



ISIS

Annual Report 2009



Opening Worlds

**REAL
SOLUTIONS
FOR REAL
CHANGE**

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INTRODUCTION





DIRECTOR'S MESSAGE

We are one tenth of the way into a new century and I doubt anyone could have imagined that in 2009 we would bear witness both to the dramatic collapse of the financial system and to the enormous resilience and adaptability of human society in response to this crisis. As the magnitude of the crisis became apparent, so began a debate about what we could learn from the mistakes that were made, not only on a continental scale in North America but across a global canvas. The conclusion is not that we need some radical transformation of the economy, but that we need to diversify the portfolio of models for value creation. With the help of our donors, 2009 allowed a greater measure of experimentation to find the areas where our initiatives can add the greatest value.

Over the course of the year it has become clear that we need a name that is more distinctive and captures the spirit of our initiative. The name ISIS recognizes that our efforts are focused on Inspiring, Initiating and Incubating Social Innovation and Sustainability. ISIS is the Egyptian goddess who was a friend to the disadvantaged, and an emblem of magic and simplicity. The acronym and the origins capture many of the core features of our work.

The underlying driver of all that we have been able to achieve is a team of passionate, creative and dedicated individuals who have made the challenges we have tackled their own. This report documents in detail the many accomplishments of our team, from the development of a strategy for local food production in Vancouver, to the creation of a Climate Intelligence Unit to a joint effort with Offsetters—our first spinout—to make the Vancouver 2010 Olympic and Paralympic Winter Games the first in history to be carbon neutral.

Looking forward over the coming two years and working in conjunction with the Swift and Lalji family foundations, we have identified three areas of strategic focus. Firstly, recognizing our strengths in energy and carbon management, we will focus on supporting the growth of a low carbon economy. British Columbia has emerged as a hub for clean technology innovation in recent years, and the provincial governments' commitment in the form of policies ranging from the carbon tax to low carbon fuel standards makes our region a world leader. In the final months of 2009 we participated in the creation of an umbrella brand for the province launched at cleanworksbc.com. We are playing a central role in the University of British Columbia's goal of turning the campus into a living laboratory for clean technology innovation, both through research and by making the campus infrastructure available for the development and early commercialization of clean technology systems. The first grand experiment

involves a biomass gasifier developed by Vancouver's Nexterra, coupled to a GE Jenbacher engine to develop heat and power. Looking forwards, the Centre will support the development of novel approaches to financing the retrofit of existing buildings and will continue to undertake research that supports the clean technology sector in Canada.

Secondly, we continue to build a programme supporting First Nations enterprise in British Columbia. In 2009 we completed a study that examined the potential for bioenergy generation in remote off-grid coastal communities in the province. We created a partnership with the Coast Opportunities Fund to build capacity in business planning and strategy. We look forward to building on these foundations over the next two years and working on the expansion of the Great Bear Rainforest initiative.

Thirdly, we have focused on social finance recognizing that there are many opportunities to leverage traditional spending by companies, foundations, charities and not for profits using market based mechanisms and instruments. As part of our work on the Open Health Initiative, supported by Mindset Social Innovation Foundation, we explored the use of microcredit, legal and policy mechanisms to support the expansion of treatments for neglected diseases in developing countries. Looking forwards, we will examine the role that innovative social finance mechanisms can play across a number of projects.

There were a number of other highlights in 2009. Professor Moura Quayle returned to UBC from an assignment to the British Columbia government and joined us to work on the application of design thinking to social innovation and sustainability. Led by Professor Nancy Langton from the Sauder School of Business, we helped support the expansion of the SE 101 social enterprise trip to Kenya. Working with the Masters in Digital Media program at the Great Northern Way campus, we helped create Project Blue Sky, an initiative which engaged athletes and spectators in a custom built, online social media environment that encouraged reduced emissions and healthy lifestyles. The project was recently recognized by Coca-Cola through a 'Live Positively' award. The coming years hold many opportunities to build a position of international leadership in social innovation. I am proud of the work of the team and want to conclude by thanking the Lalji and Swift Family Foundations for their continued support as well as Merrill Lynch and the Viewpoint Charitable Foundation for their generous gifts in 2009.

Dr. James Tansey
ISIS Executive Director
Associate Professor



A photograph showing three people in a meeting. A man in a dark suit and pink tie is in the background. In the foreground, a man in a blue sweater is looking towards the right, and a woman with blonde hair is looking towards the left.

**OUR VISION IS TO
BECOME A WORLD-
CLASS RESEARCH
INCUBATOR THAT
ESTABLISHES
CANADIAN
LEADERHIP IN THE
FIELD OF SOCIAL
INNOVATION AND
SUSTAINABILITY.**

KEY STRATEGIES

In the face of unprecedented global challenges such as poverty and famine, inequitable economic growth, global warming, human rights abuses, infectious disease, and illiteracy, the public and, in particular, the business community recognize the vital importance of securing a sustainable and equitable future. The challenge of sustainability requires that industrial society must find a balance between social, environmental and economic imperatives. This creates a significant opportunity for business to participate in generating new opportunities and solutions within the sustainability and social enterprise sectors, both locally and globally. The team leverages the University's research assets to develop new initiatives through the creation and incubation of new social enterprises. ISIS will also support and enhance the activities of existing social enterprise organizations through action research.

ISIS was first conceived in late 2007 through a private donation from the Swift family to establish the foundations for an organization that would realize Canadian leadership in social innovation. Officially launched in Spring of 2009, ISIS has also received the generous support of the Lalji family. Jointly, the Swift and Lalji families are the official Founding Families of ISIS. Since the formal launch, ISIS has developed partnerships in a number of key strategic areas and has undertaken a series of short term projects focused on British Columbia. This annual report will document the programs and projects run throughout 2009, as well as the strategic priorities paving the road for ISIS in 2010 and 2011.



The mandate for ISIS is to provide an educational and professional platform for Canadian business leaders to develop the new ideas and ventures that contribute to solving existing social, cultural, economic, political and environmental challenges. Social innovation at ISIS encompasses concepts such as social enterprise, social finance and strategic social responsibility.

As Canada's leading research business school, the Sauder School of Business and ISIS integrate four key areas in order to build academic and professional knowledge, as well as develop the capacity to solve some of the fundamental challenges of this century. These four key areas are:

- The incubation of social innovation;
- Research in social innovation practice;
- Strategic social responsibility initiatives;
- Enhancing human capital in support of social innovation.

In support of the four key areas of focus, ISIS worked in nine research areas in 2009:

- Carbon Management
- Community Engagement
- Clean Technology and Energy
- Development
- Digital Media
- First Nations Development
- Food Systems
- Social Economy
- Sustainable Transportation

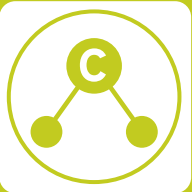
The range of research clusters reflects a continued commitment to drive social innovation and sustainable business development across multiple fields.

**OUR MISSION
IS TO DEVELOP
AND INCUBATE
VIABLE SOLUTIONS
THROUGH APPLIED
RESEARCH
TO PRESSING
SOCIAL AND
ENVIRONMENTAL
CHALLENGES
FACING THE
WORLD.**



RESEARCH AREAS

ISIS supported nine research areas in 2009. From year to year the strategic research focus is determined by the Advisory Board.



CARBON MANAGEMENT

The climate change imperative has created new opportunities for innovation in carbon management. British Columbia is the leading jurisdiction in North America for carbon and climate policy, paving the road for great opportunities for further innovation in carbon markets and offsetting.



SUSTAINABLE TRANSPORTATION

Sustainable cities require sustainable transportation systems. In order to build such systems it is necessary to better understand key policies and indicators including: air quality, public policy, transport activity and technology adoption.



CLEAN TECHNOLOGY & ENERGY

Building a clean and energy efficient economy requires the transformation of businesses. In order to effectively facilitate this transformation, the business leaders of tomorrow must continue to engage innovative projects and work with, and learn from, clean technology and energy companies.



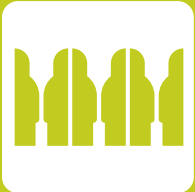
DIGITAL MEDIA

In recent years, digital technology has become pervasive in our lives. As a result, we now have the opportunity to use digital media as a tool for social and environmental change as it collapses time and allows for unprecedented levels of connectivity. The influence of digital media makes it a critical component of any business strategy.



