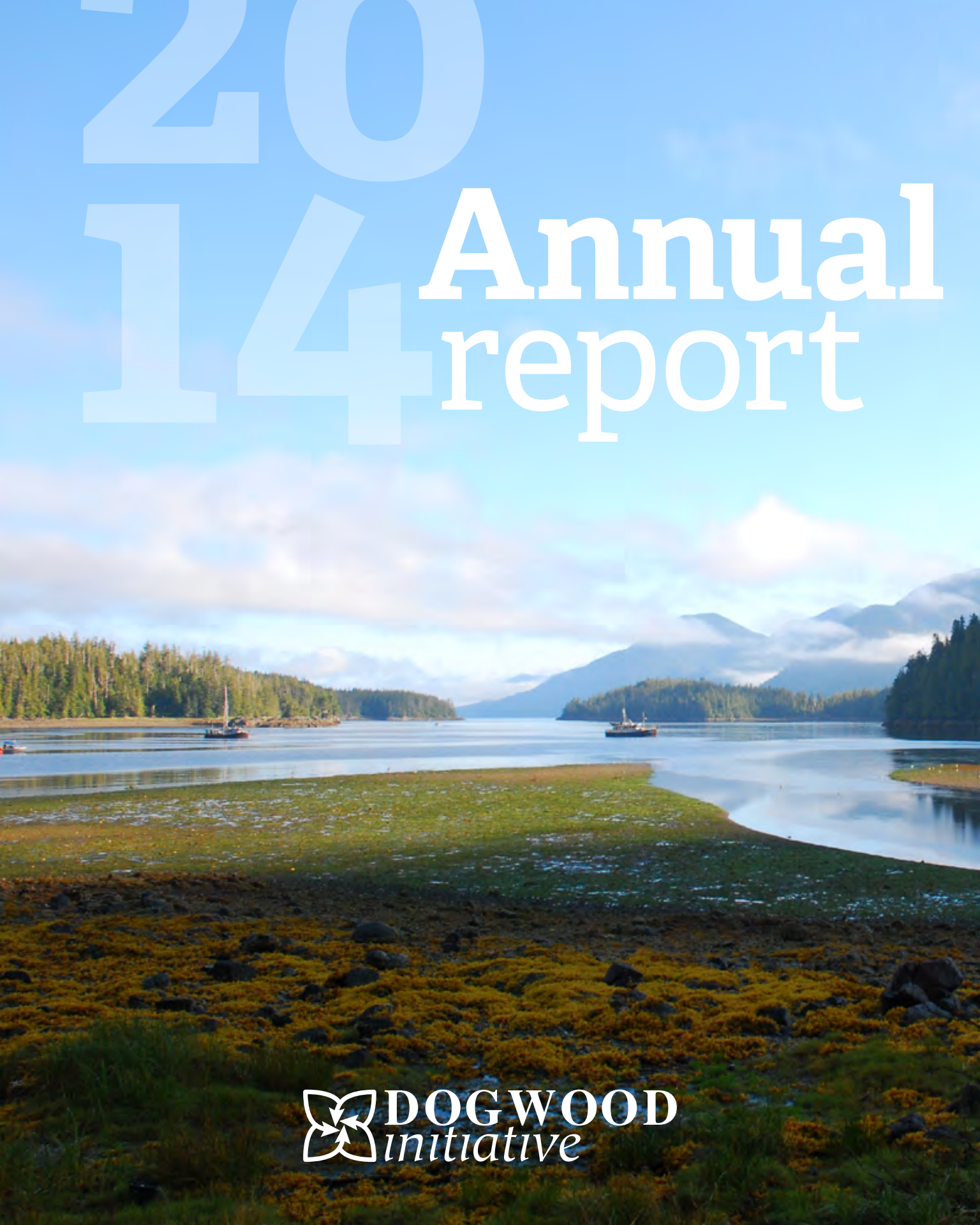


2014 Annual report



Contents



Staff and Board	4
Mission Statement	6
Executive Director Report	8
Beyond Coal Campaign	10
No Tankers Campaign	15
Organizing	18
Fundraising	22
Financials	24



Design Erika Rathje
Photography Ilijc Albanese
Jaime Johnson
Liam Kearney ([flickr.com/photos/lkearney/](https://www.flickr.com/photos/lkearney/))



