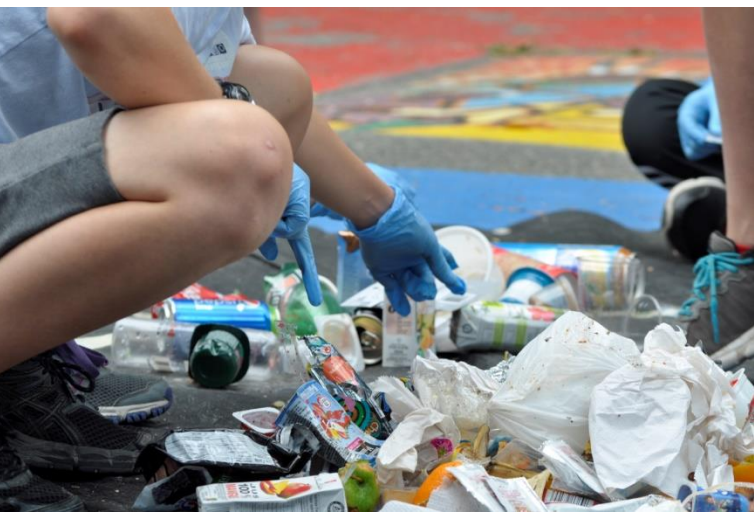




Annual Report



2016-2017

Acknowledgements

Be The Change is grateful to have the opportunity to live, work, and play on the ancestral and unceded territory of the xʷmə θ kʷəy̓əm (Musqueam), sel̓ilwítulh (Tsleil Waututh), and s̓kwxwú7mesh (Squamish) peoples.

As an organization, we are blessed by the dedicated community that has accompanied our journey over the past few years. Whether it be through volunteering, donating, idea-sharing, promoting, working and partnering with us, or just well-wishing, we count on the love we receive to carry on our mission.

This report is dedicated to all the wonderful members of this community who have been there to support and guide the organization's growth over the past year, and the many foundational years before that.

Thank You.

We also recognize that so much of our work and impact is carried by the financial and material support from a number of different organizations who have helped us achieve our organizational and program goals. We would like to thank the following grantors who have funded our work this year:

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Year Overview

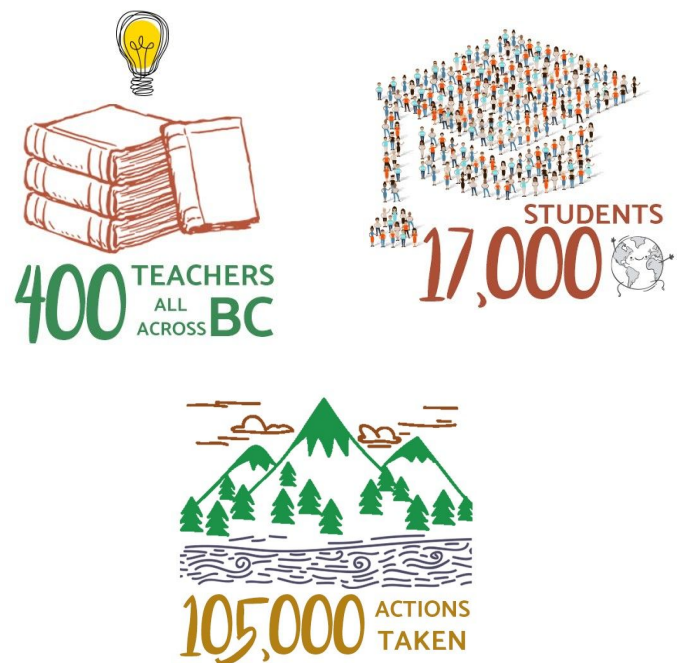
This year has truly been an impactful and memorable one for Be The Change! In our 2016-17 Fiscal year we:

- Maintained Waste Watchers and expanded our programming by providing Zero Waste Workshops contracted by the City of Vancouver
- Grew the number of teachers using SLS and updated the resources offered in French and English
- Conducted research and interviewed environmental educators to set-up for a social innovation lab focused on embedding Socio-Ecological Education into the BC education system over the next few years
- Created an organizational Engagement Ladder, Theory of Change, and storytelling film
- Increased organizational capacity through internal processes, manuals, and approaches
- Ran a successful winter donor drive that increased donations exponentially
- Ran a Sustainability Education Cohort in partnership with Fraser Health and the Delta School District
- Explored potential partnerships that could increase our impact and reach
- Pursued significant organizational and personal professional development and had BTCEA introduced into new circles
- Started designing and developing a new Climate Action Champions Initiative, building upon our past programs and learnings, including building an impressive online action tracking and sharing portal

You can find out more about all the work mentioned here in the various sections of this report.

