support of our two founding families: the Swift Family and the Lalji Family.

The original vision behind the creation of ISIS was that business schools have a significant role to play in driving social innovation and can actively drive change in a complex global climate characterized by financial, economic, political and environmental instability. Coupled with this was the insight that change could not and will not happen through the actions of individual organizations but through the collaborative effort of a network of stakeholders.

The history of ISIS can be charted over three phases. Phase one laid the groundwork for ISIS to develop as a real entity. The team started by evaluating what other business schools were doing in the field of innovation and sustainability. Time was spent benchmarking what similar organizations were doing in terms of programmatic and educational activities, and in their general interactions with industry. This early stage work allowed us to identify the strengths of the Sauder School of Business, UBC and Vancouver, through strong ties to the social sector, private and public institutions.

We are nearing the end of phase two, which started with the official launch of ISIS in 2009. It has involved piloting a range of

different approaches to social innovation and social enterprise. Over these early years we have developed our incubator/accelerator function, a variety of research programs that are described in detail in this annual report, and have started to work on curriculum development. It has been a time of great reflection and learning for ISIS. We have continued to measure what strategies create meaningful impacts and align with the goals that we have set for ourselves, as well as those of the University and the Sauder School of Business.

ADVANCING SOCIAL INNOVATION AND SUSTAINABILITY

There are a number of notable successes from the second phase. We have worked closely with the Great Bear Initiative to establish the largest forest carbon and ecosystem services project in any developed country in the world. We have collaborated with Great Bear communities to implement around thirty economic development projects across the region.

On the UBC campus, we have played a central role in establishing a new approach to innovation by using our infrastructure as a living laboratory for clean technology innovation.

An early spinout from ISIS, Offsetters is now the largest carbon management company in Canada and one of the largest in North America. Close collaboration between

Offsetters and ISIS resulted in the completion of the first carbon neutral Olympics in history (Vancouver 2010). Most recently, ISIS has established the Coast Capital Savings Innovation Hub which will support early stage social ventures, based on a five-year sponsorship by Coast Capital Savings.

Phase three will be a stage of maturation, and shifting towards a much more programmatic approach. In this phase we are locking down the strategic goals for ISIS in respect to social innovation and ensuring that we have greater integration with the goals of the Sauder School of Business.

Our five main strategic priorities for the years to come are to 1) create and support BC initiatives that will minimize greenhouse gas emissions and environmental impacts, 2) work with BC First Nation communities to improve economic opportunities, 3) accelerate social innovation by developing new forms of funding and resources for the most promising BC social ventures, 4) share innovative ideas and stories widely, clearly and passionately, and 5) cultivate social and environmental integrity in the next and current generation of business leaders.

We will continue to form the partnerships and secure the financial support to deliver on our strategic priorities and goals, while our programs and projects grow in depth and impact in our communities.



Our Mission is to develop and incubate viable solutions through applied research to pressing social and environmental challenges facing the world.

Our Vision is to become a world-class research institute that establishes Canadian leadership in the field of social innovation and sustainability.

3 STRATEGIC RESEARCH THEMES



LOW CARBON ECONOMY

The global transition to a low carbon economy is creating new opportunities for business innovation. British Columbia, as a leading jurisdiction in North America for carbon and climate policy, offers great advantages for further innovation, particularly in the areas of carbon markets, offsetting, clean technology and energy companies.



SOCIAL ECONOMY

The social economy operates between the private and public sectors through a broad range of community, voluntary, not-for-profit, and social profit activities. It engages the community to explore opportunities to improve delivery of public services through novel means, community regeneration, more inclusive wealth creation, and active citizenship.



FIRST NATIONS ECONOMIC DEVELOPMENT

First Nations possess an abundance of human capacity, natural resources and cultural heritage. These assets provide the foundation on which lively and sustainable communities are built. By leveraging these assets, First Nations can develop and maintain thriving economies while preserving local culture.



IN THE NEWS



2012 was a busy year at ISIS and no less so because of the team's frequent sharing of insights through speaking engagements. The most prolific speaker of the team, Executive Director, James Tansey was in high demand. He started off the year by being part of the Roundtable with Canada's Governor General for entrepreneurship and innovation. He was the luncheon keynote on Green Jobs at the Green Workforce Development Symposium and a keynote at the UBC CUS Chasing Sustainability Conference.

He was a panelist at several events including the VALGEN ABC Workshop: Bioproducts and Crops Regulation Panel, the Burnaby Board of Trade Environmental Sustainability Forum for Business, BC Economic Summit Panel on Clean

Tech and the Green Economy, IB World Student Conference, National Dialogue on Canadian Natural Gas, and a new documentary on new leadership thinking for a better world. He also moderated the Globe 2012: Energy Efficiency and Alternative Power: Innovative Approaches Panel.

Dr. Tansey taught the Sauder Executive Education Accelerated Leadership Program on Sustainability and Strategy, the Responsible Business component in the MBA program, the E-MBA Core program in Vancouver, and presented sustainability concepts to Sauder's first-year undergraduates through the Sauder COMM 101 course.

Managing Director, Joanna Buczkowska

led several workshops at Sauder for the Early Career Masters and MBA classes titled Careers in Sustainability and Working in the Social Sector. She also taught Social Entrepreneurship to the first-year undergraduates in the Sauder COMM 101 course. She was the facilitator for our inaugural Social Innovation Jam presented by the Coast Capital Savings Innovation Hub. She also moderated the Ideas for Impact series.

Manager, Social Economy & Innovation, Jana Svedova started her new role at ISIS with great exposure, being the opening keynote for the CUS Chasing Sustainability Conference 2012, and a speaker at the Business Plans 101 presented by Young Women in Business SFU's Project Give.



“It’s a priority for ISIS to ensure that the lessons we learn from our research and programs at ISIS and the university are translated into a form that is engaging and accessible to the public and other stakeholders.”

JAMES TANSEY
EXECUTIVE DIRECTOR, ISIS RESEARCH CENTRE

FEATURED ARTICLES

BC'S 'CARBON NEUTRAL' CONTROVERSY
MAY, 2012, BC BUSINESS MAGAZINE

GLOBE 2012 SPECIAL 'NEW STEPS NEEDED FOR SECURE ENERGY FUTURE'
MARCH 12, 2012, THE GLOBE AND MAIL

BC INNOVATION REPORT
MAY 12, 2012, VANCOUVER SUN 'MEDIA PLANET'

WHY SAVING MARSHES MIGHT SAVE CIVILIZATION
JULY 30, 2012, THE TYEE

LONDON 2012
JULY, 2012, FINANCIAL TIMES

COAST CAPITAL PROVIDES \$1 MILLION FOR 'SOCIAL VENTURES'
SEPTEMBER 17, 2012, VANCOUVER SUN

NEW CASH FOR SCHOOL HELPS ENTREPRENEURS MAKE MONEY, SOLVE PROBLEMS
SEPTEMBER 28, 2012, THE GLOBE AND MAIL

STAR TURN FOR VANCOUVER CARBON OFFSET COMPANY
NOVEMBER 6, 2012, BUSINESS IN VANCOUVER

LOCAL AQUATIC ECOSYSTEM ASSETS WORTH BILLIONS TO TAXPAYERS ANNUALLY
DECEMBER 4, 2012, BUSINESS IN VANCOUVER

UBC ANNOUNCES FIRST SOCIAL ENTREPRENEURS TO BENEFIT FROM THE ACCELERATOR PROGRAM
DECEMBER 5, 2012, SAUDER & UBC WEBSITES

ISIS TEAM



The ISIS team is passionate about creating innovative and lasting change to address the challenges we face today as a global community. We are striving to create a world economy where social impact is valued alongside financial impact. The successes and growth of ISIS to date have been on account of the team of passionate, creative, and dedicated individuals who have made the challenges we tackle their own. We ensure that the values that were created through a collaborative process with the ISIS team are maintained through all our projects, programs, and our daily activities at the physical offices of the ISIS Research Centre.

To support intellectual curiosity, continual learning and peer engagement at ISIS, we run several programs to keep the team informed and involved in work outside of their individual project teams. Our peer sessions over the past year have included project storms

(brainstorming sessions with individuals outside of the project team), lunch & learns (an opportunity for a team expert to share knowledge), peer learning feedback circles (constructive feedback in a safe environment), and alumni events.

In keeping with our mission to address social and environmental challenges, the ISIS team established an internal committee aimed at promoting a culture of volunteerism within the organization. The Volunteer Committee was tasked with finding opportunities within the local community that aligned with the ISIS values, and enabled us to directly support local organizations and individuals. In doing so these activities provide an opportunity for giving back to the community that we are part of while allowing us to build team bonds.