Alisha Brown
Supporter Services Coordinator



Maggie Gilbert
Development Associate



Celine Trojand
Organizing Director



Emma Gilchrist
Communications Director



Eric Swanson
No Tankers Director



Edie Irons
Communications Director



Karl Hardin
Digital Strategist



Lyndsey Easton
Communications Coordinator



Matt Takach
Operations Director



Sarah Richardson
Supporter Services Coordinator



Ben Porcher
Organizer



Alain Ndayishimiye
Canvasser



Don Gordon
Head of Revenue



Ian Birch
Bookkeeper



Will Horter
Executive Director



Allieren Ward
Organizer



Frank Arnold
Board Treasurer



Kai Nagata
Energy and Democracy Director



Laura Benson
Coal Campaigner



Ariel Ross
Beyond Coal Organizer




Shannon McPhail
Board Director



Jennie Milligan
Board Chair



Geoff Mann
Board Director



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

“...‘habituation is death’... When we become attached as individual leaders, organizations, or movements to our habits, our customs, and our traditions to the point where we become inflexible and resist innovation, that’s the point when we move toward death.”

— Akaya Winwood, Executive Director, Rockwood Leadership Institute



BY WILL HORTER

Executive Director’s Report

Changing the status quo is hard, whether out in the world or inside Dogwood Initiative. After 20 plus years as a change agent, I remain surprised that many of us with jobs dedicated to creating a better future in many ways resist new approaches to the very changes we’re trying to make.

Unfortunately, over the last few years politics has fundamentally changed in Canada. Politics is no longer — if it ever really was — a debate about ideas. Now it’s all about simple arithmetic (i.e. vote counting). To be effective in this new reality, change agents such as Dogwood Initiative must demonstrate we have a large constituency that will collectively act in a focused manner.

Over the past few years we’ve had some success getting large groups of people to act collectively. Our petitions have garnered tens to hundreds of thousands of signatures. The highlight was when 32,000 people signed the No Tankers petition within weeks of then Natural Resource Minister Joe Oliver’s attacks on environmentalists and public advocacy groups.

Last year we took a hard look at the work we’ve done in previous years, and while remaining proud of what we’d accomplished, we concluded it wasn’t good enough. By itself, growing lists of people won’t

move the needle in any significant way. We realized we had to make fundamental changes to be more effective. We challenged ourselves to figure out a way to catalyze strong relationships at scale.

Instead of continuing to mobilize organizing efforts for our existing campaigns, we faced the classic innovator’s dilemma: should we scrap our existing approach and build something stronger?

After a lengthy internal process and much soul-searching, we decided to restructure the organization to de-emphasize staff-led efforts and heavily invest in decentralized, unpaid staff.

This re-imagining was difficult, but transformative. It was kind of like taking the wings off a plane midflight and replacing them with a helicopter propeller. We elevated organizing to its own program and appointed our organizer extraordinary as its director. For the No Tankers campaign, we brought on a new director and shifted focus to build local teams in B.C.’s 85 electoral ridings — turning Let BC Vote into more than just a slogan. For our Beyond Coal campaign, it meant honing in on our theory of change and clarifying our role in catalyzing the growing opposition.

Although it was difficult at times, the transition

was essential. I’m confident the Dogwood Initiative community is now positioned to create change on a historic scale. Dogwood has made the difficult internal choices needed to prepare for this change. Now it’s time to test our structure in the real world.

Alone, our small team in Victoria and Vancouver with a few regional field staff won’t create change at the scale and pace needed to address the big, audacious challenges facing our province — and we know you know that too. Our hope is the organizational transformation we’re under-

going inspires hundreds of thousands of British Columbians to step out of their comfort zone and work with us to transform politics in B.C. forever.

Together, if we work hard, stay focused, communicate clearly and take the right risks, we can create the just, equitable and sustainable future for our communities, province and world that we all aspire for. It’s the only way it will ever happen and don’t believe anyone that tries to tell you otherwise. Let’s get to work!

BY LAURA BENSON

Beyond Coal Campaign



Goal: No further expansion of coal exports through B.C. ports

Where we've been

In the B.C. government's single-minded pursuit of a liquefied natural gas (LNG) industry for our province, Premier Christy Clark has pledged that LNG exports will help wean China off dirty coal and thereby improve the climate and airshed that we share globally.