FOOD SYSTEMS

Food systems are complex networks that deliver food along a supply chain. A sustainable food system is built by increasing local capacity, improving the understanding of the food supply chain, and improving linkages within the local infrastructure.



COMMUNITY ENGAGEMENT

Strong communities are built through the collaboration of groups that are focused on facilitating partnerships and creating opportunities. Innovation and social sustainability depend upon the sharing of ideas and the cooperation of like-minded individuals and groups.



SOCIAL ECONOMY

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



FIRST NATIONS 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. Through leveraging these assets we can start to develop thriving economies, while preserving local culture.



DEVELOPMENT

Marginalized populations in developing countries face increasing instability as a result of climate change, economic hardship, conflict, and the rapid spread of infectious diseases. Despite the challenges, there are great opportunities for growth if we can find innovative solutions and promote sustainable development.



THE ISIS TEAM

The ISIS team is a diverse group that is passionate about developing and discovering the solutions to the challenges facing us today, while striving for a sustainable world economy. The team, which comes from all over the world, is made up of Senior Fellows, PostDoctoral Fellows, Graduate Fellows, and our management team, with experience in various sectors including Carbon Management and Governance, Clean Technology, Environmental Science, IT, International Development, and Business Strategy and Development. Along a keen work ethic, the team of professionals also values a healthy work-life balance.

ISIS focuses on creating a creative, innovative, and healthy work environment, where teamwork and peer support are strongly encouraged, and transparency is a must. In support of its values, career development, mentoring and personal growth are central to what ISIS aims to achieve. ISIS believes that its values are an important aspect of engagement, not just for its team, but also for all donors, clients, partners and the general public.

VALUES

STEWARDSHIP AND RESPONSIBILITY

We take a holistic view. We consider the social, environmental and economic impacts of our work. We are optimistic about our ability to create and influence change. We take concrete actions to address serious challenges and problems facing the world.

INNOVATION

We push boundaries and are catalysts for change through work that is creative, cutting-edge and dynamic. We strive to be leaders in our field.

RELEVANCE

Our work addresses timely challenges. We affect how individuals, communities and businesses work, live and play. We develop solutions with real world impact.

INTEGRITY AND QUALITY

We take pride in our work and stand behind it. We are transparent in our dealings. We are critical thinkers who generate high quality results. We engage in evidence-based research.

RESPECT AND DIVERSITY

We embrace diverse ideas, methodologies and world views. We are patient, fair and open-minded in our relationships. We are active listeners and engage in honest dialogue.

COLLABORATION

We share our ideas and look for opportunities to create synergies between people, projects and organizations. We are direct and clear in our communication.

VALUE PEOPLE

We mentor each other, partners and stakeholders to reach full potential. We value a healthy work/life balance.

FINISH WHAT WE START

We plan thoroughly and set deadlines. We deliver on schedule. We value timely communication and action.

SELF IMPROVEMENT

We value reflection and learn from our actions and our peers. We are proactive in learning and making improvements. We invest in personal and team development.



ISIS PROGRAMS





INTERNSHIP PROGRAMS

A key mandate for ISIS is to enhance human capital and facilitate the development of well rounded business leaders, by providing challenging and relevant experience. ISIS does this by engaging students in applied research projects and opportunities in the sustainability and social innovation sectors. Each summer ISIS runs two internship programs to provide students with these opportunities: ISIS Internships and CEI Internships. MBA students are selected on the basis of their academic track record, professional experience, volunteer work, knowledge of the research area and overall dedication to the fields of sustainability and social innovation. Students are matched to projects which complement their skills, experience and future career goals. Throughout the summer students from both programs are brought together through P2P (peer-to-peer) sessions run by ISIS. The purpose of these sessions is to promote collaborative learning, shared knowledge, and enhance the internship experience by working across sectors and functional areas. In the summer of 2009, upwards of 25 students participated in the P2P sessions.

ISIS INTERNSHIPS

ISIS internships are applied research projects run in partnership with external organizations such as for-profit and not-for-profit organizations, government, or university departments. Over the summer of 2009, ISIS hosted 8 full time MBA interns who worked on such projects with the following partners: the Coast Opportunities Fund, BC-Alberta Research Alliance on the Social Economy (BALTA), the Province of BC and the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC). These projects were:

- Great Bear Rainforest: Alternative Energy and Technology Study
- Affordable Social Housing Initiative : Sustainable Management of Housing
- Social Procurement Database
- Project Blue Sky: Social Media Engagement Study
- Social Entrepreneurship 101: Community Engagement and Program Strategy

COMMUNITY EXPERIENCE INITIATIVE (CEI) INTERNSHIPS

The Community Experience Initiative is an MBA internship program focused on placing MBAs in the social enterprise and not-for-profit sector, and leveraging their business skills to strengthen the capacity of Canada's community sector. CEI was an independent and non-profit which operated the internship program for 7 years. The program was transferred to ISIS in 2008 at CEI's request.

CEI internships are paid placements, supported financially through the host organization and the Centre. In 2009, ISIS placed 8 students in the program. Community host organizations included:

- Beginning Flowers
- Canadian Business For Social Responsibility
- Canadian Mental Health Association
- Coast Mental Health
- National Research Council
- SAWA Global
- SPARC
- Vancity Foundation





GRADUATE FELLOWSHIPS

The Graduate Fellowship program at ISIS offers top Master and Post Doctoral graduates the opportunity to participate in applied academic research after the completion of their studies. The program allows post-graduates to gain unique experiences and expertise in an area of interest prior to joining the private or public sector. Fellows work on applied research projects within ISIS leveraging its existing expertise, research and networks. Each year ISIS awards 5 to 10 graduate fellowship positions in ISIS with intakes in January and September. Applications are accepted throughout the year and Fellows are selected based on their professional and academic experience, academic track record, research, and career goals.

In 2009 the Centre awarded five Graduate Fellowships in the areas of:

- Carbon Management
- Clean Technology & Energy
- Green Economy and Green Jobs
- Sustainable Food Systems

In January 2010, the Centre was very excited to award 8 Master's and 2 Postdoctoral fellowships in the following research projects:

- Carbon Management and Governance
- Green Economy
- Green Building and Land Use
- Clean Technology
- First Nations Business Development
- Global Health
- Social Finance Models



“ ETHICS IS THE
NEW COMPETITIVE
ENVIRONMENT. ”

-PETER ROBINSON

CLIMATE INTELLIGENCE UNIT

The Climate Intelligence Unit was created in the fall of 2009, as a key program within ISIS. The Unit is now home to an emerging international climate change network focused on research and information-sharing in order to address the social, political, technological, and policy decisions required to reduce emissions and climate change related impacts at all scales. The goal of the Unit is to synthesize relevant, evidence-based research that cultivates the leadership, entrepreneurship, and innovation required to meet the climate change challenge. The strategic goals of the Unit are to identify strategic points of intervention in order to mobilize public, private and civil society sectors to adapt and adopt changes toward a low-carbon, more sustainable future.

CIU focuses on four thematic project areas:

- Climate Change Science Policy
- Carbon Governance
- Climate Education
- Communication on Climate Change

The Climate Intelligence Unit builds on CSSI's reputation as a global centre for sustainability research and application. The Unit uses peer-reviewed and policy relevant climate change research from local and international experts to catalyze efficient, effective, and sustainable strategies for diverse public, private, and civil society sectors at local, regional, national and international scales.

The objectives of the Climate Intelligence Unit are:

- Understanding diverse socio-political contexts in BC, Canada, and North America, and the suite of sectors and actors involved in reducing greenhouse gas emissions and adapting to the associated changing conditions
- Evaluating the effectiveness of current mitigation, adaptation, and sustainability strategies
- Assessing applicability and harmonization possibilities of 'best practices'
- Emphasizing policy relevant and solutions-based knowledge generation for the diversity of public, private, and civil society sectors
- Applying insights to broader climate change and sustainability debates



**“ CARBON
GOVERNANCE
UNDERPINS ALL
STRATEGIES ON
CLIMATE CHANGE. ”**



COMMUNITY LEARNING INITIATIVE AT SAUDER

During the 2009-2010 academic year, the Sauder School of Business partnered with the UBC Community Learning Initiative (UBC-CLI) and the Irving K Barber Learning Centre to launch a pilot in which a full time staff member, co-managed by ISIS and UBC-CLI, was embedded into the faculty as a community based learning specialist. The staff position, the Community Service Learning Coordinator, supported instructors seeking to incorporate community service learning (CSL) or community based research (CBR) into their teaching. Both pedagogical practices serve to enhance student learning by joining theory with experience and thought with action thereby enabling students to see the real-life relevance of their classroom learning. Assistance with designing or redesigning courses to focus on community issues, defining learning goals, designing and facilitating structured reflection activities, and evaluating student learning were all areas supported by this role.