STAFF ROSTER

JAMES TANSEY
Executive Director

JOANNA BUCZKOWSKA-MCCUMBER
Managing Director

CHRIS KANTOWICZ
Director of Strategy

NEIL THOMSON
Manager, Low Carbon Economy

JANA SVEDOVA
Manager, Social Economy & Innovation

LERATO CHONDOMA
Manager, First Nations Economic Development

MATTHEW BONGIORNO
Manager, Community Based Experiential Learning

EMMA GAIGER
ISIS Coordinator

OUR VALUES

Innovation We are creative and cutting-edge.

Relevance We address timely challenges, with solutions that have real world impact.

Integrity and Quality We have pride in our work, and are critical thinking, evidence-based researchers.

Value People We provide mentorship and a healthy work/life balance.

Finish What We Start We plan thoroughly and deliver on schedule.

Self Improvement We value reflection, proactive learning, both personal and team development.

Respect and Diversity We embrace new ideas, are open-minded, and foster honest dialogue.

Collaboration We share our ideas, create synergies, and are direct and clear in our communication.

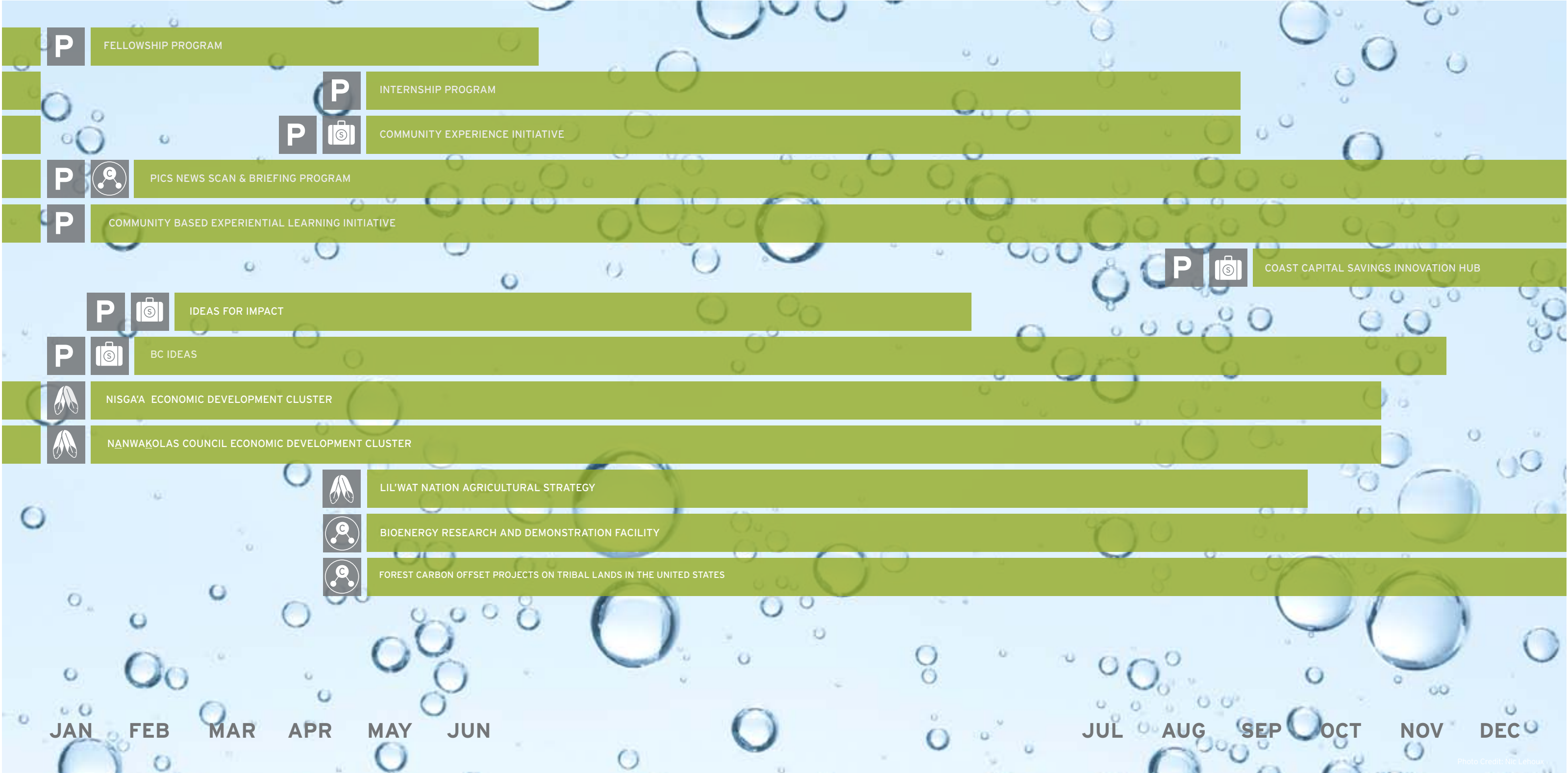


Photo Credit: Nic Lehoux

2012

PROGRAM & PROJECT TIMELINE



LOW CARBON ECONOMY



SOCIAL ECONOMY



FIRST NATIONS ECONOMIC DEVELOPMENT



ISIS PROGRAM



INTERNSHIP PROGRAM



The ISIS Internship Program is a summer employment program providing MBA and graduate students from across Canada with opportunities to engage in applied research in the fields of low carbon economy, social economy, and economic development with First Nations. An underlying focus of the program is to bring critical business and management skills to organizations addressing important social and environmental issues while giving students hands-on experience working in these fields.

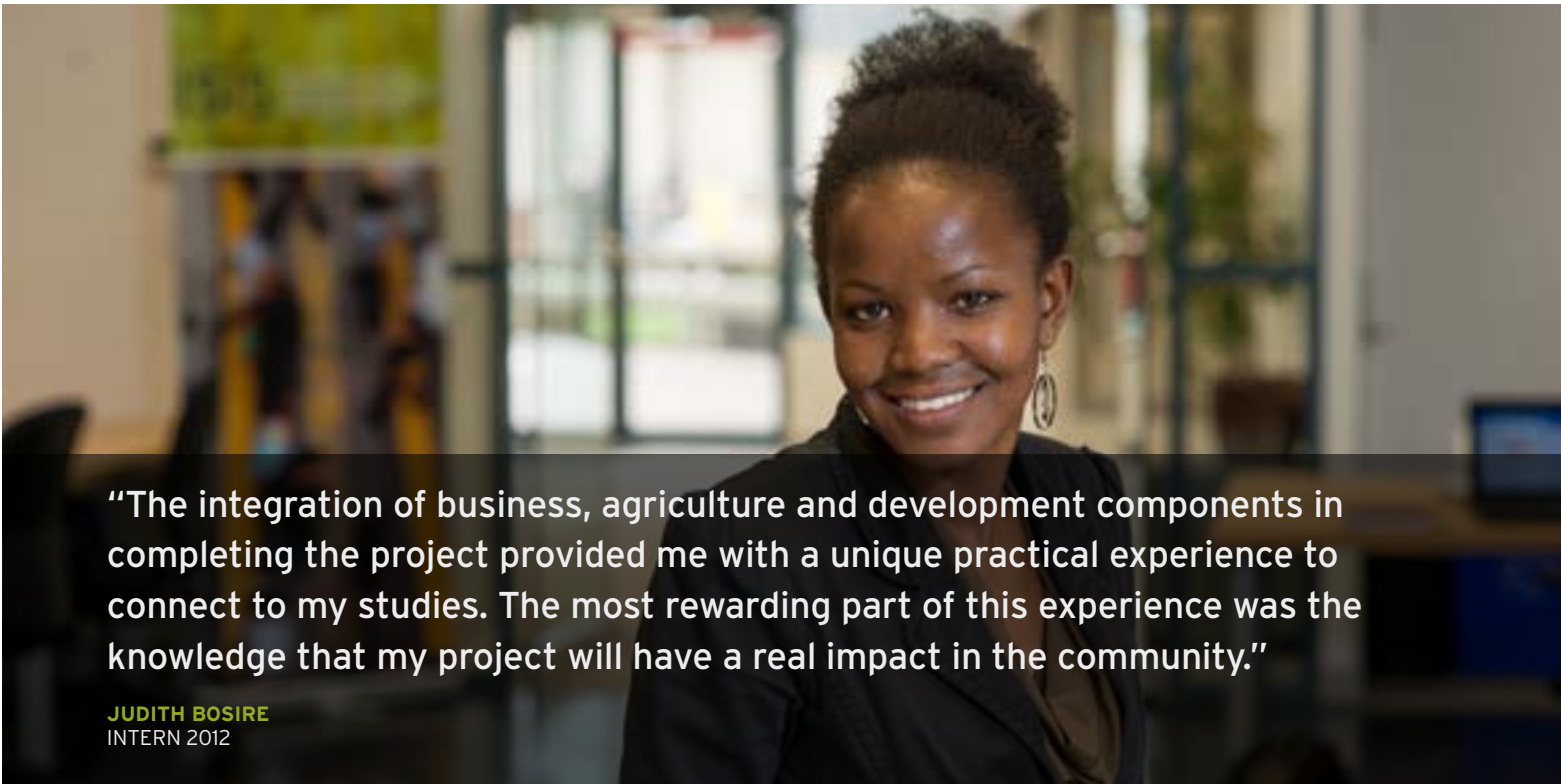
Our goal for each internship is to engage the student in a project that provides the partner with impactful, measurable, and achievable outcomes, while offering a challenging yet insightful experience for the intern. We want to ensure that students receive an immersive and stimulating internship, that provides

them with a gateway to their professional careers post graduation. ISIS provides a range of networking opportunities for students, through our deep and wide connections to the local and national social and sustainability communities.