Meanwhile, B.C. continues to be North America's largest exporter of coal, and the coal industry continues to push for expanded port capacity to ship more of the dirtiest fossil fuel on earth. Much of this pressure comes from U.S. coal companies desperate to find an outlet to Asia for their low-grade thermal coal before the industry collapses for good.

British Columbia is the weakest link in the supply chain to get coal from the U.S. Powder River Basin to Asian power plants for two reasons: we already have coal export terminals and our regulatory and environmental assessment systems for new projects are far weaker and less democratic than in the U.S. Of the four proposals for new coal ports on the west coast of North America, only the Fraser Surrey Docks-Texada Island project has a chance of moving forward before 2015.

Dogwood started a slow build towards a coal campaign in 2011-2012 with the release of BC's *Dirty Secret*, a report revealing the staggering extent of planned coal mining and export expansion in our province. In 2012-2013 we developed key alliances with B.C. and American groups and pursued

funding to provide the foundation for a full-fledged campaign.

We've come a long way in the past year in the fight to prevent the expansion of coal exports from British Columbia. In 2013-2014 Dogwood hired me to build the campaign along with Arie Ross and Alan Ndayishimiye, a dynamic duo of summer canvassers. After the summer we kept Arie as a full-time organizer for the newly-branded Beyond Coal campaign.

Building a big tent

We started the campaign full-tilt by entering the fight to prevent the approval of the Fraser Surrey Docks-Texada Island transshipment project. Dogwood was able to bring its strengths to a powerful and growing network of organizations dedicated to supporting an unprecedented groundswell of grassroots and political opposition to thermal coal export expansion in southwest B.C. At the same time, we bolstered our alliances in the U.S. Power Past Coal coalition to build a cross-border wall of resistance to coal export expansion.

Through our work together, the movement forced Port Metro Vancouver to change the approval process for the Fraser Surrey Docks-Texada Island project. Although the port's responses were wholly inadequate, they did result in a significant delay: approval that proponents once considered a sure thing was delayed by more than a year.

Here are just a few of the movement's major accomplishments.

Public support goes big

- 29,573 people have signed the *Beyond Coal petition*, many from impacted communities in southwest B.C.
- 3,464 people submitted comments to Port Metro Vancouver panning Fraser Surrey Docks' inadequate environmental impact assessment. This was a record-breaking number of comments for a Port Metro Vancouver project and only six comments were in support.
- Nearly 3,771 British Columbians wrote to our provincial ministers of health and environment asking for comprehensive environmental and health impact assessments that would cover the full scope of the Fraser Surrey Docks-Texada Island project.
- Five school boards and as many high school student councils passed resolutions opposing U.S. thermal coal export expansion or supporting the call for a health impact assessment.
- Nearly 100 local businesses, the B.C. Nurses Union and a dozen other organizations supported the movement.
- In October 500 people attended a rally to "Take Back Our Port".

Health impacts get profile

The chief medical health officers of the Fraser and Vancouver Coastal Health Authorities called for an independent, comprehensive health impact assessment of the Fraser Surrey Docks project. The provincial health officer and medical officer for the Sunshine Coast supported this call, as have nearly 50 doctors.



Municipal leaders stand up

As a result of these successes, local government leadership in opposition to coal and port expansion has been extraordinary. Thirteen municipal and regional councils passed resolutions expressing concerns or opposition to the Fraser Surrey Docks-Texada Island project or supporting the call for a health impact assessment and public consultation in the project's permitting process.