This year saw many changes for the organization: Erin stepped into her role as the new Executive Director, new staff members were hired while others moved on. The Board evolved as members joined and left, and Maureen transitioned into her role as Founding Director. This change gave the organization opportunities to clarify, reflect, and refine our approaches, core messaging, and offerings, while maintaining key programs such as SLS and Waste Education. You can see this reflected in the annual report in our distinctive areas of focus: 2016-17 Programs, Community Engagement, Organizational Development, Financial Support, and BTCEA Team. We experienced growth, reflection, and shifts in all of these areas!

With 7 years of delivery under our belt, our flagship program, Student Leadership in Sustainability, has had an impressive impact. By the end of the 2016-2017 fiscal year, SLS resources had reached 17,000 students and 400 teachers across BC, resulting in over 100,000 actions.



Additionally, by the end of August 2017, BTCEA's programs had resulted in a cumulative reduction of 540 tonnes of CO₂ equivalent GHG emissions over the past six years. In the 2016/17 year alone, our waste programming had resulted in the diversion of approximately 7.8 tonnes of waste from landfills.

About Be The Change

Be the Change Earth Alliance is a Vancouver-based charitable non-profit organization that empowers individual and collective change for a resilient, just, connected, and sustainable world.

In BTCEA's early years, we fulfilled this large mandate through Awaken and Change symposia, Be The Change Action Circles, What's Your Tree Circles, and the Great Turning environmental forums. This was very rewarding work, empowering concerned citizens to take real action for positive change. These programs laid amazing groundwork for the organization's next stage of development. We hear stories even today of their lasting impact, and of circles that are still in progress six years later. To this day, we continue to receive requests for more of that work to be done in the community.

Responding to parental requests, BTCEA stepped into the public education system with a series of school assemblies in 2009. We were immediately impressed by the passion of youth who want to know what is going on and how they can address global sustainability issues. We also foresaw the strong influence they could have on family members in new Canadian communities that we found difficult to reach. At this point, BTCEA began to develop a program that empowers youth to lead the way for sustainable living.

In the past few years, BTCEA's capacity to support sustainable worldviews and actions in the school system has grown substantially.

BTCEA provides innovative curriculum materials and programs that bring students the information, life-sustaining worldviews, and critical thinking skills they need to take individual and collective action towards a more sustainable world. This has led us to tackle larger projects associated with empowering students and teachers to help direct their education and bring about personal and systemic change. Ultimately, we hope to transform school culture to be one that is life-sustaining.

We are proud to constantly hear teachers, parents, and community members say things like "I wish this had been taught when I was in school" and "if only I had known about the issues and solutions you're teaching when I was younger." We also love hearing students reveal that these projects have changed them and given them more hope for the future.

At BTCEA, we value empowerment, connection, and authenticity. Contributing to sustainability is a lifelong learning and growing process, and we are excited to be on this path. We take a holistic approach to sustainability that integrates environment, social, and spiritual connections while empowering individuals through education in action. We are dynamic, responsive, and innovative. We are pleased to provide tools and supports to young leaders that allow them to deepen their understanding of the world around them and take action for a just, connected, resilient, and sustainable world.

2016-17 Programs

Currently, BTCEA's core work focuses on programs that address global environmental and social challenges and allow youth to lead or influence change in their homes, schools, and communities. Our programs are designed to foster the development of leadership skills and critical thinking abilities while equipping students to take sustainable action and build personal and systemic change.