All internship projects are run in partnership with community and/or industry partners. Each internship spans three to four months over the summer and includes various learning opportunities including P2P (peer-to-peer) learning sessions, introduction to research themes, project management training, brainstorming sessions and team outings.

Each year students are selected on a competitive basis from across Canadian business schools, and other graduate programs. Student internships range from three to four month periods over the summer.

Students are matched to specific projects at ISIS based on their skills, experiences, interests, and career goals.



“The integration of business, agriculture and development components in completing the project provided me with a unique practical experience to connect to my studies. The most rewarding part of this experience was the knowledge that my project will have a real impact in the community.”

JUDITH BOSIRE
INTERN 2012

2012 INTERNS

SANDIP BASI
NISGA'A FIRST NATION, TOURISM STRATEGIC PLAN

JUDITH BOSIRE
LIL'WAT FIRST NATION, LIL'WAT NATION AGRICULTURAL STRATEGY

SEAN PLEDGER
OFFSETTERS, FOREST CARBON OFFSET PROJECTS ON TRIBAL LANDS IN THE UNITED STATES

JEFF SVANHILL
NANWAKOLAS COUNCIL, DA'NAXDA'XW AWAETLALA AND MAMALILIKULLA QWE'QWA'SOT'EM FIRST NATIONS SHELLFISH AQUACULTURE OPPORTUNITIES ANALYSIS

KHUSHBOO WANCHOO
NISGA'A FIRST NATION, BUSINESS INCUBATION CENTRE DEVELOPMENT

KELLY WATSON
NANWAKOLAS COUNCIL, MAMALILIKULLA QWE'QWA'SOT'EM FIRST NATIONS TOURISM STRATEGY

FELLOWSHIP PROGRAM



The Fellowship program is designed as an opportunity for students, academics, and experts to expand and apply their knowledge in innovative ways. Fellows are immersed in a collaborative work environment, and encouraged to leverage the resources and networks of the university to accomplish their research.

GRADUATE FELLOWSHIPS
4-8 month term | 2 Graduate Fellows in 2012

Designed for MBA and Master students, focused on working in the areas of low carbon economy, First Nations economic development, and the social economy, or are transitioning into these fields. The program is ideal for students who have recently

graduated from their respective programs, and are looking to gain critical experience. Graduate Fellowship intakes begin in January and September each year.

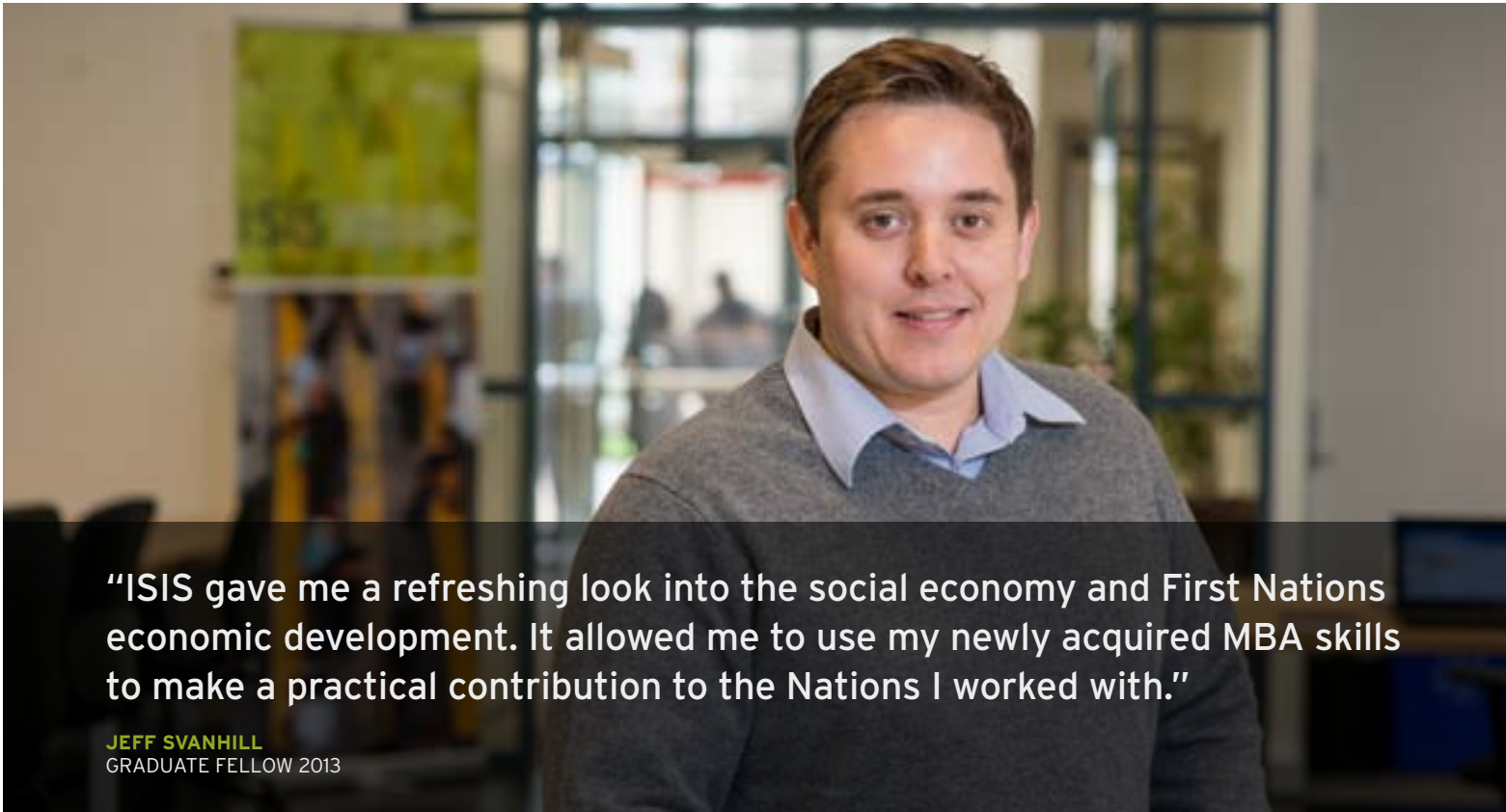
POST DOCTORAL FELLOWSHIPS
1-2 year term | 1 Post Doctoral Fellow 2012

This program is designed for individuals who have recently completed their PhD studies in an interdisciplinary field related to the ISIS research themes and priorities. Post Doc Fellows are invited through a competitive selection process. The Fellowship provides a vehicle for academics to deepen their expertise on a specialized subject matter while advancing the scholarly mission of ISIS. Fellows are encouraged to develop their

teaching skills both by developing new courses and through guest lectures at the Sauder School of Business and in other interested UBC faculties.

SENIOR FELLOWSHIPS
Ongoing | 2 Senior Fellows in 2012

The Senior Fellow program was designed as a means to leverage international expertise in cutting edge research areas in the fields of social innovation and sustainability. Our Senior Fellows are thought leaders in their respective fields who have partnered with ISIS to share their knowledge and experience, as well as provide mentorship to staff and fellows and provide guidance on research direction.



“ISIS gave me a refreshing look into the social economy and First Nations economic development. It allowed me to use my newly acquired MBA skills to make a practical contribution to the Nations I worked with.”