The focus of this pilot initiative was on providing support in rural and remote communities of BC by forging partnerships between Sauder students, instructors, and small businesses and economic development agencies. Partnership development in Terrace, Fort St. John, and Campbell River garnered a total of 24 project proposals spanning 17 organizations. Fourteen of these proposals are small businesses, two were economic development agencies, and one was a social service provider that had historically relied on government funding but sought to move to a fee-for-service model.

“ WITHIN
EFFECTIVE
CSL EFFORTS,
MEMBERS OF BOTH
EDUCATIONAL
INSTITUTIONS
AND COMMUNITY
ORGANIZATIONS
WORK TOGETHER
TOWARD
OUTCOMES THAT
ARE MUTUALLY
BENEFICIAL. ”





FRONTIERS OF MANAGEMENT

Frontiers of Management is an annual conference run through ISIS in partnership with the Sauder MBA Program as a concluding event for the MBA class. The conference embodies Sauder's reputation as an innovative research business school on the national and global stage, while also acknowledging the immediate geographic ties and the job market that many Sauder graduates will enter. The goals of the conference are to:

- Engage students in a short-term project that enables them to consolidate and apply knowledge developed during their MBA
- Provide a strong and memorable conclusion to the MBA program that enhances Sauder's brand
- Engage students in an active dialogue with world experts on major issues that will shape the business environments; and
- Create an opportunity for alumni, business leaders, faculty, students and potential employers to strengthen bonds and networks.



In 2009 the theme for the conference was: UBC 2.0: Sustainable Business by Design. The two day conference built on the work which UBC has undertaken to date with its serious commitment to sustainability. . For example, the campus has achieved the Kyoto target for GHG reductions and continues to pursue this target. In addition, the campus has recently created a Sustainability Academic Strategy, an Alternative Energy Strategic Plan and a Climate Action Plan.

The conference introduced the thought leaders in Canada who drive this strategy of innovation and change from within government and the private sector. Focusing specifically on the UBC campus, the speakers and participants mapped out a sustainability roadmap. The MBA participants were asked to develop and present ideas to create the next generation of innovation on campus. These ideas were then published on a website designed to work like "eBay for innovation" and voted on live by conference participants. The team with the most votes received prizes and had the opportunity to present their idea before a live audience.

Previous Conference Themes:

- 2007 'Ethics, Leadership and Values' & 'Climate Change and Markets'
- 2008 'Energy Futures: Perspectives from Canada'



NET IMPACT CAREER FAIR

The Net Impact Career Fair is run annually by the Net Impact Sauder MBA chapter with support from the Centre. The Fair has been supported by ISIS for two consecutive years with a third planned for Spring 2010. In 2009 the event was a success with over 100 attendees from the Sauder School of Business and the Segal Graduate School of Business. The theme was “From Grassroots to Glass Towers”. The career fair kicked off with a networking lunch and a motivational opening by Vancouver Mayor Gregor Robertson. The day was wrapped up with a keynote address by David Suzuki CEO Peter Robinson.

Organizations in attendance:

- Atira
- BC Forestry
- Change Biz
- Deloitte
- Hoggan & Associates

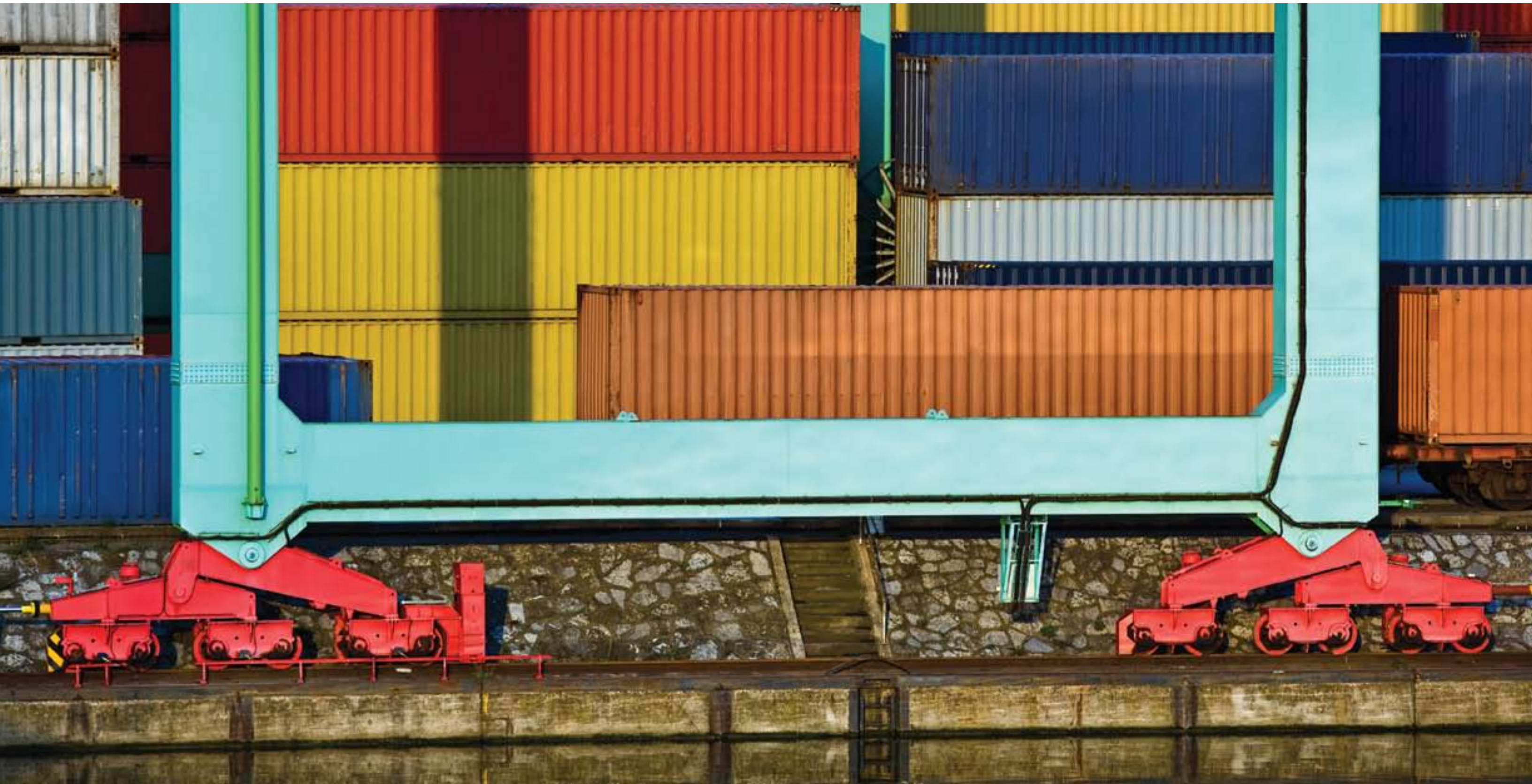


- MITACS
- Mountain Equipment Co-operative
- Plutonic Power
- Renewal Partners
- Saltspring Coffee Company
- Small Energy Group
- Starworks Packaging & Assembly
- Tides Canada
- Vancity & Vancity Foundation
- Vancouver Coastal Health
- YWCA

The day also consisted of two expert panel workshops conducted in the afternoon, to provide attendees a breadth of professional experience in this field. The two panel workshop themes were:

- Social Panel: Beyond the Bottom Line
- Environmental Panel: Innovation through Sustainability