The primary goal of our programming is to enable youth to understand the sustainability challenges we face, and to then empower them to lead innovative solutions that address these challenges. By highlighting how personal behaviour change can achieve positive results on a larger scale, we encourage a critical thinking process that engages students to take specific, trackable actions with a measurable impact in ecological footprint reduction.

Student Leadership in Sustainability

Taking a values-based, solutions-oriented approach, the SLS program is constructed around a few essential values of a sustainable worldview. The curriculum challenges the current pedagogical structure and its fragmentation of the interconnectedness of global sustainability.

SLS: Student Leadership in Sustainability is delivered through six core modules: Health, Conscious Consumption, Conservation, Connection, Justice, and Innovation. The teacher Lesson Plans and student Action Packs included are used in a variety of courses.

SLS has been an iterative program offering for Be The Change, integrating teacher and student feedback over the years. We continually add impactful activities and

approaches to support the universal SLS program structure that teachers know and understand.

Where is SLS being taught?

BTCEA has built on the success of previous years and the SLS program has continued to flourish. In the 2016/17 year, BTCEA added more than 20 new teachers and 1,132 new students to the program.



382 Teachers

Have taught SLS in 98
schools since 2011

We are pleased to report that SLS is currently being taught in the following school districts across BC:

Vancouver (School District 39)

- Britannia Secondary School
- Killarney Secondary School
- Lord Byng Secondary
- Norma Rose Point School
- Prince of Wales Secondary
- Simon Fraser Elementary
- Sir Winston Churchill Secondary
- St. George's School (Independent)
- Vancouver Learning Network
- Windermere Community Secondary

Delta (School District 37)

- Delta Manor Education Centre
- Seaquam Secondary School

Surrey (School District 36)

- Frank Hurt Secondary

Langley (School District 35)

- R E Mountain Secondary
- Walnut Grove Secondary

New Westminster (School District 40)

- New Westminster Secondary

Coquitlam (School District 43)

- Dr Charles Best Secondary

Richmond (School District 38)

- Station Stretch Alternative School

Other School Districts

- Reynolds Secondary School
- Sentinel Secondary School
- Vernon Secondary School
- TAPS-Center for Learning Alternatives
- Howe Sound Secondary
- Cache Creek Elementary
- WestShore Center for Learning



17000 Students

Received curriculum through the SLS
program since 2011

The SLS curriculum has been taught in courses such as Social Studies, French Immersion, Science, Alternative Studies, Planning, Geography, and more. We are pleased with the feedback we have received from educators regarding the program and acknowledge the respect the program has earned for itself and Be The Change as an organization.

SLS Updates & New Content

In September 2016, BTCEA added Climate Change Resources to the suite of materials offered as part of the SLS program. This included the creation of lesson plans, activities, action pack connections, science literature, surveys, and worksheets. Additionally, four UBC science students were engaged in analyzing and researching the measurability of our current actions; these calculations were integrated into the paper version and our online action tracking tool.

SLS's Action Packs and their related links were updated for relevance and accuracy and our LEDD version (French translation) was updated to correspond to the most recent version of SLS. Be The Change also worked on drafts of an Interconnectedness addition to SLS with elder Chief Phil Lane Jr. that has led to further collaborations.

Impact

In the 2016/17 year, we received feedback from teachers on topics such as the most used resources within SLS, the type of support they received, support resources they would like to see being offered, the ways in which the program has helped them as an educator, what offerings would be most valuable to their school, what other current offerings they are interested in, and the other initiatives they would most like to see BTCEA pursue.

We were pleased that the program, once again, received so many positive responses with some really helpful constructive feedback. In addition to the survey responses that informed our work moving forward, we received some great supportive messages from teachers and students using the program this year.

“This resource has been invaluable [in] keeping up to date information for students to use while exploring the environment & sustainability theme!”

–Heather Coey, Planning 10 & 11 teacher, Reynolds Secondary School

Another teacher from Station Stretch Alternative Program in Richmond School District noted that she was “astonished at how the students really buy into the local activities” by taking fun and simple actions that make a significant difference. She even mentioned how “students who never do homework and have trouble coming to

school on a regular basis” were making the effort on their own time to go into the community to interview local business owners.