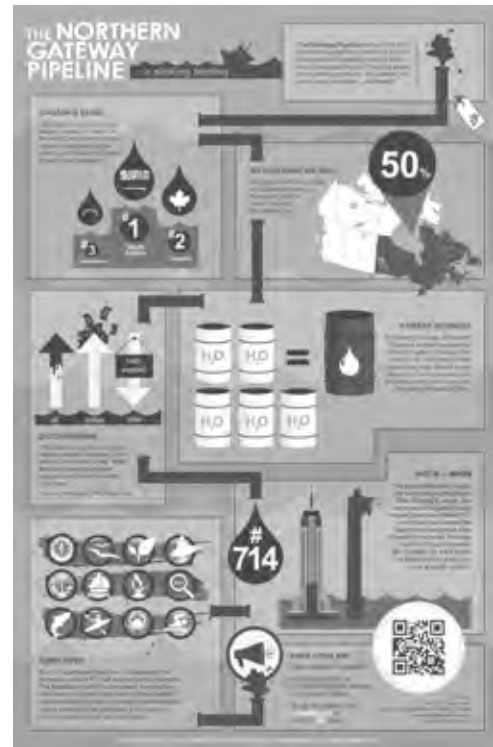
Hard lessons

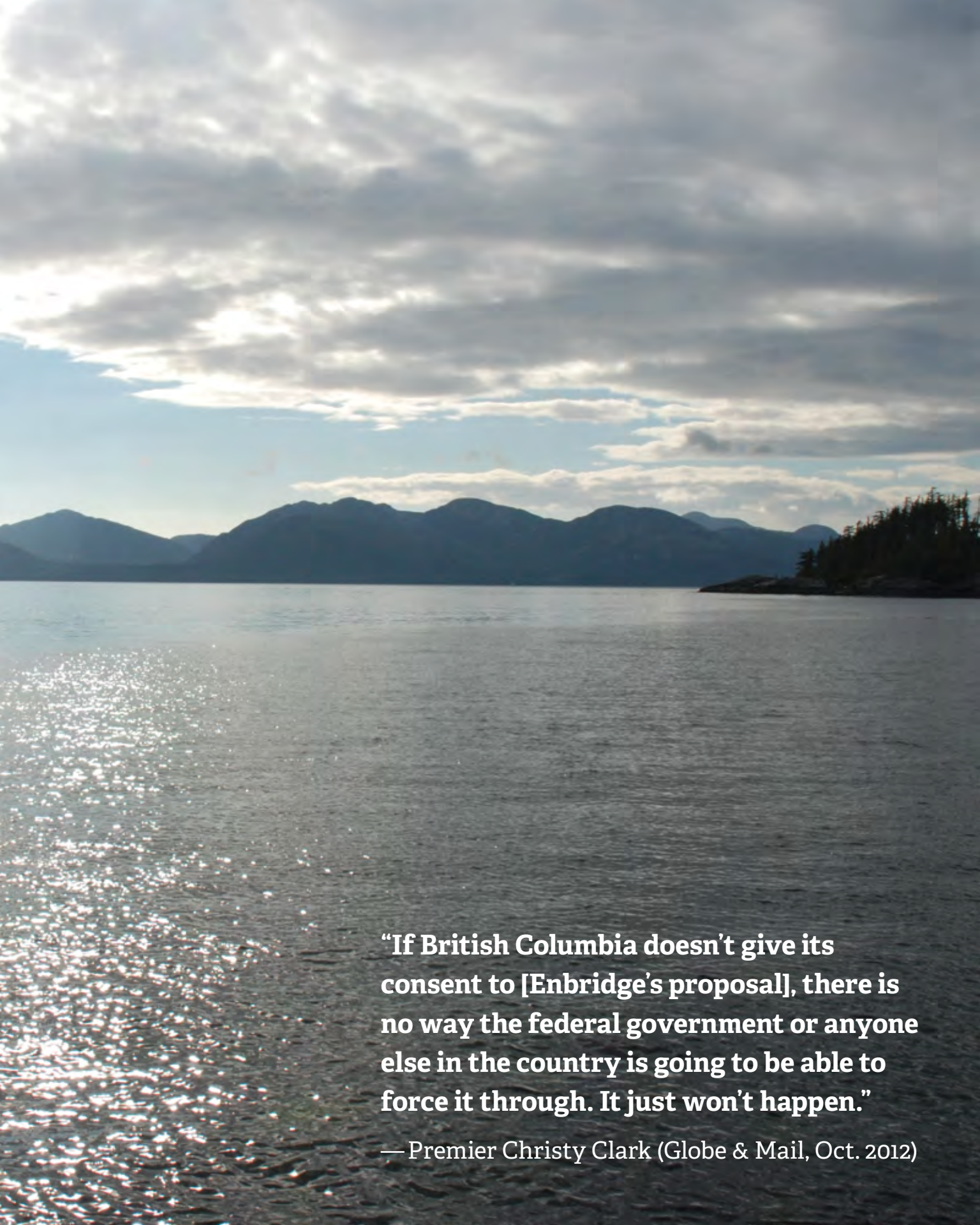
As with many projects, we bit off more than we could chew. Our biggest failure: ambitious plans that didn't reflect the reality of our limited resources.