ISIS PROJECTS





ISIS PROJECTS

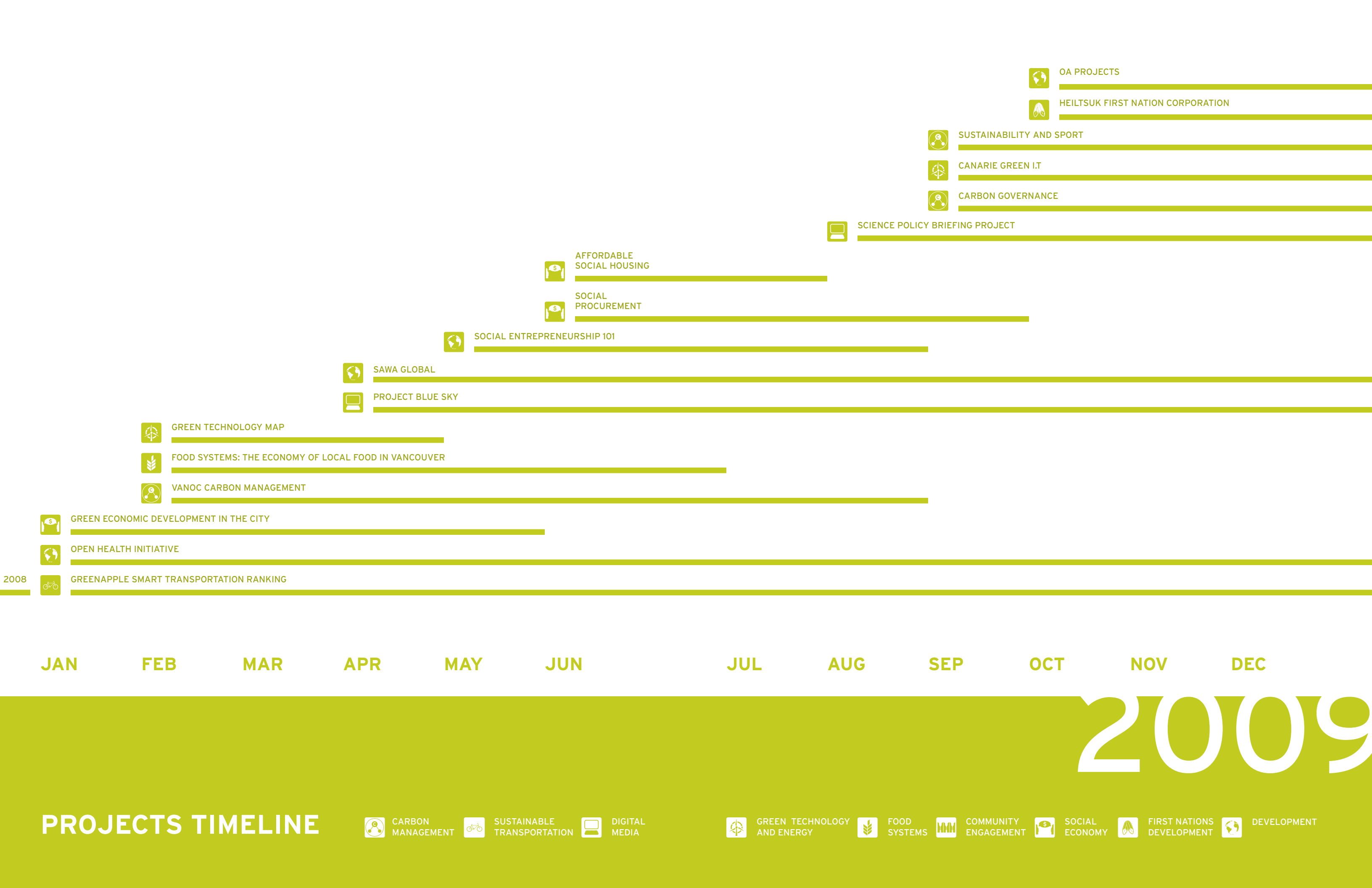
ISIS undertakes a series of projects with start points that align with the Internship and Fellowship programs. In 2009 ISIS ran and facilitated 19 projects under the nine research areas. These projects often fall under several research areas due to their interdisciplinary nature and focus. In 2009, ISIS projects focused primarily on the regional economy, with a few projects such as the Open Health Initiative, SAWA Global, SE 101 and OA Projects having an international focus. All projects are run in partnership with business, NGO's, government organizations, social enterprises, as well as other University departments, and research centres. This partnership structure allows for collaboration and multidisciplinary approaches to the project challenges presented.

Project teams utilize business tools and research methodologies to develop and test robust and innovative solutions, that, if proven effective, can be implemented in industry to solve the challenges facing the world today. MBA students are also exposed to some projects through MBA program components such as the Directed Studies Courses, Business Plan Project in the MBA Core, and Frontiers of Management Conference at the conclusion of the MBA. All research project reports, working papers, academic publications, project websites, and research project information can be found on the ISIS website at www.isis.sauder.ubc.ca.

**“ BUSINESS IS THE
FORCE OF CHANGE.
BUSINESS IS
ESSENTIAL TO
SOLVING THE
CLIMATE CRISIS,
BECAUSE THIS IS
WHAT BUSINESS
IS BEST AT:
INNOVATING,
CHANGING,
ADDRESSING RISK,
SEARCHING FOR
OPPORTUNITIES.”**

**- RICHARD
BRANSON**





GREENAPPLE

SMART TRANSPORTATION RANKINGS



In September of 2007, the Sauder School of Business released a report on the sustainability of transport systems in Canada's 27 largest cities. The report was prepared in partnership with the GreenApple Foundation and was presented at the Clinton Global Initiative in October 2007. The report provides a baseline for carbon emissions that will be replicated in the US and highlights a range of initiatives to improve the quality of policy making in this area. The first release of the report garnered significant media attention both in the US and Canada. The ranking has been re-run in 2008 and 2009, with the 2009 report coming out in March 2010. The value of this type of reporting is that it creates the ability to identify the leading municipalities who are facing the challenges of developing and creating sustainable urban transportation. It is a way to reward the leaders of the pack while at the same time learning from them.

The GreenApple Rankings assess transportation policies undertaken by Canada's largest urban areas (24 communities) against 17 indicators in four policy categories:

- Air Quality
- Public Policy
- Transport Policy
- Technology Adoption

Transportation is the predominant focus of the report because it is the fastest growing source of emissions; it is also the sector where the capacity for change is greatest. For decades city planners have been struggling to find the perfect balance between the convenience of mobility and the social and environmental repercussions of transportation systems.

Many of the fundamental problems with unsustainable transportation systems and practices are built into the infrastructure and design of the city. Once suburbs and freeways have been built, it is hard to reduce travel



and emissions. The problem of climate change has given new momentum to this challenge. Transportation networks are the arteries and veins of cities; they allow individuals to access workplaces, to share time with friends and to access a vast range of goods, services and recreation. A city only makes sense if we think about buildings and people connected by transportation systems. Alternative mass transit options become essential and efforts to increase density such as in-fill and location-specific mortgages, congestion and toll charges for engine size and driving distances, as well as work incentives from public institutions become essential to greening a transportation system.

The rankings give an in-depth evaluation and look at the innovations and steps cities are taking and have taken or, in some cases, have not taken to create sustainable transportation systems. No single city received top marks for every variable. Given the scale of the climate challenge, every city shows room for improvement. Previous top winners are:

2007: Victoria, B.C.

2008: Victoria, B.C.



OPEN HEALTH INITIATIVE



The Open Health Initiative(OHI) is a multi year initiative run in partnership with the Mindset Social Innovation Foundation (Mindset) to develop innovative policy and financial solutions aimed at increasing the discovery, development and delivery of medical interventions for neglected diseases. Over one billion people are currently infected with “neglected diseases” (NDs), a collection of viral, bacterial and parasitic diseases, which primarily affect the poorest of the poor. Infection with one or more NDs leads to prolonged malnutrition, reduced economic productivity and often death. Treatments do exist, but the majority of patients lack access. When medications are available, sometimes they are toxic or do not work effectively. For the most part, these diseases are neglected because there is very little market incentive for industry to develop products for people who can't afford them. Since effective ND treatments are predicted to have both positive health and economic impacts, many global health experts have advocated for an increase in research and development (R&D) for NDs (e.g. drugs, vaccines, diagnostic tools and medical devices), alongside other social and economic interventions.

The goal of OHI is to develop a better understanding of key aspects of ND medical intervention discovery, development and delivery, with the goal of developing novel ways to encourage medical and social innovation aimed at treating or preventing these diseases in developing countries (and also for orphan diseases in the developed world). The OHI research team is analyzing the technical (e.g. drug design), legal (e.g. intellectual property, IP), financial (e.g. development funding) and infrastructural (e.g. refrigeration in the field) problems that ND medical innovations face on their path from discovery to delivery.