While positive feedback from educators is always welcome and valuable, we draw a lot of inspiration from the messages we receive from students.

“I have made a plan to live sustainably on the planet by making smart decisions... such as buying used clothes, or clothes made by workers who are treated fairly, recycling as often as possible, and taking part in opportunities to clean up [my] community whenever possible.”

- Student at Reynolds Secondary, Victoria



540 Tonnes

GHG emissions reduced since 2011

SLS is currently enjoying its sixth year of use in schools, and has indirectly reduced over 540 tonnes of CO₂ equivalent GHG emissions. Having reached over 18,500 students during the course of its lifetime, we are proud of the impacts SLS has made in the lives and minds of those who have received the curriculum content.

Teacher Professional Development

BTCEA offers professional development opportunities that allow teachers to become educated in 21st Century pedagogical approaches to deliver socio-ecological sustainability education.



In 2016/17, BTCEA facilitated professional development workshops at eight BC Provincial Specialty Association Teacher Conferences and five School District Pro-D conferences. Teachers unable to attend professional development workshops in person are always invited to benefit from virtual Pro-D sessions hosted by BTCEA.

Provincial Specialty Association Conferences:

- Modern Language Teachers
- Science Teachers
- Social Studies Teachers
- Teacher Librarians
- Computer Using Educators
- Teachers for Peace & Global Education
- Intermediate Teachers
- Teachers of Home Economics

School District Pro-D Conferences or individual workshops offered:

- Vancouver
- Burnaby
- Coquitlam
- Richmond
- Surrey

Impact

Our work within this area yielded informative and useful insight into how teachers respond to, and use, our programs and materials.

“I really enjoyed [the] ‘action instruments’. I like the action packs, it helps us to deliver our ideas, because sometimes it’s really difficult”

-Educator Workshop Participant

Another teacher remarked at how they “appreciated [the] concrete [path] that [they] can take to share this learning with the students” further noting how they struggle with “tackling big important issues, but also giving them the tools to access different kinds of information, and finding messages that are not too strong for their developmental level”.

Delta Sustainability Education Cohort

The Delta School District, Fraser Health, and BTCEA partnered to create a Health and Sustainability Education cohort that ended up becoming an innovative pilot initiative that brought 12 teachers together to form BC’s first district-sponsored Sustainability Educator Cohort.

“BTCEA provided the “glue” to keep us going, and also was able to act as an external facilitator who helped us realize some strong connections between our mandates in terms of sustainability and health. BTCEA acted as a boundary spanner, helping us to connect health and the environmental agenda.”

-Tracy Hoskins, Fraser Health

Impact

The key outcomes from this initiative include:

- 13 teachers participated, engaging roughly 500 students
- 100% indicated that they benefited from sharing knowledge and innovative best practices
- 75% indicated that they observed that SLS curriculum enhanced student’s health and sustainability choices
- 86% indicated that participation was an empowering experience

“I benefited from being able to learn how to use the program at our meetings...This was a great resource...and being part of a cohort helped aid my use of the material.”

-Brooke Savoy, Sands Secondary

Zero Waste Workshops

The 2016/17 year has truly been an amazing one for our waste education-in-action offerings. A highlight this year was our contract with the City of Vancouver to deliver Zero Waste workshops to Grade 9 students across Vancouver. This led to an expansion of our impact on getting youth informed and engaged in diverting waste from landfills.

Over the duration of the program, we were proud to achieve the following:

- **20 Zero Waste workshops** within the Vancouver school district
- **513 students** from Grade 9 participated in Zero Waste workshops
- **1,500 actions** on waste were completed by students as a result of the Zero Waste workshops



1500 Actions

on waste completed by
students as a result of the
Zero Waste workshops

“I was glad I was making a difference. I didn’t understand how much little things made a difference. I never realized before how easy it is to waste something.”

**-Student at Churchill Secondary,
Vancouver**

Waste Watchers

Waste Watchers is an initiative that engages students in local zero waste solutions through education that

empowers behaviour change. Since starting in 2014, BTCEA has delivered hands-on programming to schools that want support reducing their waste.