JEFF SVANHILL
GRADUATE FELLOW 2013

2012 GRADUATE FELLOWS

LAURA BARRECA
NANWAKOLAS COUNCIL, DA'NAXDA'XW AWAETLATLA FIRST NATION, TSATSISNUKWOMI VILLAGE TOUR BUSINESS PLAN

KELLY MASSON
NANWAKOLAS COUNCIL, GWA'SALA-'NAKWAXDA'XW FIRST NATION, SCALLOP AQUACULTURE STRATEGY

POSTDOCTORAL FELLOWS

MAURICIO GUARAGNA
VALGEN PROJECT

SENIOR FELLOWS

ANN DUFFY

JUSSI WESTERGREN

COMMUNITY EXPERIENCE INITIATIVE



The Community Experience Initiative (CEI) is a summer internship program that develops community-minded business leaders of tomorrow and strengthens the capacity of Canada's social sector.

The program was created to engage business schools and their graduates as active supporters in the creation of a more socially responsible and environmentally sustainable society. The program provides opportunities for MBA students to intern in the social sector and to experientially learn while applying their business skills. As an added benefit, the program provides linkages between the business school and the social sector and sustainable business practitioners.

The mandate for CEI is:

"TO INTEGRATE THE VALUES OF COMMUNITY ENGAGEMENT, SOCIAL JUSTICE AND ENVIRONMENTAL SUSTAINABILITY INTO BUSINESS EDUCATION AND CULTURE."

Funding for the internships is split between the host organization and a separate funding donor. In 2012 we placed five CEI interns in four organizations: Aboriginal Mothers Centre Society - Mama Wall Street Studio, First Power, Vancity Community Foundation, and the Vancouver General Hospital Thrift Store.

The CEI interns tackled projects that included developing a social enterprise strategic

plan for the Mama Wall Street Studio, optimizing financial procedures and systems at First Power, developing a Farmers Market Impact Toolkit for Vancity, and developing a comprehensive marketing plan for the VGH Thrift store to increase revenues and donations.

2012 was the Community Experience Initiative's 10th year of providing MBA students with social venture opportunities. The Initiative has attracted renewed funding support through a leadership gift from the Carraresi Foundation and the generous support of the Greene Innovation Endowment Fund, established in memory of Virginia Greene.



"Working in a social enterprise such as First Power was an eye opening experience. It has really helped me develop my own personal business mission statement."

ASHA JOHN
CEI INTERN 2012

AMIT ARORA
ABORIGINAL MOTHERS CENTRE SOCIETY - MAMA'S WALL STREET STUDIO

ASHA JOHN
FIRST POWER

KEN HARRIS
FIRST POWER

ANNIE LAMBLA
VANCITY COMMUNITY FOUNDATION

AMRITA PURI
VANCOUVER GENERAL HOSPITAL THRIFT STORE

PICS CLIMATE NEWS SCAN & BRIEFING PROGRAM



The PICS Climate News Scan & Briefing Program is an ISIS initiative, commissioned by the Pacific Institute of Climate Solutions (PICS), that consists of the PICS Climate News Scan and the PICS Briefing Note Program. Both programs, which began in 2010, have proven popular and remain an ongoing initiative with new content available to the public on both the ISIS and PICS websites.

PICS CLIMATE NEWS SCAN

The PICS Climate News Scan is a weekly news publication produced by ISIS and commissioned by the Pacific Institute of Climate Solutions (PICS). The product was developed in response to a need from government, researchers, and business decision makers for accurate and timely information and analysis of how climate change is impacting BC and options for action. Our team of climate analysts search each week

for the major climate change related science, technology, and policy advances of direct relevance to the BC government, business, civil society, and Canada at large. The findings are structured according to five thematic areas, with each story providing a brief synopsis of the primary research and then contextualizing the work to highlight its relevance to BC.

The PICS Climate News Scan Themes are 1) The Low Carbon Emissions Economy, 2) Sustainable Communities, 3) Resilient Ecosystems, 4) Social Mobilization, and 5) Carbon Management in BC Forests.

The PICS Climate News Scan is published every Tuesday on both the ISIS and PICS websites as well as being available by email. The news scan has received glowing reviews from our readership, numbering over 3,000, who enjoy the accessibility that we bring to the largely academic content. By the end of

the year we had sent out our 167th news scan and the 200th issue is not far away!

PICS BRIEFING NOTE PROGRAM

The PICS Briefing Note Program was formed as a vehicle through which leading climate change researchers and practitioners in the province can influence key public and private sector decision makers on climate related issues. The briefing notes are 800 - 1,000 words length and are intended to communicate content consistent with the rigor of an academic white paper, yet in a more accessible and compelling format. ISIS manages the Briefing Note Program from conception through to publication, providing editorial guidance and quality assurance for the finished product. In 2012, 4 briefs were published through the program.



“The PICS Climate News Scan and Briefing Note Program provides context for our work in BC. Both programs inform local decision makers of progressive climate thinking from around the world, and remind us that this is a global issue, where our actions as a province are part of a much bigger solution and movement.”

NEIL THOMSON
MANAGER, LOW CARBON ECONOMY, ISIS RESEARCH CENTRE

**2012 PICS BRIEFING NOTES
(REPRESENTATIVE SELECTION)**

- IINCLUDING NON-WESTERN CLIMATE INITIATIVE (WCI) PARTNER OFFSETS: POSSIBILITIES FOR A WCI OFFSET GATEWAY**
ADAM BUMPUS
- MANAGING THE IMPACT OF A TOURISM-DRIVEN INCREASE IN GREENHOUSE GAS EMISSIONS ON BC’S AVIATION AND TOURISM SECTORS**
ALEX SCHARE
- USING CLIMATE MODELS TO INFORM COMMUNITY ADAPTATION IN BC**
IAN M. PICKETTS & TREVOR Q. MURDOCK
- CLIMATE CHANGE AND THE CONSERVATION OF BC’S LEADING-EDGE SPECIES AT RISK**
BRIAN STARZOMSKI & IAN MCTAGGART

COMMUNITY BASED EXPERIENTIAL LEARNING



“From my perspective, the opportunity for the students to interact with a “real” client was very valuable and rewarding, from the organizational side, the project has allowed us to explore an area we couldn’t otherwise explore. Because of this project, we have begun to consider hiring a marketing student – which would be win, win!”

KATHERINE MACINTYRE
OPTIONS BC

Community-based experiential learning (CBEL) offers opportunities for students to apply their academic learning while partnering with organizations across the province to resolve complex community-based challenges. Through these experiences, students are exposed to, and have the opportunity to reflect upon, how their knowledge is relevant in a real-world context while at the same time growing academically and personally.

CBEL encompasses such pedagogical practices as Community Service Learning (CSL) and Community-Based Research (CBR). Community

engagement is a key commitment enshrined in the UBC strategy “Place and Promise”, and as such the Sauder School of Business has embedded CBEL opportunities into undergraduate and graduate programs by creatively working with instructors to integrate these components into specific courses.

CBEL complements and enriches Sauder’s business curriculum by providing students with opportunities to develop essential professional skills in areas such as creative problem solving, critical thinking, leadership, and communication. Sauder students taking

part in CBEL learn while contributing to small businesses and community organizations, many of which have limited human and financial resources. These experiences offer different kinds of opportunities to traditional applied projects with industry partners. Students become more self-aware and develop a deeper understanding of the role they can play in contributing to sustainable positive change in communities.

Over the course of the past year, the number of courses incorporating CBEL at Sauder has doubled. As this appetite for CBEL grows,

CBEL PARTICIPATING COURSES

COMM 393 COMMERCIAL LAW
PROF. ELLEN MCINTOSH
STUDENTS: 301 STUDENTS
PROJECTS: 1 PROJECT

COHR 404 POWER AND POLITICS
PROF. JANE O'REILLY
STUDENTS: 27 STUDENTS
PROJECTS: 1 PROJECT

COMM 462 INTEGRATED MARKETING COMMUNICATION
PROF. ANN STONE
STUDENTS: 32 STUDENTS
PROJECTS: 2 PROJECTS

COMM 464 E-MARKETING (2 SECTIONS)
PROF. PAUL CUBBON
STUDENTS: 4 STUDENTS
PROJECTS: 1 PROJECT

COMM 468 MARKETING APPLICATIONS (2 SECTIONS)
PROF. JENNY DICKSON
STUDENTS: 81 STUDENTS
PROJECTS: 14 PROJECTS

COMM 388 DESIGN STRATEGIES FOR BUSINESS INNOVATION
PROF. MOURA QUAYLE
STUDENTS: 20 STUDENTS
PROJECTS: 4 PROJECTS

BAEN 502 GROWING AND EXITING A VENTURE
PROF. IAIN VERIGIN
STUDENTS: 8 STUDENTS
PROJECTS: 2 PROJECTS

innovative approaches to resolving community challenges are taking shape while cross-faculty partnerships are emerging. In particular, discussions between faculty members and students in Sauder, Computer Sciences and Applied Sciences have been taking place as each recognize the potential for integrated projects.