Through the process of focusing and streamlining we learned a lot about the time and resources required to successfully pursue multiple tactics at once. We learned the importance of focusing on what Dogwood is really good at — building and mobilizing a big, broad network of supporters. We learned a lot about bringing those strengths to the larger movement against coal export expansion in order to maximize and support our work together, rather than overlapping or undermining the work of our partners.

Where we're headed

In the coming year, Beyond Coal will focus on defeating the Fraser Surrey Docks-Texada project once and for all. We will deepen and strengthen our network of allies and build an ever-bigger, more powerful network of Beyond Coal supporters to ensure every level of government respects the will of constituents so industry cannot proceed with coal expansion projects without public consent.





“If British Columbia doesn’t give its consent to [Enbridge’s proposal], there is no way the federal government or anyone else in the country is going to be able to force it through. It just won’t happen.”

—Premier Christy Clark (Globe & Mail, Oct. 2012)

BY KAI NAGATA

No Tankers Campaign



Goal: To halt the expansion of crude oil tanker traffic on Canada's Pacific coast. With the help of 200,000 people in British Columbia, we've held the line since 2007.

Over the years more than 130 First Nations have signed legal declarations banning raw bitumen exports through their territories. A large majority of British Columbians also oppose new oil tanker projects. Yet some Canadian politicians appear willing to ignore indigenous law – and their own constituents — when it comes to advancing the interests of a small number of foreign-owned energy companies.

Our No Tankers campaign works to organize B.C. voters to put electoral pressure on legislators otherwise tempted to disregard our collective values and aspirations. We believe in finding unlikely allies, building a broad consensus, then empowering individual citizens to work together until their political representatives have no choice but to do the right thing.

Where we've been

In the past year Dogwood has undertaken a dramatic structural transition, implementing new decentralized engagement organizing that has quickly transformed the No Tankers campaign. 2013-2014 was a year of profound change, from the B.C. election rollercoaster to the launch of our new citizens' initiative preparation strategy to a watershed plebiscite vote in Kitimat.

Our biggest long-term success came in the form of the B.C. government's final arguments at Enbridge's federal review hearings. The province officially concluded that Enbridge's project shouldn't be approved as proposed. The strongly worded submission set out definitions for "effective oil spill response", saying, "... 'trust us' is not good enough". The technical bar the province put in place as a condition of its support is virtually impossible for Enbridge to meet, making a later flip-flop politically dangerous for Premier Christy Clark.

Partway through the year, the field organizing component of the campaign became its own distinct program at Dogwood. At the same time, founding No Tankers director Eric Swanson wrapped up his contract. I took over the file in March 2014 and draw on my background as a former political journalist and fourth-generation British Columbian in my new role.

With new team members settled and a network of volunteer organizers building strength across the province, Dogwood and its No Tankers program are poised for unprecedented growth and development.

As the fiscal year came to a close, our new approach to organizing was validated by events in Kitimat. Mayor Joanne Monaghan's decision to call a local plebiscite vote on Northern Gateway was seen as a PR gift to industry. With no campaign spending limits and a remote population dependent on resource jobs, the Kitimat plebiscite dangled the elusive "social license" Enbridge had been looking for. The pipeline company took the bait, unleashing a massive ad campaign all across northern B.C. while canvassers flew in from Calgary and Edmonton.

One Kitimat resident described it as "like being

raided by a SWAT team three times a day". Rented black SUVs prowled the snowy streets, idling in driveways as Enbridge executives knocked on doors and handed out pamphlets to bemused townspeople. But the people of Kitimat soon pushed back.

A team of local volunteers called Douglas Channel Watch organized themselves along the same model taught by Dogwood. With a little help from Dogwood Initiative and a lot of hard work and passion, voters in Kitimat pulled off a David-and-Goliath upset, defeating Enbridge at the ballot box and shifting the province-wide conversation to one about democracy.

Hard lessons

2013 also held its share of setbacks and failures — starting with Dogwood's experience in the provincial election. No Tankers teams charged into swing ridings, knocking on doors, polling voters on their top issues and providing information about the parties' different positions on oil export projects. We also tested a new online organizing platform, NationBuilder, which has since become the backbone of our ground game across the province.