Students participate in an educational waste audit where they collect and sort a day’s worth of garbage for analysis, and later use those results to complete projects that improve landfill diversion rates.

Over the 2016/17 year, our waste programming has seen impact in the following areas:

- **12,000 youth** impacted by Waste Watchers Education in Action
- **7.8 tonnes of waste diverted** from landfills through student projects
- **14 tonnes of CO₂ equivalent greenhouse gas emissions** reduced through waste diversion from student projects
- **9 schools** participated in the Waste Watchers program



BTCEA is proud of the impact we have had through this program. The work from this project will inform the programs that BTCEA offers in the coming years.

BTCEA completed the comprehensive Waste Watchers program in 2016/17. We look forward to continuing these programs and adding to these impact numbers in the future, as funding resources become available. For now, we are applying all of the great learning from this initiative to the programming we do moving forward.

“It was really enlightening to see what could be sorted and [has] made me more conscious now.”

-Student at King David High School

Together, Waste Watchers and Zero Waste workshops have allowed us to reach out and engage students in new and exciting ways. The programming enables students to witness a tangible example of the need for behaviour change to make a difference in reducing one's ecological footprint. We have also seen students become encouraged to lead programs targeting waste reduction in their schools.

Climate Action Champions

Over the course of the 2016/17 year, Be The Change started planning our Climate Action Champions Initiative (CACHI). CACHI is built on the culmination of various skills, knowledge, processes, and programming acquired by the organization over the last 12 years. Applying the insight and experience we have gained through empowering and activating students propelled us to spend a good part of our spring and summer of 2017 developing this new initiative along with other organizational and program developments.

This initiative materialized following the approval of a grant from Environment and Climate Change Canada and will be completed during the 2017-18 school year. BTCEA has been intensely involved in research, development, and planning of the program and its different elements.

CACHI has led to the creation of BTCEA's own web-based action portal that allows users to pledge, track, and record their climate actions. You can access this portal (developed in 2017) by visiting www.takeclimateaction.ca.

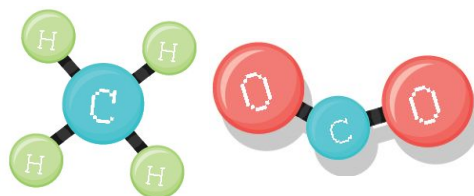
Our 2017/18 Climate Action Targets include youth from over 20 schools taking 60,000 actions, which would reduce 320 Tonnes of CO₂ equivalent greenhouse gas emissions.



60,000 Sustainability Actions



20 Schools



320 Tonnes GHG Reduction

Social Innovation Research

Having worked closely with teachers, students, and district leaders in the education field, BTCEA has come to understand the challenges teachers face to deliver **Socio-Ecological Sustainability Education (SESE)** in secondary schools. The conventional approach of specializing information in knowledge silos impedes the transdisciplinary teaching that supports problem-solving and real-world learning in natural and human communities. With the knowledge and experience gained from our seven years working on SESE, we are ready to meaningfully support 'scaling SESE up' and to explore how we can co-facilitate systemic change within the BC education system.

In 2016, BTCEA was approved for a 'Develop' Grant from the Vancouver Foundation for this "scaling up" work. This grant gave us the chance to take a deeper look at the barriers and opportunities to meaningfully embed SESE in the BC Education System. We hope to continue to the second stage of granting in 2017/2018, which would allow us to set up a 'social innovation lab' where we will prototype strategic interventions in a few key School Districts with whom we are collaborating.

For this project, BTCEA is partnering with Maureen Jack-LaCroix as the lead researcher on this project. Maureen is currently pursuing her PhD in Education and hopes to include this research in her dissertation.

For the 2016-17 phase of this project, we built key relationships, became immersed in social innovation approaches, and gathered first-hand research.

Specifically, we:

- Became familiar with social innovation concepts and approaches. Maureen took a Diploma Program at Simon Fraser University (SFU) on Social Innovation, and the team completed an Innoweave workshop on scaling. We also undertook further research as needed.
- Mapped key relationships in the education system and selected environmental educators that would be ideal to collaborate with on a social innovation project.
- Interviewed 13 selected teachers and youth on challenges and opportunities within the existing education system for SESE.
- Coded the interviews to find trends and questions to explore further during a Stakeholder Dialogue session in the fall of 2017.