The students themselves are perhaps the greatest proponents of these experiences, as they often serve to reinforce their passion for both their studies and their connection to community. Although some projects are performed in the greater Vancouver area, many take place throughout the province, with communities such as Tofino, Port Alberni, Terrace and Nelson (to name a few). Students express that they value the opportunity to experience first hand the variety of challenges that exist throughout the province. “When I reflect on the project, I think that this

experience was useful and essential. Not only did we use classroom knowledge but also knowledge from our work experience. On the whole, we enjoyed the process of building a marketing plan for a real life client,” said student Dan Le of his experience working with Orkidz Art Studio in Pemberton.

As participation in community-based experiential learning continues to grow at Sauder, the ultimate goal is to ensure that all Sauder students have an opportunity to engage in CBEL during both their undergraduate and graduate careers.

One of the initiatives at Sauder that CBEL is integrated with is the Business-Clinic, or B-Clinic for short, which was launched in October of 2012. At its core, the B-Clinic serves as a marketplace where Commerce students and external partners come together to work on projects. Students offer their time

and various skill-sets, whereas the partners, ranging from businesses to non-profits to charities, supply real business challenges that they need help in resolving. The first wave of B-Clinic projects included commercializing a website, performing research on the housing market, and helping a sporting association to increase their sales. Projects are only open to MBA students (who are eligible to receive self-directed academic credit for their B-Clinic work).

The B-Clinic is the brainchild of Murali Chandrashekar (Associate Dean of Professional Graduate Programs) and Paul Cubbon (Instructor, Marketing Division), who felt that Commerce students should be afforded the opportunity to gain practical experience with real projects before graduating, in the same way that medical students are exposed to real medical cases - hence the name B-Clinic.

COAST CAPITAL SAVINGS INNOVATION HUB



The Coast Capital Savings Innovation Hub (CCS Innovation Hub) is an accelerator that offers a dynamic space to accelerate social venture growth by bringing together university resources, access to new networks, peer learning, and improved investment readiness. The accelerator is a program for high-potential social ventures that are working to create impact in British Columbia. The program is designed to help accelerate social ventures to the next level so that they are able to create deeper and longer lasting social impact in our communities, the world of business, and society at large.

The initiative brings together early stage social ventures with BC’s social innovators, seasoned entrepreneurs, investors, faculty, alumni, and entrepreneurial students with the ultimate goal to help grow the social ventures that are part of the accelerator and provide them a pathway for success.

Our goals for the program are to 1) increase the number of social ventures focused on tackling issues facing our communities in British Columbia, 2) build the skills and networks of social entrepreneurs, 3) provide applied learning opportunities for the top graduate and undergraduate students in the province, and 4) promote economic, social and environmental change in BC communities.

“It has a lot of value to us in terms of our connection to the community in Vancouver. It’s a really important opportunity for us, and we’re really grateful to Coast Capital Savings for making it a reality,”

- Professor Robert Helsley, Dean Sauder School of Business, UBC

Each social venture is asked to join the CCS Innovation Hub for a period of one year, to be part of the programmatic components and the physical space. The program also

includes a social venture internship program for undergraduate and graduate students that runs through the summer, an annual Social Ventures Conference set for Spring 2013, and a Social Impact Investment event set for Fall 2013.

PROPELLING SOCIAL CHANGE THROUGH INNOVATION AND ENTREPRENEURSHIP

In November of 2012, after a competitive selection process the Coast Capital Savings Innovation Hub selected 7 ventures to be part of the 2013 inaugural season. We would like to acknowledge the tremendous contribution provided to ISIS by Coast Capital Savings to make the Coast Capital Savings Innovation Hub come to life.



“The five-year vision for the Coast Capital Savings Innovation Hub is to establish British Columbia as a world class centre for social venture development.”

JAMES TANSEY
EXECUTIVE DIRECTOR, ISIS RESEARCH CENTRE

Selected Ventures for 2013

Change Heroes is an online fundraising platform that helps people engage their friends to fundraise for schools and libraries to support education in developing countries. With customized videos, engagement through social media and a cause young people can relate to, Change Heroes aims to increase the philanthropic activity in this demographic.

Connect Health is pioneering a model of integrative medicine, providing effective whole person care by combining the best of conventional medicine and complementary approaches. This approach is proactive, offering the best preventative strategies to maintain good health.

Green Challenge Waste Management is a waste and recycling management not-for-profit society that provides employment opportunities to people with barriers to employment. Green Challenge creates greener and more sustainable waste management solutions for SROs and multi-dwelling home units and provides sensitive solutions for hoarding management issues.

SeaMarket works to promote and increase the supply of sustainable seafood through branding, marketing, sales, and education. By focusing on the supply side of the seafood market, SeaMarket helps producers and catchers get their eco-friendly choices a greater share of the market.

Shailah Interactive is developing affordable gesture-controlled tablet and mobile educational games designed for children with physical disabilities who cannot use a touch screen. The games are designed to

help children with severe communication difficulties develop their communication and expression skills.

Shift Urban Cargo Delivery is transforming the urban goods movement by using pedal powered trike vehicles for last-mile deliveries in the downtown core, eliminating congestion and pollution. Shift is a worker co-operatives providing empowering employment for diverse people within the green economy.

Victory Gardens is a one-stop-shop that helps people grow food in their urban spaces. The team offers a variety of services to their clients which take the mystery out of growing food including building and providing of food-growing infrastructure, full-service farming, and educational tools such as coaching, workshops and custom planting guides.

IDEAS FOR IMPACT



Ideas for Impact is a program exploring and promoting the concept of social innovation. Ideas for Impact focuses on how new innovative ideas are being put into action around the world through collaborative efforts for the social good. Our aim is to explore best practices, scalable models, collaborative partnerships, and burgeoning ideas surrounding this compelling movement, while attempting to address the critical challenges and questions that confront individuals, organizations, and communities alike.

The aim is to create knowledge that is relevant to BC, and builds on previous and on-going work being done in the province to create a flourishing ecosystem for social innovation. Ideas for Impact is run by the ISIS Research Centre with the generous support and partnership of the BC Partners for Social Impact, Social Innovation Generator in Toronto, PLAN BC, TELUS and Vancity.

So why Ideas for Impact and why now? There has been a surge in social innovation activities not just in BC but around the world. As people tackle persistent social and environmental problems within their communities such as, poverty, access to education, food security, climate change, and many more, they are doing so in new and innovative ways, and it is our goal to make this relevant in the BC context.

ISIS aims to create a robust conversation to explore all things 'socially innovative' while building on the momentum that has been built through the BC Ideas Competition and the ongoing work of the BC Social Innovation Council. The goal of Ideas for Impact is to offer something vibrant, collaborative and inspiring to the BC audience and their networks. The program has two key elements: an online publication distributed on a bi-monthly basis and a monthly thought leader speaker series.

The bi-monthly publication was created to provide an information channel to explore new and innovative themes in social innovation around the world. We want to put a particular focus on how these innovations could be translated or relevant to the BC context. To date Ideas for Impact has published 24 issues on topics ranging from disruptive healthcare innovation, energy self sufficiency, and social venture models.

The Ideas for Impact speaker series was developed to create a regular set of events to showcase social innovation in action from both around the world and locally, while bringing a growing network of changemakers together. Our intention is to bring innovative and thought provoking speakers to town to not only inspire but also to showcase ways of how to tackle the challenges that face society.



“ISIS aims to create a robust conversation to explore all things ‘socially innovative’ while building on the momentum that has been built through BC. The goal of Ideas for Impact is to offer something vibrant, collaborative and inspiring to the BC audience and their networks. ”

JOANNA BUCZKOWSKA-MCCUMBER
MANAGING DIRECTOR, ISIS RESEARCH CENTRE

2012 SPEAKERS

PETER SHERGOLD
PARTNERSHIPS FOR SOCIAL INNOVATION - CAN THEY REALLY WORK? TALES FROM AUSTRALIA
FEBRUARY 6, 2012

EZIO MANZINI
CREATIVE COMMUNITIES & SUSTAINABLE QUALITIES
APRIL 4, 2012

FRANCES WESTLEY
“GETTING BACK TO MAYBE”, NEW THOUGHTS ON SOCIAL INNOVATION
SEPTEMBER 17, 2012

BRIAN BOYER
RE-DESIGNING FOR SOCIAL INNOVATION
NOVEMBER 14, 2012

KATE SUTHERLAND
REVOLUTIONIZING HOW WE WORK TOGETHER
DECEMBER 5, 2012

BC IDEAS



In November 2011 the provincial government announced a new partnership to support an online competition to engage British Columbians in a social innovation dialogue. BC Ideas was born. BC Ideas was an online competition that asked British Columbians to share their ideas to address the health, social and environmental challenges facing BC communities. This online competition was more than a simple community engagement effort; it is a community of like-minded people and organizations working together to make our province stronger. BC Ideas was and still continues to be a community of action with innovation and collaboration at its core.