Over the last year the OHI team has carried out in-depth analysis of the potential for alternative IP regimes to incentivize the discovery and development of ND drugs, vaccines and diagnostics. In particular, team members have looked at the viability of “open-source” in drug



development. Several briefing papers have been produced on this subject, one academic publication is forthcoming and several others are in progress. A new phase of research is currently being pursued on the feasibility of drug patent pools (e.g. UNITAID) and alternative regulatory mechanisms (e.g. the U.S. Orphan Drug Act) to create incentives for pharmaceutical companies engaging in ND R&D. OHI team members have also been researching innovation in both financing of ND drug development and drug distribution methods.

The OHI team has demonstrated capacity for collaboration with a number of leaders in the ND, drug development and IP fields. In addition, OHI has an ongoing collaborative relationship with members of the Intellectual Property and Policy Research Group, some of whose members are affiliated with the W. Maurice Young Centre for Applied Ethics, UBC.

The products of this project will include academic publications, conference presentations, and policy briefs for distribution to stakeholders in biotechnology and pharmaceutical industries, IP firms, government and non-governmental organizations. This project will impact national and international medical innovation IP and regulatory policy related to neglected diseases/orphan diseases. We aim to impact public awareness of these issues and that translation of our project outcomes to the public domain is a priority.



GREEN ECONOMY

GREEN JOBS



ISIS partnered with Building Opportunities with Business (BOB) to address the questions: what does the 'Green For All' movement look like in Vancouver and, specifically, the inner city area of Vancouver that has been plagued by poor housing, social issues, and addiction problems. Who will be involved in this emerging green economy, what role will they play, and what types of businesses and jobs can be created as part of this movement to improve our environment, financial future, and social structure. The resulting report outlined the specific characteristics of an inner-city green jobs movement.

Vancouver, like any other large urban city, has social issues such as poverty, homelessness, and underemployment. It also shares the global desire to create a healthy environmental future and exhibits aspirations for a greener, cleaner, and more sustainable community. A new movement is afoot that seeks to address both of these issues by recognizing that all residents have an interest in making our community healthy and livable. Until now, the environmental movement has been limited to those who can afford it; organic food, hybrid cars, and renewable energy all come at a premium. Yet, emerging environmental justice movements across Canada and around the world are beginning to include people from all socio-economic backgrounds, providing employment and support for those who need it most while developing initiatives to clean cities, support the growth of green and sustainable businesses, and provide a better future for our children.



The green economy, green jobs, and green businesses can create new employment opportunities for inner city residents. These jobs are meaningful and fulfilling, provide dignity and a sense of accomplishment, and allow all of Vancouver's residents to participate in our greener and healthier future. This new type of inclusive environmental movement began earnestly in the US as part of the 'Green For All' and 'Greening the Ghetto' campaigns; however, there are examples all over the world of people in economically disadvantaged areas taking control of their natural environment and speaking out for what has become known as the 'environmental justice' movement.

The 'Green for All' movement is based on the premise that both pollution and poverty can be addressed at the same time. In their own words, the national effort to curb global warming and oil dependence can simultaneously create well-paid green-collar jobs, safer streets and healthier communities. Investments in job creation, training, and other areas of the emerging green economy can turn the economic problems that we are facing into environmental solutions.

The project resulted in a green business cluster in the downtown region, a new social enterprise focusing on composting services in the downtown core, and an urban farm in the Downtown Eastside that services and employs the local economy.

VANCOUVER 2010

CARBON MANAGEMENT STRATEGY



This year long project was run in partnership with Offsetters and VANOC (Vancouver Organizing Committee 2010) to develop a revised carbon emission forecast for the VANOC carbon management program. The program was used during the planning and execution phases of the Olympic Games. Together with the sustainability report, VANOC's carbon forecast was an important component of the overall carbon management program to minimize the Games' greenhouse gas impact and inspire action by all those who experience the Games to reduce their personal impact on climate change. Much of the research and analysis has focused on evaluating the existing methods, reconciling the forecast with current reporting methods and preparing a forecast that has withstood the scrutiny to which it has been subjected.

The overall outcomes of the project were:

- The 2009 Carbon Footprint - A revised estimate of VANOC's direct and indirect carbon footprint based on current operational plans
- The Vancouver 2010 Carbon Partner Program - a voluntary program for sponsors and partners to play a role in taking responsibility for their carbon footprint

This project has played a key role in VANOC's success around these objectives and will leave a strong legacy of action around climate change and sport. The Carbon Partner Program exposed numerous organizations to carbon management for the first time and leaves these organizations with the tools and knowledge to continue to evaluate, reduce and offset their corporate carbon footprint.

“FOR VANOC,
SUSTAINABILITY
MEANS MANAGING
THE SOCIAL,
ECONOMIC AND
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IMPACTS AND
OPPORTUNITIES
OF OUR GAMES TO
PRODUCE LASTING
BENEFITS,
LOCALLY AND
GLOBALLY.”

- VANCOUVER 2010



FOOD SYSTEMS

THE ECONOMY OF LOCAL FOOD IN VANCOUVER



The Food Systems Vancouver project ran in partnership with the Vancouver Economic Development Commission (VEDC) in the spring of 2009. The goal of the project was to audit the existing Vancouver food system, paying particular attention on identifying economic benefits that flow to participants within the local network. By determining local food industry needs beyond the farm and identifying where critical gaps exist, the project sought to provide a set of recommendations to bolster the presence of local food within the Vancouver marketplace.

The research revealed that the Vancouver food system is inherently reliant on imported supply given its geographic location, which limits year round horticulture production. Further, industrial producers from Mexico and California enjoy significant cost advantages over local producers while also demanding local buyers accept supply on a year-round basis. Power is effectively transferred into the hands of imported producers, which has made the region less self-sufficient and places food security at risk. Lack of local food within the local market is further exacerbated as local producers, because of high land costs in Vancouver, elect to grow high value crops for export.

Gaps exist between local producers and end buyers because linkages are not properly developed. Buyers prefer to support the established system because of its simple, uncomplicated nature; evidence of this is seen from the mainstream food distribution network's dominance, which is comprised of a closely held community of distributing agents. As a result, local food entrepreneurs need alternative distribution channels that allow their product to enter the mainstream network. While developing this report, efforts were made to bring food system actors together for a discussion of how individual and collective needs could be increasingly met.

The expected impact of this research is to motivate these Vancouver food purveyors to increasingly adopt and support the longevity of local food actors to enhance food security for the city as well as bolstering its international appeal. Further, it is expected that this research will serve as a guide for increased linkages and partnerships that support the growth of local food entrepreneurs within the City of Vancouver.



GREEN TECHNOLOGY MAP



This project was run as a partnership with the Vancouver Economic Development Commission (VEDC). The purpose of the project was to develop the foundations for understanding what role the municipal government can play in building a local market for green technology. The project focused on creating those foundations by understanding the industry, the strengths and weaknesses of that industry and the role of the municipal and regulatory bodies that create barriers. The ISIS project team developed an annotated map of all existing green technology demonstration sites in the region (with a heavy focus on sites nearest to Vancouver's metro core, to be accessible through Google Maps). This map provides a real-time snapshot of the innovative green initiatives happening in Vancouver, showcasing local firms' achievements and offering interested commercial visitors (particularly in the run-up to 2010) opportunities to see local technology demonstrated. The project also produced an analysis of the sector's strengths, as well as identifying technology gaps and suppliers that should be targeted for attraction to the region.



PROJECT BLUE SKY



Project Blue Sky is a fun and competitive online community led by Olympic, Paralympic and other high performance athletes which challenges individuals and groups to fight climate change through increased physical activity and sustainable travel. The project was funded through seed money from the Province of BC with funding support for seven graduate student interns coming from a MITACS Accelerate cluster grant. The Centre supported multiple stages of the project from early stage development to marketing strategy, project management during site development, to recruitment and management of the student teams.

Project Partners

- Canadian Olympic Committee's Athletes' Commission
- Centre for Digital Media at Great Northern Way Campus
- Offsetters Clean Technology
- Province of British Columbia
- Vancouver 2010 Organizing Committee (VANOC)

There are four main areas of research being explored as the project tests and refines the technology's capabilities and its associated public engagement strategies.

- Targeted messaging and changes in online functionality were being tested against their ability to create and foster an online community and spur action around a central issue.
- Strategies to leverage existing social networks (both large and niche) in the introduction of a new call to action are being developed and tested.
- New technologies and theories of design are being used to test their affect on the messaging and the user engagement in a social network.



- Determine strategies in online social media engagement for reaching student and athlete segments across Canadian regions and internationally.