In the 2017-18 year we are submitting a larger grant proposal to the Vancouver Foundation to take this work to the next phase, where we will assemble a lab of environmental educators and key stakeholders to envision and prototype strategic interventions to embed SESE into the BC Education system.

Community Engagement

BTCEA spends time working in community both in and outside of the school system, providing tools, resources, and opportunities for our supporters to connect and build their leadership capacity. During these events we engage people in our programs and approaches, which helps inspire and inform both personal and collective action.

Beyond the small team working in and out of the office, our wider Be The Change community informs and inspires the work we do. We also hear about others taking our work, approaches, and tools and applying them to other projects and realms of their life.

Workshops

At the beginning of our 2016-17 year, BTCEA hosted an 'Active Hope' workshop facilitated by Maureen Jack-LaCroix and Derek LaCroix, who are trained Joanna Macy facilitators. This workshop provided an opportunity for participants to experience some of Macy's deep experiential processes to help confront and express their concerns about our planetary challenges. Maureen studied with Joanna Macy during her Master's and these models inform some of BTCEA's fundamental programs and approaches. The workshop was an embodied exploration of our connection to the Earth.

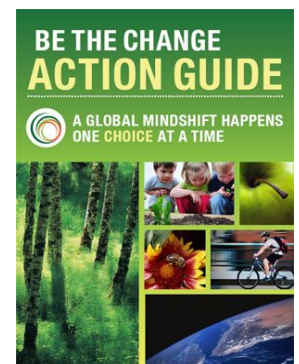
"It was powerful, cathartic, releasing. The workshop helped me realize how much grief and hopelessness I've been holding onto about our planet. Acknowledging these emotions allowed me to move forward."

- Elaine Leung, Active Hope participant, and Founder of SeaSmart.



Resources

We are happy to continue providing our **Action Guide** for the community to use when organizing Action Circles that inspire positive behaviour change. Each year, new people that hear about us through word of mouth or the internet purchase Action Guides and dive into personal action, aligning their day-to-day behaviors with sustainability values.



The Action Guide covers a full range of lifestyle choices and helps the reader become aware of how every single action they take either supports or undermines our vision for a sustainable, just, and fulfilling future for all life. It provides new avenues to participate in change work, explores unexamined assumptions, and serves as a great tool for change agents to educate and influence others.

Celebrating our Community

Founding Directors Maureen Jack-LaCroix and Derek LaCroix hosted a **BTCEA Donor's Dinner** in September 2016, welcoming into their home members of our community who have played an active role in furthering the success of the organization.

It was an amazing opportunity to be in circle with some of our top supporters, express appreciation for their presence in our community, discuss our personal and organizational hopes and desires, and to showcase the work that we have been able to accomplish due to their support.



“This was an inspired way to bring donors together. Everything was just perfect: the fabulous food, the warm and welcoming ambience, and the stimulating conversations. We're delighted to have become part of the Be The Change ‘family’”.

– Kim Smith

BTCEA members cherish our time together through our celebrations, Wisdom Circles, and collaborations.

Through our Community of Change Donor drive, we offered two prize packages that let our community members connect with nature. Our winners for the **Harrison Hot Springs weekend**, were long-time supporters Suzanne & Philippe Barois. Kim & Stewart Smith, won a **guided day paddle and meal** with BTCEA Executive Director and guide, Erin Leckie, and “enjoyed themselves enormously”.



Online Community

In order to stay relevant and engaged in a modernizing world, we have been expanding our online presence and community.

At the end of the fiscal year, BTCEA had 1273 Facebook connections and over 900 Twitter followers.

We have updated many parts of the Be The Change website to make access easier for users and to give it a fresh look with increased clarity. The creation of the previously mentioned Climate Action portal has also allowed the organization to expand its engagement with youth and better support our program delivery.