BC Ideas was hosted on the Ashoka Changemakers' online platform, which promotes collaboration and information-sharing between entrants, experts and other participants. BC Ideas was managed by LIFT Philanthropy Partners with support from Ashoka Changemakers. The initiative

was funded through the Province of BC. ISIS Research Centre was one of the key development and implementation partners in the initiative, alongside LIFT Philanthropy Partners, and the BC Advisory Council on Social Innovation.

What's your idea? The competition ran live from May to August of 2012 and attracted 466 entries from 82 communities in BC. An esteemed panel of judges shortlisted the extensive list of entrants before turning it over to the public. The judges included: Yuri Fulmer, FDC Capital; Stephen Huddart, J. W. McConnell Family Foundation; Nicole Rycroft, Canopy; Dan George, Four Directions Management Services Ltd.; and Andy Broderick, Vancity.

The competition awarded more than \$270,000 to 33 top social innovations, as part of a province-wide effort to engage communities in building a stronger BC. The winning entries include three innovations selected by British

Columbians via online voting, each receiving \$15,000.

The three people's choice investments were: InclusionWorks! (Victoria); Inn Home Support, Homelessness Prevention Program (Kelowna), and Local Peer-to-Peer Micro Lending (Victoria).

As part of the competition fifteen BC Ideas sector specific investments were created by various partners. ISIS drove the University Solutions Investment prize in partnership with the University of British Columbia, the University of Victoria, and Simon Fraser University. ISIS with its University partners developed the investment prize criteria and oversaw the selection process of the winning investments. The three winners were chosen, each receiving an investment of \$4,667. The chosen ventures were: Civic Renewal Lab; First Nations Renewable Energy Forum; and Fusion Kitchen.

ISIS PROJECTS





NISGA'A ECONOMIC DEVELOPMENT CLUSTER



Nisga'a people have lived in the Nass River Valley along British Columbia's Northwest coast for thousands of years. Located on nearly 2,000 square kilometres, the Nisga'a territory is home to approximately 1,800 people divided amongst the four Nisga'a villages of Gitlaxt'aamiks (New Aiyansh), Gitwinksihlkw (Canyon City), Laxgalts'ap (Greenville) and Gingolx (Kincolith). In addition, more than 4,700 other Nisga'a citizens live in the three Nisga'a Urban Societies of Terrace, Prince Rupert/Port Edward and Vancouver as well as throughout North America.

The vision of the Nisga'a Nation, in the spirit of Sayt-K'il'im-Goot, is a place where: the laws, customs, language, and culture are the foundation of Nisga'a identity; learning is a way of life; sustainable prosperity and self-reliance is sought after; effective communication inspires trust and understanding; and governance and services evolve to meet the needs of the people.

After 113 years of land treaty negotiations, the Nisga'a signed a treaty in 2000 with the governments of BC and Canada. The agreement is the first modern day treaty with a First Nation in BC and, among other things, is characterized by strong self-governance that grants individual property rights to all Nisga'a people by 2013. The Nisga'a Lisims Government (NLG) represents all Nisga'a people and is moving forward with implementation of the Nation's vision as a foundation for prosperity and self-determination.

01 BUSINESS INCUBATION CENTRE DEVELOPMENT

The number of Aboriginal business owners and entrepreneurs is growing at a much faster pace than the overall growth rate of self-employed Canadians. Another positive sign is that the growth of female Aboriginal entrepreneurs is nearly double the

national growth rate. These entrepreneur-led businesses in turn create greater job opportunities for community members, leading to a ripple effect in economic development. Encouraged by this positive growth and recognizing these opportunities, the federal and provincial governments have initiated various support structures for Aboriginal entrepreneurs. Despite these positive developments, there remains the strong presence of structural and cultural challenges specific to Aboriginal entrepreneurs.

During 2011, ISIS worked with the Gingolx Village Government to develop recommendations towards establishing a business incubation centre. This analysis led to a decision that entrepreneurial support services could be better resourced at the national level (Nisga'a Lisims Government). Given this direction from the Nisga'a ten-year strategic plan, ISIS worked with the NLG during 2012 to develop a plan for the launch of



a Business Incubation Centre that could serve all the Nisga'a.

ISIS research culminated in a report exploring the existing gaps and potential requirements of delivering entrepreneurial support services. Combining a Nisga'a specific evaluation with best practices in First Nations business incubation, the report suggests a strategic roadmap towards addressing the gaps by creating an effective, non-bureaucratic and resourceful Business Incubation Centre. This one-stop shop would provide advisory services, access to support and financing services, networking opportunities and mentorship. While the major operations of this centre are proposed to be based in the Nass Valley, the overall incubation process is envisioned to have a pan Nisga'a presence and outreach, that supports entrepreneurs in all four Nisga'a villages and three urban centres.

02 TOURISM STRATEGIC PLANNING

Owing to the rich cultural heritage of the Nisga'a people and the pristine natural landscapes of the Nass Valley, the Nisga'a territory has the potential to serve as an appealing travel destination for domestic and international tourists. While potential exists for the development of a vibrant tourism industry, current development of the industry remains limited. The Nass Valley contains some valuable assets that can be utilized for tourism related activity, but there are very few tourism products currently being offered in the territory, and only a handful of tourism related businesses are currently operational.

Due in part to the untapped potential of the tourism industry, the Economic Development Division of the Nisga'a Lisims Government identified development of the industry as a priority area. Building off tourism research from the previous years, ISIS undertook a

nationwide Nisga'a tourism strategy that 1) demonstrated a collective vision for the future of the industry, 2) identified gaps between the current state of the industry and this collective vision, and 3) provided an implementation plan which specifically details how to move forward with the development of the industry.

The ISIS research focused its recommendations on various strategies that could be implemented in the short and long term. On the governance side, the establishment of a Community Tourism Advisory Committee, made up of tourism operators and government representatives, would help coordinate the industry's growth. New funding streams, marketing opportunities and training needs were also identified. These recommendations were coupled with detailed budgets and a proposed timeline for implementation.



NANWAKOLAS COUNCIL ECONOMIC DEVELOPMENT CLUSTER



The Nanwakolas Council is comprised of eight member First Nations whose traditional territories are located in the Northern Vancouver Island and adjacent South Central Coast areas of British Columbia. The member Nations have had, since time immemorial, a cultural connection with their traditional territories that is critical to the maintenance of their community, governance and economy. Member Nations of the Nanwakolas Council are: Kwakiutl, Mamalilikulla Qwe'Qwa'Sot'Em, Tlowitsis, 'Namgis, Da'naxda'xw Awaetlatla, Gwa'sala-Nakwaxda'xw, Kwiakah, and K'omox'. Nanwakolas, which in Kwakwaka means "a place to find agreement" is a guiding principle of the organization, where it advocates for the recognition, protection and promotion of its member First Nation's Aboriginal rights and interests in land and marine resource planning. The Nations, seek to maintain their cultural connection and enhance ecological integrity of their traditional territories while focusing on the promotion of human wellbeing.

After establishing a mandate in collaboration with its membership, the Nanwakolas Council developed a Regional Economic Development Strategic Plan to inform and strengthen the economic activities of the member Nations and to assist with maximizing overall returns. The goal of this work is to identify economic potential within the traditional territories while helping member Nations prepare to capitalize on opportunities that create a dynamic and sustainable regional economy.

In support of this work, the Nanwakolas Council partnered with ISIS to conduct strategic analyses into opportunities.

01 SCALLOP AQUACULTURE OPPORTUNITIES ANALYSIS

Faced with declining fish stocks and human population growth, aquaculture has been filling the gap in recent years. Finfish species have had the strongest growth but have been

accompanied by environmental controversy. Shellfish aquaculture, by contrast, is both environmentally friendly, and is a cultural fit with coastal First Nations in an industry whose products are in high demand. Seeking to capitalize on this opportunity, the Gwa'sala-'Nakwaxda'xw First Nations identified scallops as a high potential species for culture, and planned to develop a pilot operation in its traditional territories. Through the pilot, the Gwa'sala-'Nakwaxda'xw leadership hoped to understand the economic, social, and cultural realities of the business, with an eye towards expanding the operations in the future.