We succeeded in making the expansion of oil tankers a major election issue in 2013, as Green, NDP and Liberal leaders competed to be perceived as No Tankers champions. Three weeks before the vote, frontrunner Adrian Dix of the BC NDP tried to prevent a Green Party breakthrough by coming out against the Kinder Morgan proposal, which caught even his own party by surprise. Dogwood organizers celebrated. Here was someone most pundits predicted to be the next premier, adopting the position we had fought so hard to advance. Polling showed an immediate bump for the NDP as voters abandoned other parties and rallied behind Dix on the tanker issue. Christy Clark's top advisors urged her to follow suit.

What happened next was instructive and sobering. Clark did not follow Dix on Kinder Morgan.

Instead she turned it into a wedge issue, accusing him of flip-flopping, then wove it into a larger story about an NDP she said was opposed to jobs, development and economic growth. At the same time she took out full-page ads saying she would "Stand Up For BC". Key union leaders withdrew get out the vote support from Adrian Dix and his campaign fell steadily off the rails. NDP voters stayed home thinking they had the election in the bag. Polls, it turns out, don't tell the whole story. And a general election is not always the best time to push a single issue.

December's conditional approval of Northern Gateway by the National Energy Board (NEB) was bittersweet. We expected it, but held out a faint hope that the power of 99.8 per cent of presenters being opposed might sway the panel. Unfortunately, the panel found that Enbridge's Northern Gateway was in the "national interest". Pro-pipeline commentators crowed. Many opponents sank into a funk. Lawyers filed five lawsuits. But there were two important lessons. One: the very act of participation builds power through the sharing of stories. The other: it's now crystal clear the NEB serves industry, not democracy. If we want a democratic outcome on oil tankers, we have to work harder than ever.

In the wake of the NEB decision Dogwood launched preparations for a potential citizens' initiative. Under a law unique to B.C., any citizen may draft a piece of provincial legislation — in this case, a bill withdrawing provincial construction permits, thereby stopping pipeline construction. The trick is, to make it to the floor of the legislature or to a province-wide vote, it must have the support of 10 per cent of voters in every riding of the province. Those signatures must be gathered in person.

Initially, our initiative-prep strategy triggered discord amongst allies who thought the thresholds were insurmountable. Slowly, as the network of organizers has built neighbourhood by neighbourhood, riding by riding, the initiative has built immense momentum as it becomes a viable political avenue.

"I fought for democracy in Apartheid South Africa. Now I'm fighting for the rights of communities in B.C. to say no to these projects."

— Antoinette, organizer in the Slocan Valley



Where we're headed

The beauty of the citizens' initiative strategy is threefold. First: unlike an election or referendum, it's the people that control the timing — not the politicians. Second: preparing for such an effort creates a focused framework within which to organize across the province on an unprecedented scale. Third: the skills necessary to pull off a citizens' initiative are the same skills that win elections — or plebiscite votes.

The legacy of 2013-2014 is that those of us working to stop these tanker projects are no longer written off as some fringe band of environmental

activists. We're the democratic majority. We're urban and rural, First Nations and non, liberal and conservative. We're the mainstream, and we're taking back our democracy from the oil companies.

Neighbours got together to defeat Enbridge despite a badly rigged vote in Kitimat. Thanks to B.C.'s direct democracy laws, we know we can do the same thing on a province-wide scale. Along the way we're building a nonpartisan political machine of extraordinary strength and potential.

First we'll stop these tanker projects. After that, we'll see.

BY CELINE TROJAND

Organizing



Goal: Build local, empowered, skilled and resilient political organizing teams across all 85 electoral ridings in British Columbia.

Unorganized people are powerless and organized people are formidable. That's the conclusion Dogwood Initiative has reached after reflecting on our work from the past 15 years.

Building real community power and engaging with British Columbians as an integral part of B.C.'s political landscape has always been central to Dogwood's work. Over the years we've gone through innumerable transformations as we tested the most effective ways to engage and empower communities around the issues they care most deeply about.

Where we've been

We've learned there are no shortcuts when organizing with people. It takes calculated and sometimes monotonous work to build a formidable network that's held together by strong relationships and commitment — it takes time to build shared purpose, responsibility and ownership.