The outcomes of this project include the development, launch and maintenance of www.projectbluesky.ca which includes a fully-functioning social network, data collection widget and online tools for measuring and comparing user engagement. Several data sets measuring user engagement with both the website and the widget will be a legacy of the project. Public engagement is the key desired impact. This will be measurable using multiple variables including number of interactions with the site and its widget, numbers of members, and website analytics. Carbon emissions reductions by project users will also be measureable. A report will be compiled by student interns upon the completion of the project; the lessons from the project will be a resource for future initiatives. Project Blue Sky had an initial mandate to engage the public until the end of the Paralympic Games in March 2010.



SAWA GLOBAL

SAWA is an incubation project in partnership with the Centre to develop a sustainable financial and operational model. SAWA Global works to empower exceptional, grassroots leaders (Sawa Heroes) from the world's poorest countries who have made significant progress in combating extreme poverty in their communities. Sawa uses a "local leadership model" to virtually connect Sawa Heroes to a global network of partners using a digital platform. Through building direct partnerships, sharing ideas, and mutual learning, these Heroes are able to achieve even greater success in reducing poverty in their communities.

Sawa Heroes are extraordinary individuals from the world's 50 poorest countries who have achieved large-scale positive impact in their communities with little or no resources or outside support. In most cases, they are working in isolation in some of the most dangerous and challenging environments on earth. Through their innovative solutions and leadership skills, Sawa Heroes demonstrate how individuals can make a difference in the world. ISIS has focused on providing SAWA with strategy development in the areas of social finance models, social marketing and media, and business development. Please visit www.sawaglobal.org for more information.



SE 101

Led by Professor Nancy Langton Social Entrepreneurship 101: Africa is a Sauder School of Business (UBC) initiative. Students from UBC and Strathmore University in Nairobi partnered to lead business development workshops for youth in Kenya. Each year the project runs from June through August 2009. SE 101 began delivering a business plan training program to youth living in Africa in the summer of 2006. The workshops educate and enable impoverished youth to start their own businesses. The program is based on one designed by Sauder faculty and delivered to residents in the downtown eastside of Vancouver, the poorest postal code in Canada. Through extensive research and support from the Sauder community and our African partners, the UBC students involved in SE 101, together with students from Strathmore University in Nairobi, have designed the course to be practical, applicable and sustainable in the local context.

In August 2009, a group of 11 students and Professor Nancy Langton traveled to Nairobi to teach a group of youth how to develop and write effective business plans. Two ISIS internship students were part of this initiative and worked on expanding the program to include a social entrepreneurship aspect in the current curriculum, as well as a microcredit component to finance high potential Kenyan youth who graduate from the program

SOCIAL PROCUREMENT



In partnership with the BC-Alberta Research Alliance on the Social Economy (BALTA) and Enterprising Non-Profits (ENP), the ISIS internship team explored ways to expand market opportunities for social enterprises, co-operatives and other social economy members. With this research, the team created a collection of best practices, theory and public policies - which were then aggregated into an online “toolkit”. In the area of procurement, there are a number of opportunities for those wanting a more integrated sustainability policy. Every business, public or private, purchases goods and services every day, including cleaning, catering, courier services, office supplies, IT, coffee, printing, maintenance and repairs, furniture, fuel, landscaping and so on. Within each of these purchases there are many choices from a broad variety of potential suppliers. Traditionally, purchasing decisions are based on conventional cost-based standards. The goal of this toolkit is to engage the community to explore available social enterprises that are providing equal quality and pricing standards for goods and services - while at the same time, providing added social value. Procurement is not an isolated, cost-only decision. Intentionally or not, procurement choices directly impact employment growth or decline, local and global economies, the environment, and every supplier and their community.

The toolkit allows for easy access to relevant and applicable information, specifically to aid organizations in developing their own framework for integrating social enterprises into their procurement policies. The toolkit is divided into Education and Action steps. Within the Education steps, the content is directed towards a reader who may not be familiar with “social purchasing”. The content opens a wide net to capture an audience that would not necessarily consider this arena for traditional procurement practices. The main premise is to provide a “go-to” site for anyone interested in learning more about procurement from social enterprise. The online tool also provides a robust database of social enterprises in a searchable “Marketplace”. The toolkit can be found on the Enterprising Non-Profit website at www.enterprisingnonprofits.ca.

AFFORDABLE SOCIAL HOUSING



The Affordable Housing Initiative was a research project in partnership with the BC-Alberta Research Alliance on the Social Economy (BALTA). The project focused on the sustainable management of housing by not-for-profit and co-operative organizations in response to decreasing government funding programs. A major concern for housing organizations is the sustainable management of not-for-profit organization services amidst decreased sources of government funding to support these efforts. Several organizations have responded to this challenge with innovative and sustainable business models to decrease reliance on outside sources of funding. The project team explored the means that such organizations have employed to become financially sustainable and examined the lessons learned from these experiences. One of the main project goals was to provide guidance for other not-for-profit organizations and co-ops that want to replicate existing models that have successfully contributed to financial sustainability. The project team produced an extensive literature review, a review of current affordable housing schemes in North America and Europe, a case guide and set of recommendations for the sector.

The research found that sustainable management of housing in not-for-profit and co-operative organizations in response to decreasing government funding programs has been a complex game for these organizations, with varying degrees of success. Based on the case studies and interviews conducted through this research some key methods (both successful and not successful) used by not-for-profits and co-ops in BC and Alberta to reduce dependency of government funding sources were revealed. Such methods included, the use of volunteers, organizational collaboration, various low or below market land acquisition strategies, use of green construction standards, social enterprises, and partnerships with for profit development and corporate alliances. Although the project team found a great number of well known success stories the leading force for financial sustainability was not the development and implementation of a social enterprise model but rather success was more dependent on strong leadership, willingness to accept risk, legal and policy contexts in the region and organizational mandate.

SCIENCE POLICY BRIEFING PROJECT



The Science-Policy Project (SPP) aims to establish partnerships with public, private, and civil society sectors in order to synthesize relevant and applicable climate change information and strategies that build capacity for strategic decision-making. The SPP group is working with the Pacific Institute for Climate Solutions (PICS) to synthesize policy relevant climate information that is targeted to the needs of the Province of BC. PICS has developed four thematic areas that help to bind and define the policy relevant needs in BC, including information relating to the low carbon-emissions economy, sustainable communities, resilient ecosystems, and social mobilization. In this project, policy relevant knowledge transfer comes in two forms:

1. The PICS/CIU Weekly Climate Change News Scan: The weekly news scan emphasizes emerging climate change research, solutions, and 'best practices' in the four thematic areas that are relevant to the current BC context.
2. The PICS/CIU Policy Briefing Program: The CIU draws on an emerging network of climate change experts to provide relevant 800-1000 word briefings that address critical climate change issues facing BC. The program provides incentives to climate change researchers (e.g. monetary, exposure, etc.) to write relevant and robust briefings that contextualize state-of-the-art science in the BC context.

In 2010, the SPP will continue to expand the network of climate change experts and build partnerships and capacity in the public, private, and civil society sectors in order to provide relevant climate information and strategies that catalyze rapid change and innovation to meet the climate change challenge.

CARBON GOVERNANCE



The Carbon Governance Project (CGP) forms a central piece of the Climate Intelligence Unit's (CIU) work on carbon management by contributing to research on social innovation practice and policy. British Columbia is a unique place for carbon governance research given the Province's leadership on implementing the carbon tax, and its connection to emerging systems in the USA and internationally. Leveraging the business and policy contacts developed through the work of the ISIS, and connections with the Pacific Institute for Climate Solutions (PICS), key interviews and workshops are exploring the strategic implications for different forms of carbon governance in the Province and beyond.

Transnational linkages are also important components of effective global carbon governance and international development. Beyond the BC context, the CGP is, therefore, also exploring the governance of international carbon partnerships with particular reference to programmatic carbon offsets and synergistic technologies that link carbon reductions with transformative development benefits.