With support from the Nanwakolas Council, ISIS led research and planning that informed the creation of a full business plan for scallop aquaculture operations within the Gwa'sala-'Nakwaxda'xw traditional territories. The final report highlighted the three key issues of seed acquisition, capacity building, and processing and marketing along with analysis and



recommendations on how to develop towards an eventual expansion of the business beyond a pilot phase.

Additionally, ISIS published a 'Scallop Aquaculture Strategic Roadmap' to provide First Nations communities with a straightforward overview of what it takes to get started in the scallop farming industry.

02 TSATSISNUKWOMI VILLAGE TOUR BUSINESS PLAN

The Da'naxda'xw Awaetlatla First Nation has made tourism a priority for economic development within its traditional territory. At the centre of its efforts is the Tsatsisnukwomi Village Tour, a cultural ecotourism operation on Harbledown Island. ISIS worked with the management team for the Tsatsisnukwomi Village Tour to create a full business plan complete with short and long-term implementation plans that fit within a broader tourism development strategy for the Da'naxda'xw Awaetlatla First Nation. The final report is now being used to guide marketing, fundraising and infrastructure investment for the expanded operation.

03 DMT FISHERIES BUSINESS PLANNING & CLAM GARDENS FEASIBILITY STUDY

The Da'naxda'xw Awaetlatla and Mamalilikulla Qwe'Qwa'Sot'Em' First Nations are joint partners in the DMT Fisheries Society. DMT Fisheries has set up pilot scallop aquaculture test lines in two locations within their traditional territories to explore the feasibility of sustainable commercial activities. Over the summer of 2012, ISIS, in partnership with the Nanwakolas Council, was tasked with developing a plan that would allow DMT Fisheries to move forward on participating in commercial aquaculture. The major elements considered in the research were 1) an overview of the first pilot project, 2) an of appropriate business and management structures, 3) a detailed business case for both the clam beds and deep water aquaculture, and 4) a plan for implementation.

Additionally, ISIS published a 'Guide to the Intertidal Clam Aquaculture Business in British Columbia' that provides First Nations and coastal communities with an understanding of how to get started in the clam aquaculture industry.

04 MAMALILIKULLA QWE'QWA'SOT'EM TOURISM STRATEGY

The Mamalilikulla Qwe'Qwa'Sot'Em First Nation has had previous success with eco-tourism ventures. In the early 1990's, the nation established trails and simple facilities on Village Island, its ancestral winter village of Meem Quam Leese. Shortly thereafter, a Nation member received permission to begin operating Village Island Tours which closed in 2007. The Nation now intends to re-establish a similar, band-owned operation within the coming year.

The Mamalilikulla Qwe'Qwa'Sot'Em First Nation partnered with ISIS to develop an overarching tourism strategy to inform its current and future plans. ISIS research included an analysis of the current North Vancouver Island and Aboriginal tourism markets, identification of gaps between the Nation's vision for the industry and its current resources, and recommendations for future investments, partnerships and new opportunities.



LIL'WAT NATION AGRICULTURAL STRATEGY



The Lil'wat Nation, whose traditional territory encompasses Whistler, Pemberton and much of the surrounding region, has a very strong connection to its land and considers its history to be “written on the land.” As part of the Nation's plan for economic self-sufficiency, its leadership has prioritized the agricultural sector for economic development through both strategic and community land use plans.

The Lil'wat Nation has one of the largest on reserve First Nation populations in British Columbia. Given the agricultural richness of the Pemberton Valley and the need for increased band member employment, ISIS partnered with the Lil'wat Nation to explore options for improving the agricultural

productivity of some of its commonly shared reserve lands. The Pemberton Valley area, where the band is located, has a robust agricultural land base and holds an international reputation for pest-free seed potatoes and natural beef. The area also plays host to a burgeoning niche of specialty agriculture producers who sell their produce to local markets in Pemberton and to regional markets in Whistler and Vancouver. In 2011 alone, the Valley's agricultural sector generated nearly \$6 million in gross farm receipts.

While the Lil'wat Nation reserves include more than 2,000 acres of agriculturally suitable lands, the Nation's participation in

the agriculture industry is largely limited to small-scale cattle rearing and gardening. After identifying a large disparity between the two values, ISIS investigated options and developed recommendations for the community to consider how it could better leverage its land holdings to improve economic outcomes for its people; both in terms of per acre profitability and local employment opportunities. The research provided the Nation's decision-makers and many stakeholders with information to support possible infrastructure investments and identified potential revenue streams that could help realize the economic development goals of the Nation.



BIOENERGY RESEARCH & DEMONSTRATION FACILITY



In 2012 UBC officially opened its Bioenergy Research & Demonstration Facility (BRDF). The BRDF is the world's first demonstration at a community-scale of a heat and power system fuelled by biomass.

The system creates synthesis (syn) gas that is then burned, in raw form, to produce steam or further conditioned to create ultra clean syn gas that is injected into an internal combustion engine used to generate electricity. The system provides heat and power to UBC's campus. It facilitates research to develop feedstock (fuel) and process innovations, set new global standards for performance and emissions while lowering the campus's greenhouse gas emissions and fossil fuel consumption.

The BRDF is a partnership between UBC and two of the world's leading developers of green technology - Vancouver-based Nexterra Systems Corporation and GE Energy. The facility is a “Campus as a Living Laboratory” project, integrating UBC's core academic mandate (research and teaching) with the University's infrastructure and business operations.

“This groundbreaking partnership is helping UBC achieve its sustainability goals through the convergence of research, operations and industry in the bioenergy sphere.”
- Professor Stephen Toope, President and Vice-Chancellor, UBC.

UBC is committed to taking advantage of its unique capacity for research and problem solving to embrace leading-edge technology and concepts using the campus infrastructure as a real-world testing lab.

The fuel supply for the Bioenergy Research & Demonstration Facility is biomass, a carbon neutral fuel alternative to fossil fuels. The purpose of using biomass is to reduce greenhouse gas emissions by replacing conventional fuels such as natural gas or coal with a “renewable” fuel. ISIS is working with all partners to document the intricacies of the project in a case study, and to measure and report on the performance of the installation in order to assess its potential for deployment beyond the campus.



FOREST CARBON OFFSET PROJECTS ON TRIBAL LANDS IN THE UNITED STATES



Tribal lands in the U.S. are covered by over 18 million acres of forest across more than 300 reservations. This represents a significant opportunity to develop forest offset projects that will help tribes protect their forests for traditional uses and conservation values.