The values Dogwood has traditionally brought to our efforts is clear and focused strategic thinking. What we were missing, however, was the prioritization of personal relationships and leadership development at the local level that empowers regular people to take action and develop their community.

This year we were thrilled to launch a new organizing program. My responsibility as Dogwood's first

ever organizing director is to identify, mentor and build leaders in all four corners of British Columbia. While today we're organizing to stop the expansion of oil tanker traffic on our coast, we are in fact building a resilient constituency of British Columbians committed to reclaiming their decision-making power.

Success relies on millions of conversations, thousands of training sessions, months of travel, collaboration with allied groups and trial and error. Our province is wide and its communities are diverse. We launched our program in January and so far the results have been extraordinary.

In the first three months our local organizing teams grew from 2 to 44. We grew from a four-member organizing team to more than 500. We're actively engaged in 45 of the 85 provincial ridings. Every step of the way I've been blown away by the quality and courage of the people stepping into leadership roles. It takes so much bravery to do this work and our community has never let us down.

Hard Lessons

"Great vision without great people is irrelevant."
— Jim Collins

Every British Columbian who steps up to organize is a great gift to the movement. However, not every well-meaning, passionate British Columbian is in a position to lead a team into the trenches. So far, the hardest lesson learned in organizing has been to let results and data drive our relationship decisions — the surest way to burn out organizers is to invest in people who don't deliver.



Where we're headed

The hard, day-to-day work of organizing isn't flashy or glamorous, so the media won't always cover our team's activities. But rest assured, organizers will be out there every day, sharpening their skills and growing the movement.

- Over the summer we'll see organizers at events and canvassing door-to-door, practicing the nuts and bolts of political organizing.
- In the fall, many teams will work in upcoming municipal elections and other opportune moments.
- Every step of the way, teams will develop the relationships needed to be most effective political change-makers this country has ever seen.

Dogwood Initiative is experiencing exponential growth and with every new organizer we expand in capacity and resources needed. To be frank, the organizational structures needed to support this massive influx of unpaid staff are evolving and we're not entirely sure what shape our organization will take by year end, but we do know that it will be transformative.





BY DON GORDON

Fund Raising

Goal: \$1,200,000

Actual: \$1,390,271

Where we've been

How much is enough? We know if we tallied the money raised in a year by Dogwood and our allies, it would still be dwarfed by the money Enbridge spent on TV ads during Hockey Night in Canada alone. We can't outspend them and yet by all measurable and democratic accounts, we're winning.

Dogwood relies heavily on the support of individual donors — and that's what keeps us independent. In 2013–14 we received 7,684 gifts from 5,613 donors, with more than 1,000 of those donors giving monthly. Individual contributions and fee-for-service contracts provided 55 per cent of our revenue, while the balance came in through grants. Overall we had a 31 per cent growth in revenue from the previous year.

But the real story isn't how much money we raise — it's what we do with it. We were able to extend the reach and effectiveness of the No Tankers and Beyond Coal movements while maintaining the lean and efficient operations you entrust with your support.

Thank you from everyone at Dogwood. We can do nothing without you, and everything with you.

Hard lessons

With annual growth rates exceeding 30 percent since 2011, there have been few hard fundraising lessons as of late. That said, every year we identify expanding our major donor program as a priority and every year it gets under resourced. 2013 was no exception. Until we expand the resources available to deepening relationships with potential major donors, this aspect of fundraising will stagnate.

Where we're going

Monthly donations from individuals will continue to be our main priority for growth, as these donations yield higher returns, a more regular income and virtually no administrative costs. Our goal is to become so relevant and inspiring to British Columbians that more people become monthly supporters, allowing us to pay our core expenses without seeking grants.