Key research themes for the Carbon Governance Project are:

- Social equity and environmental implications of BC carbon policies
- Harmonization of BC policy with wider systems
- Possibilities for new business under different carbon governance forms
- Broader transnational carbon governance mechanisms



CANARIE GREEN IT



ISIS, in partnership with Offsetters Clean Technology and BCNET, received research funds from the CANARIE's Green IT Pilot Program to undertake a study of data centre GHG emissions. The project addresses the University of British Columbia's (UBC) data centre needs, and provides an understanding of how relocating the organization's computing needs to a zero-carbon facility impacts both GHG emissions and the bottom line of the organization. The project investigates the opportunities to apply carbon offsets - a financial instrument for pricing the negative impacts of fossil fuels - to data centre relocation efforts, and develops a cost benefit analysis of such alternatives. Carbon offset mechanisms have traditionally been used to finance projects with obvious and direct GHG emissions, thus reducing the overall environmental impacts. Yet, recently the question has been asked, 'Can carbon offsets be used to finance and reduce emissions from IT infrastructure?'

While some private enterprises have begun the process of relocating their data centres to areas where the GHG emissions associated with energy production are low (eg. Google), no comprehensive framework for analysis of the business case currently exists that could aid organizations in the decision-making process on similar relocation projects. This project develops that framework for analysis of data centre relocations, including the costs and benefits of undertaking a data centre relocation to a remote, low-carbon facility. The information contained in the research and analysis provides guidance to organizations looking to minimize their carbon emissions from IT, and provides details on how carbon offsets may be used to fund their efforts related to data centre relocations.

The team performed an initial audit of the organization's IT energy needs through the creation of a baseline emissions inventory. This data served as the basis for subsequent phases of the project by providing a baseline against which the potential GHG savings identified in the subsequent phases can be measured. The project then determined if a data centre relocation could be financed in part from the sale of the carbon offsets that would arise from the resulting reduction in emissions. This work also identified carbon markets and regulatory requirements under which these IT carbon offsets would be generated, as well as the process for purchasing and selling such offsets.

The final report details the specific costs and benefits of a data center relocation as well as educating the wider audience on the possibilities of using carbon markets to finance IT infrastructure projects while reducing GHG emissions.

SUSTAINABILITY & SPORT



SUSTAINABLE SPORT AND EVENT PLANNING: LANDSCAPE ANALYSIS

In the fall of 2009, the Centre conducted a research project in partnership with the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC) focused on sport and sustainability. In 2009 VANOC and the International Academy of Sport Science and Technology (AISTS), created a Sustainable Sport and Event Toolkit (SSET). The aim of the toolkit was to give sport organizations the tools required to incorporate sustainability organizationally, and to plan and execute sustainable sport events. To assist the VANOC sustainability team, the Centre began to access the market for sustainable event planning. A viable expert body that could serve as the driving force behind sustainable event planning for future Games, and other large events like the World Cup or Commonwealth Games, would be a fantastic legacy of the Vancouver 2010 Games. To this end, the Centre conducted research to ascertain the viability of such a body and the path that should be pursued in its development.

The deliverable to VANOC was a written report outlining all research findings. The report included an analysis of website content and functionality of ten leading sustainable event planning organizations. The most significant findings was that the most effective websites combine expansive educational information and programming with an event planning software management system. It was recommended to VANOC that any future endeavour in the area of sustainable event planning include the development of a software management system or partnering with a company that already operates an effective sustainable event management system - examples of such systems were provided to the VANOC sustainability team.



HEDC 1

LAMA PASS FUEL COMPANY



In support of achieving economic self-sufficiency and providing a higher standard of living for all Heiltsuk members by 2021, the Heiltsuk Economic Development Corporation (HEDC) is analyzing the performance of its business units - beginning with a business plan for the Lama Pass Fuel Company. Through the development of this plan, the company will be better positioned to achieve growth and generate profits for re-investment in the Heiltsuk community. Consistent with meeting cultural and environmental expectations of the community, the business plan focused on developing three principal objectives, in concert with Transport Canada requirements for safe dispensing of fuel at public ports: identify appropriate fuel company concept designs, develop targeted marketing initiatives as a result of detailed market research study and the expected benefits from economic, financial, social and cultural forecasts.

Until HEDC officially gained control of the Fuel Company in October 2009, infrastructure and procedures had been neglected, which, according to Transport Canada, resulted in major operational deficiencies. Thus, HEDC is collaborating with Transport Canada to create a concept design that meets operational standards, promotes excellent customer service and is fiscally responsible. The design will be approved after community consultation efforts have been completed.

Audits of strengths, challenges and market opportunities revealed openings and marketing efforts are planned to capitalize on these. It was revealed that specific market segments could be better developed, which would make the company more competitive and would build brand awareness and the equity of the nation's business units.

This work illustrates how efforts to develop service oriented infrastructure and specific market segments could return financial benefits to the company's revenue and profit streams. Over time, and as a result of this study, it is expected that HEDC will be able to build capacity to provide long-term economic benefits in terms of capital generation and employment opportunities. Further, specific transfer of skills and education of business principles are expected to guide HEDC to create sustainable business units that fulfill its duty to the Heiltsuk Tribal Council.

HEDC 2

DUE DILIGENCE FRAMEWORK



This is a partnership with the Heiltsuk Economic Development Corporation (HEDC). With the creation of the HEDC in 2006, the Heiltsuk Tribal Council (HTC) successfully separated business from political interests. As one of its first initiatives, HEDC created a 15-year Economic Development Plan, which is intended to provide both economic self-sufficiency and improvements to the Heiltsuk standard of living. HEDC has since managed a transition of 12 companies to its own governance, but the need for an external business analysis framework is a priority. Therefore, this project sought to equip HEDC with a due diligence toolkit, which would create a systematic evaluation process. This process is comprised of six strategic steps:

- Identify potential projects,
- Assess projects using basic criteria,
- Assess projects using detailed criteria,
- Evaluation of Resources,
- Prioritize and select projects, and;
- Perform a functional due diligence.

For the project development process to be effective it must succinctly capture what the idea is, how it came to be known and what the expected benefits will be. This step would establish a project inventory that captures: idea source (passive referral, proactive partnership), high level benefits, transparent reporting processes and intended resource allocation.

Other issues were considered to be important, but not mandatory development blocks. These issues were determined to be secondary or more detailed in nature, which would rank minimally acceptable projects based on a predetermined value from each element. As a result, projects would carry different scores and could be ranked for potential community fit and further analysis. Among these elements was the project's ability to develop local human capital, build professional capacity within the community and provide opportunities for youth. After this detailed investigation is complete, a project's success is a function of the availability, access and cost of resources (tangible and intangible) to carry it forward. This step would create a final score, which HEDC leadership would consider when prioritizing and selecting projects for final due diligence analysis. It is expected that this project will become an example for First Nations in British Columbia to emulate, as they strive to build successful economic development strategies.



OA PROJECTS



OA Projects (<http://oaprojects.org>) is a local not-for-profit organization which uses soccer as a platform to build peace and gender equity amongst war-affected youth, currently focusing in northern Uganda. Since being founded by students in 2006, projects have been completed in Ecuador, Rwanda and Uganda, impacting over 7,000 children. The population of northern Uganda has been devastated by civil conflict that has raged across the region for over twenty years. A ceasefire signed in 2006 has brought hope of long-term peace, but a return to stability has been slow. Tens of thousands of youth were forcibly abducted during the conflict and over one million people were forced to live in government controlled internally displaced people (IDP) camps. A major hurdle has been trying to reintegrate this population back into an appropriate community setting.