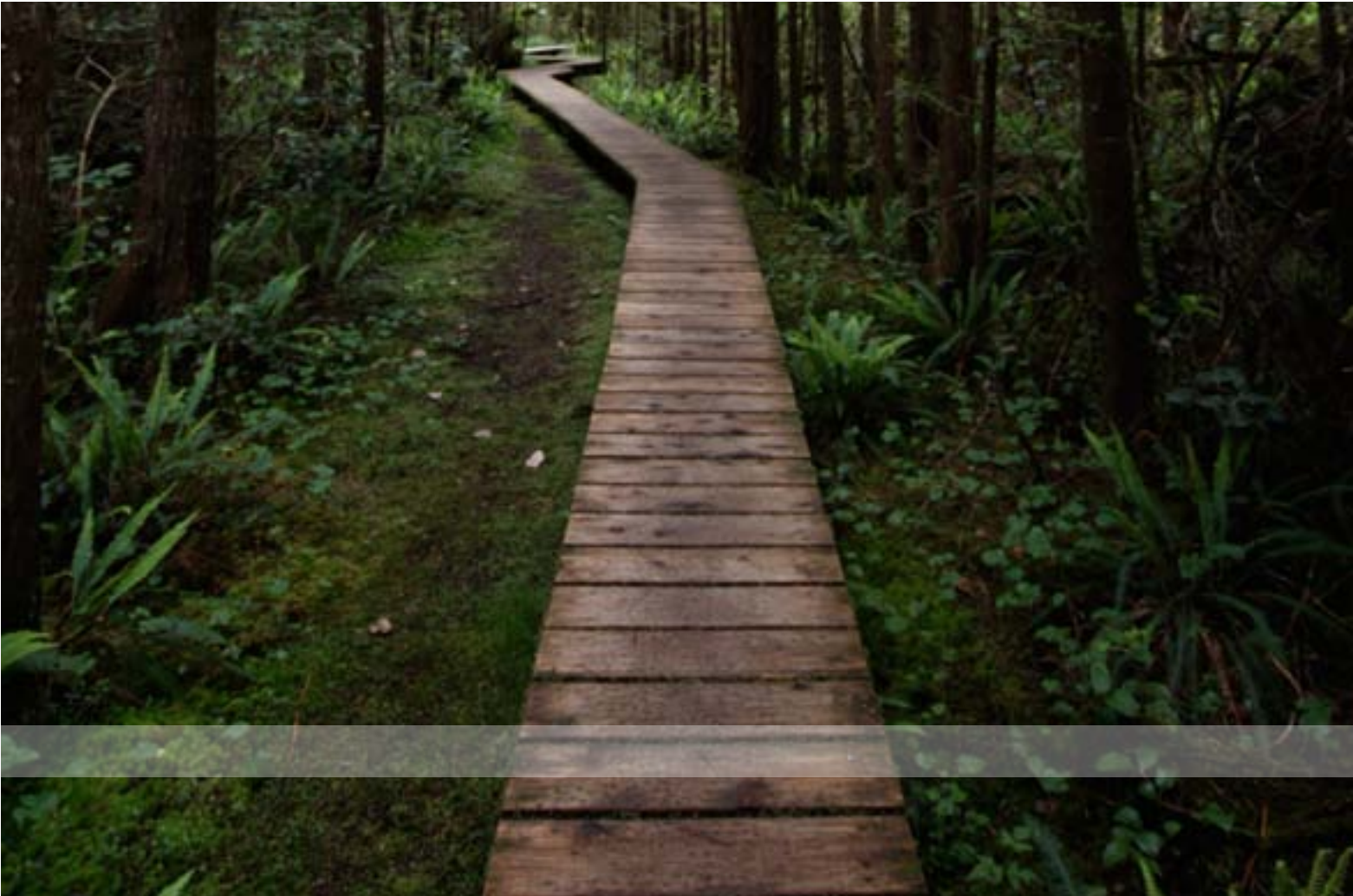
ISIS partnered with Offsetters in investigating the opportunity for Tribes in the U.S. to take advantage of California's compliance market for carbon offsets. The research, which began in May 2012 focuses on the development of forest offset projects. Four reports have been completed during the project including 1) a summary of forest carbon project developers operating in the United States, 2) a report identifying the tribes best suited to develop

forest offset projects, 3) a comparison between the California Air Resources Board's U.S. Forest Project Protocol and BC's Forest Carbon Offset Protocol, and 4) a report identifying the tribes best suited to develop biomass energy facilities and an investigation into the U.S. market for Renewable Energy Credits.

This final report went beyond the 'carbon offset' mandate and explored the potential for biomass to energy projects on the tribal lands. The energy generated could then be used locally or sold into the electricity grid at a premium. The premium component is branded as Renewable Energy Credits, or RECs. Most states in the US have Renewable Portfolio

Standards whereby a certain amount of power must be renewable, or accounted for by RECs. This can be further broken down according to the technology typed used.

By the end of the project, the research has identified 20 tribes, which manage a total of over 5.6 million acres of timberland and have an annual timber harvest of greater than 1.3 million cubic meters. Recommendations have been given as to which of these tribes represent the best commercial opportunities to pursue improved forest management projects. The final project will be completed in February 2013, providing Offsetters with the necessary background to consider entering this burgeoning market.



THE YEAR AHEAD



As 2013 begins, it is already proving to be a year of renewal and new beginnings at ISIS. In January, ISIS moved into a new office facility in downtown Vancouver that mixes social entrepreneurs, graduate students and ISIS staff in an open concept work space that is already leading to greater interaction and collaboration. Building from the work from the first and second phases of ISIS' development, five strategic priorities have been identified for the coming years.

Our priorities over the next year and onwards are to:

- 1) Create and support BC initiatives that will minimize greenhouse gas emissions and environmental impacts,
- 2) Work with BC First Nation communities to improve economic opportunities,
- 3) Accelerate social innovation by developing

new forms of funding and resources for the most promising BC social ventures,

- 4) Share innovative ideas and stories widely, clearly and passionately, and
- 5) Cultivate social and environmental integrity in the next and current generation of business leaders.

Through these priorities we are strategically continuing to develop initiatives that build off and cross over our three key research themes over the coming year.

SOCIAL ECONOMY

2013 will be the inaugural year for numerous activities that make up the Coast Capital Savings Innovation Hub. The 'Propelling Social Ventures' conference in March will be the first of an annual event that will bring together thought leaders, social entrepreneurs and

fundors interested in blending social and environmental impacts into business models. Over the summer, competitively selected interns will work with the current cohort of social ventures to develop plans and efforts that will allow the ventures to scale. The fall will see matchmaking with investors and potential growth partners and the graduation of the first cohort of ventures while a new cohort is selected for the 2014 intake.

We will continue to build the Ideas for Impact speaker series and bi-monthly publications into a strong brand that demonstrates social innovation through compelling stories and inspiring examples. In 2013 we will be exploring new opportunities including how best to structure and launch a social impact investing fund at the university. We will also be looking into new applied research projects to undertake in the next year with our partners in the social economy and innovation ecosystem.

LOW CARBON ECONOMY

ISIS is planning to expand its integration with the UBC Campus as a Living Lab program over the coming year. In terms of documenting the innovations on campus, we will be publishing a case study that tells the full story of the Bioenergy Research and Demonstration Facility and details of what went into getting it built. We are working with cleantech companies that require research and validation of their value propositions in order to advance potential partnerships with UBC. New research opportunities with numerous companies continue to spring from this area of focus.

After more than three years of producing the weekly PICS Climate News Scan, ISIS will be reviewing the service over the coming year in order to expand its impact and relevance to the community. New initiatives include further forest carbon research with indigenous

communities that could lead the way to new pathways to align economic and conservation goals through the participation in financial markets for ecosystem services.

FIRST NATIONS ECONOMIC DEVELOPMENT

Whether the momentum from the Idle No More protests will continue throughout the year is unclear, but Canada's relationship with Aboriginal peoples is clearly continuing to evolve. ISIS will be working with First Nation partners to continue finding sustainable pathways to economic development. We are continuing to review our approach so that we can quantify our impacts and expand our ability to share the stories around successes and failures. New partnerships are on the horizon and we are very excited to broaden our reach throughout the province.

With many of the ISIS First Nations projects funded through the Mitacs Accelerate program, we are working with Mitacs to develop ways to streamline our participation in that program. Our multi-year relationship with Coast Opportunity Funds has served as a crucial catalyst in most of our partnerships to date and we are pleased to continue to collaborate with them on our shared goals.

We are also engaging with UBC partners such as the First Nations House of Learning and Ch'nook, to develop a programmatic approach to capacity building. Over the coming year(s) ISIS is aiming to develop knowledge and expertise in First Nation governance structures and engage with First Nation communities to make those effective and efficient and to support economic growth and social outcomes.



The background of the entire page is a close-up photograph of numerous clam shells. The shells are in various orientations, showing different patterns of ridges and colors ranging from light tan to dark brown and black. The lighting creates highlights and shadows, emphasizing the texture of the shells.

THANK YOU

The establishment and ongoing work of ISIS has been made possible by two BC - based founding families: the Swift Family (ARC Financial) and the Lalji Family (Larco Group of Companies).

On behalf of the ISIS team and the Sauder School of Business, we would like to thank our founding families, supporters, community and project partners for providing the capacity and support that makes the groundbreaking and innovative work at ISIS possible.

FOUNDING FAMILIES

The Lalji Family

The Swift Family

ISIS PROGRAM SPONSORS

Carraresi Foundation and The Greene Innovation Endowment Fund

Pacific Institute for Climate Solutions

Coast Capital Savings

Telus

COMMUNITY AND PROJECT PARTNERS

Aboriginal Mothers Centre Society - Mama's Wall Street Studio

Ashoka Canada

BALTA: BC - Alberta Research Alliance on the Social Economy

BC Ideas

BC Partners for Social Impact

CIRS: Centre for Interactive Research on Sustainability

City of Vancouver

Coast Opportunity Funds

Da'naxda'xw Awaetlatla First Nation

d-Studio

Ecotrust Canada

enp: Enterprising Non Profits

First Power

LIFT Partners

Lil'wat First Nation

LOCO BC

Mamalilikulla Qwe'Qwa'Sot'Em First Nation

Mitacs

Nanwakolas Council

Nisga'a Lisims Government

Offsetters

PLAN BC

Province of British Columbia

Simon Fraser University

Social Innovation Generation Toronto

University of Victoria

Valgen: Value Addition Through Genomics and GE³LS

Vancity

Vancouver Foundation

Vancouver General Hospital Thrift Store

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