Financials

N.B. Summarized from our audited financial statements

Statement of Financial Position

March 31, 2014

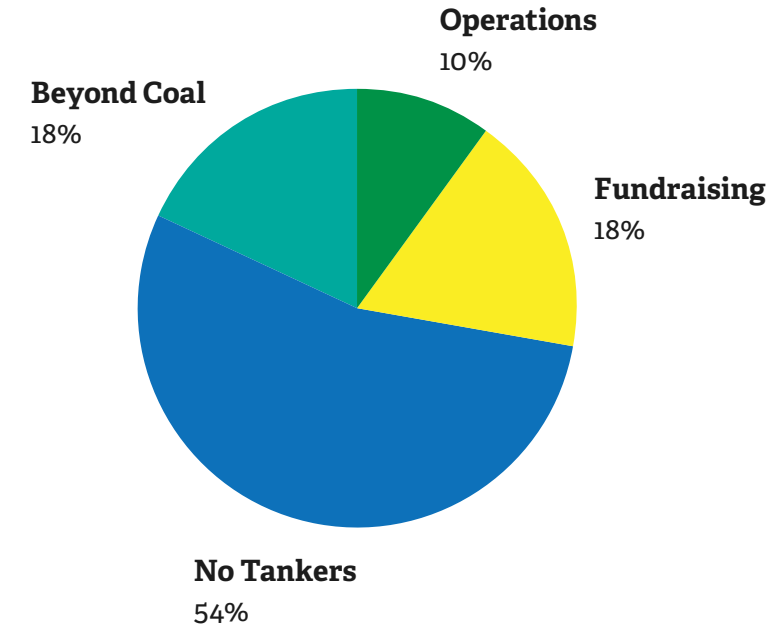
	2014	2013
ASSETS		
Current	\$367,379	\$147,171
Other	\$211,554	\$185,314
	\$578,933	\$332,485
LIABILITIES AND NET ASSETS		
Current	\$225,532	\$247,276
Other	\$162,349	\$0
	\$387,881	\$247,276
Net Assets	\$191,052	\$85,209
	\$578,933	\$332,485

Statement of Revenues and Expenditures

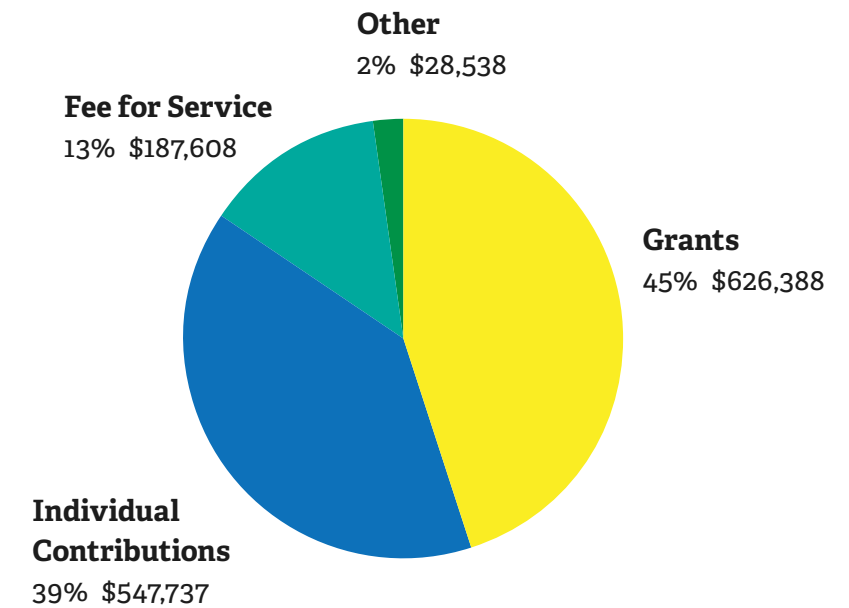
Year Ended March 31, 2014

	2014	2013
REVENUE		
Grants	\$626,388	\$437,618
Individual Contributions	\$547,737	\$415,641
Fee for Service	\$187,608	\$169,000
Other	\$28,538	\$42,868
	\$1,390,271	\$1,065,127
EXPENDITURES		
Overhead	\$132,595	\$112,965
Communications/Campaigns	\$372,316	\$268,772
Special Events	\$12,347	\$11,145
Travel	\$25,154	\$20,725
Human Resources	\$748,439	\$619,904
	\$1,290,851	\$1,033,511
Excess of Revenue Over Expenditures	\$99,420	\$31,616

Expenses



Revenue





 **DOGWOOD**
initiative

Main office

864 Queens Ave.,
Victoria, BC
p: 250-370-9930
f: 250-370-9990

Vancouver office

612-55 Water Street
Vancouver, BC
p: 604-688-3578



dogwoodinitiative.org