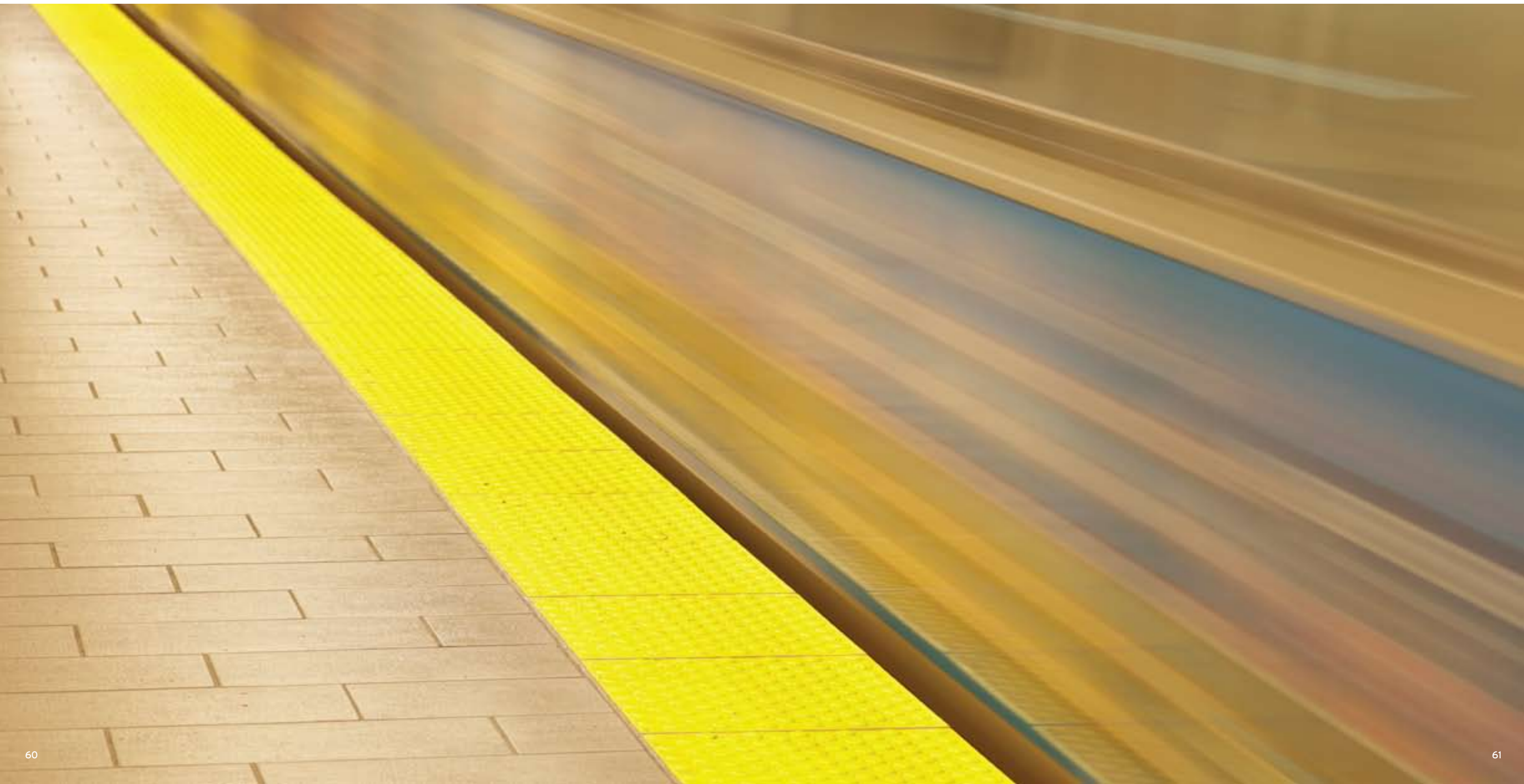
Using soccer as a platform, the Gum Marom ("Equal Opportunity" in Acholi) Project will work to break down barriers for youth and address a significant gap in gender equality. This project will continue to help establish a locally driven framework that connects war-affected youth with local youth leaders to play soccer and to discuss important issues, such as post-conflict healing and community integration.

An assessment trip in 2008 uncovered a great need for community building; as a result, a soccer-based community development project was constructed in 2009. After a successful pilot project (completed spring 2009), OA Projects (OA), in partnership with the Gulu-based Youth Coalition for Peace (YCFP), has planned an intermediate expansion of Gum Marom for April to August 2010. This expanded phase will build upon the success in Gulu District, initiating activities in Amuru District, and delve deeper into the project's overall impact on the youth.



**“ UNDERSTAND WHAT IS
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VISION 2010





VISION 2010

For the coming two years, the following overarching strategic priorities have been identified for ISIS:

Building the Low Carbon Economy: with a focus on greening real estate, supporting the clean technology innovation agenda in Canada, evaluation of clean energy systems and strategic corporate social responsibility with companies that can effect the energy pathway of Canadian society (60% effort)

Social Finance: develop financing mechanisms that can leverage philanthropic, investment and research capital to support the clean technology agenda including emerging carbon markets and new mechanisms for financing infrastructure development and renewal that improve the sustainability of our communities (25% effort)

First Nations enterprise: with a focus on the conservation economy and benefit sharing as clean energy resources are developed in rural regions of Canada. (15%)

While ISIS will take on other smaller scale projects in various research areas when additional funding is available, these three areas will provide the core focus for 2010-11.

BUILDING THE LOW CARBON ECONOMY



British Columbia is the leading jurisdiction in North America for carbon and climate policy. The Province has established a comprehensive carbon tax, created a portfolio of clean energy and green building regulations and has recognized the important role that ecosystems play in the global climate system. For many years, UBC has been a leader in sustainability, reducing emissions by 25% compared to 2000 levels and supporting some of the greenest buildings in North America. ISIS has close ties to the Centre for Interactive Research on Sustainability (CIRS), which is constructing a building on the UBC campus that will be a net positive energy generator. It will also showcase some of the most innovative materials and building control systems on the planet. Building on these efforts, and working with the President's Advisory Council on Sustainability, ISIS has played a role in developing a series of policy documents on the UBC campus including the Climate Action Plan, the Sustainability Academic Strategy and the Alternative Energy Strategic Plan. Central to these initiatives is the vision that UBC can become a living laboratory for clean technology innovation. ISIS will play a central role in this initiative by providing intellectual leadership and by engaging students from the Sauder School of Business in innovative projects across the campus and with clean technology companies in Vancouver. More broadly in the province, ISIS is playing a central role in the development of a clean technology brand built around the theme 'Cleanworks'.





SOCIAL FINANCE



It has become clear in recent years that there is real need for innovation in the financial mechanisms available to support the social innovation agenda. The social sector has traditionally relied on grants received from foundations and government but these sources have constraints. Firstly, grant funding rarely provides long-term support and the total pool available is vulnerable to macroeconomic changes. Secondly, the grant funding source can create dependency for the recipients rather than self-sufficiency. Thirdly, the capital available through grants is limited and is rarely leveraged. Foundations typically invest the majority of their capital in traditional low risk market investments and disburse up to 5% annually in the form of grants. Novel enterprises such as L3C and CICs, which allow limited profit companies to build equity, revenues and to attract traditional investment, while receiving the tax benefits of not for profits allow important social issues to attract more investment. Organisations like Kiva.org allow individuals to lend money directly in supporting entrepreneurs in developing countries.

A number of initiatives have sought to raise awareness around issues of social finance in Canada. ISIS participates in the Social Innovation Generator (SiG) which is funded by the McConnell Foundation and has led the Causeway initiative on social finance. Causeway leads a series of Canada wide initiatives focused on building a constituency to support and build social finance funds, to build social innovation curriculum and to advocate for key public policy changes, particularly to charity and tax laws.

CAPACITY BUILDING WITH FIRST NATIONS



Canadian First Nations aspire to build a new future with dignity and independence and ISIS can play a critical role in supporting this goal over the coming decades. As Calvin Helin argues in his book 'Dances with Dependency', this issue is not so much a lack of capital but a lack of the kind of good capital that allows individuals to break cycles of dependency. Working with a number of organizations in British Columbia, ISIS has sought to identify key areas where the University can help achieve this goal, building on the outstanding work of the Ch'nook programme, which provides training for individuals from First Nations communities. ISIS focuses on supporting the development of specific ventures and initiatives in the region and also seeks to build capacity within communities to foster more sustainable economic foundations. Contributions so far include the development of due diligence materials to evaluate investment opportunities and a regional study of the potential for bioenergy heat and power systems in off-grid communities. The best indication of our success in this area will be when our capacity building efforts become redundant as the communities themselves are able to meet all of their own needs in this area.



THANK YOU

The establishment and ongoing work of the ISIS have been made possible by two B.C.-based founding families: the Swift Family (ARC Financial) and the Lalji Family (Larco Group of Companies). ISIS has also received support from Viewpoint Charitable Foundation.

On behalf of the ISIS team and the Sauder School of Business, thank you to our founding families, donors, project sponsors, and project partners for providing the capacity and support that makes the Centre's groundbreaking and innovative work possible.

FOUNDING FAMILIES

THE LALJI FAMILY

THE SWIFT FAMILY

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Alison Lawton and her company, MINDSET SOCIAL
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Building Opportunities with Business

CANARIE

Centre for Digital Media

Coast Opportunity Funds

GreenApple Foundation

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Intellectual Property and Policy Research Group

MITACS

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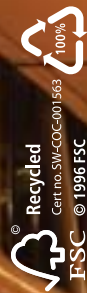
Pacific Institute for Climate Solutions

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Sawa Global

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Vancouver Economic Development Commission



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