New Community Opportunities

We are being invited to bring some of our expertise and experiences to the table in new arenas that augment and complement our school education programs:

- BTCEA participated as an education stakeholder at the City of Vancouver Focus Group on 'Zero Waste 2040: Food' and was also invited to the 'Zero Waste 2040: Single-Use Disposables' Focus group but was unable to attend
- At an Organizers Retreat through Organize BC, BTCEA was able to present (and refine) our vision, team, strategy, and tactics to organizers and organizations from around BC
- BTCEA partnered with Walking the Talk for two of their yearly educator events
- BTCEA joined and attended multiple Farm2School events
- BTCEA advised the UBC Centre for Advanced Landscape Planning (CALP) on an online Climate Action Game

Overall, we are excited to have new and emergent opportunities to meaningfully connect with our greater communities, as well as foster relationships and community approaches that have been foundational to the organization.

Organization Development

Our organization is committed to the growth and renewal needed to be an effective, collaborative, pioneering, and thriving organization in this competitive environment. We recognize that this self-growth is vital when providing support and innovation to bring collective and individual change forward in the education system and beyond.

Embracing our own professional development and clarifying our role and approaches allows us to: adapt to the dynamic needs of educators, develop programs that address new and integrated ways of taking action, support our community in being environmental leaders, and provide quality services and resources in the future.

At the beginning of the 2016- 17 Fiscal Year, Erin Leckie, the previous Program Manager took the leadership role for the organization as the new Executive Director, and Maureen Jack-LaCroix, the previous Creative Director, joined the Board as Founding Director. Change in leadership naturally brings about renewal, reflection, and

shifts within an organization; much of this fiscal year was about that for us. At the same time, we continued to offer our core programming, went deeper in waste education, and did some inspiring social innovation research within our education community.

Within most small charitable organizations, having time and finances to manage organizational change and do any higher-level organizational development is hard. To make this possible, we are appreciative of an Engagement Organizing grant from the Gosling Foundation, insights gained from Organize BC workshops and trainings, and amazing community support. All of this work would not have been possible without the generous dedication and boundless effort that Erin has made to the organization, from volunteering on evenings and weekends, to attending workshops for BTCEA on her own time. Setting up a sustainable and intentional organization, like many good sustainable things, takes initial investment and we are extremely grateful for all that she does.

We explored organizational development in a variety of ways over the course of the year. One of our main focuses was on the use and development of models and frameworks to support our organization's vision; this included embracing a storytelling framework, developing an Engagement Pyramid, and creating of a Theory of Change. Our other focus was on organizing and expanding BTCEA through developing our Operations and Program Manuals, engaging in new collaborations, and working with a coach to scale the organization up, out, and deep.



Telling Our Stories

Be The Change has spent the majority of our past 7 years developing our school programs, figuring out the education system, and creating and maintaining key relationships. This has given little time to create relationships with the broader community through our communications and stories. This is something we are working on in a variety of ways, as it will help us make a wider impact and foster meaningful relationships.

One story we worked on mostly ‘off-the-clock’ was Erin’s story using the ‘Story of Self, Us, and Now’ to reach out to our community during our Seeds of Change Campaign. You can see the short film we created at www.bethechangeearthalliance.org/erinleackiebtceaexecutivedirector. We appreciated the framework from Organize BC, the volunteer support from professional videographer Clayton Goodfellow, editing services from environmental filmmaker David Lavallee, and Jen Holden’s coaching.

We now use this “Story of Self, Us, and Now” format to empowering youth in telling their stories and use this video as an example. More development around the organization’s unique stories is ongoing.

Our Engagement Pyramid

BTCEA has provided a wide range of programming over the years, focused on empowering leadership in environmental action. In learning more about engagement ladders and applying that to some deeper reflection on how we enable change, we created and refined an engagement ladder that articulates where we intend on leading people through our programming.



This model helps us measure our impact, explain our methods of change, and is integrated into our programs to meet educators and learners where they are and provide the right opportunities to deepen their engagement. The BTCEA Engagement Pyramid categorizes the different levels of engagement that support an individual in becoming an impactful environmental and social leader.

We build each of the levels into our programs:

Inform: To become informed on the challenges and solutions associated with a topic as well as any needed action, project, or event details.

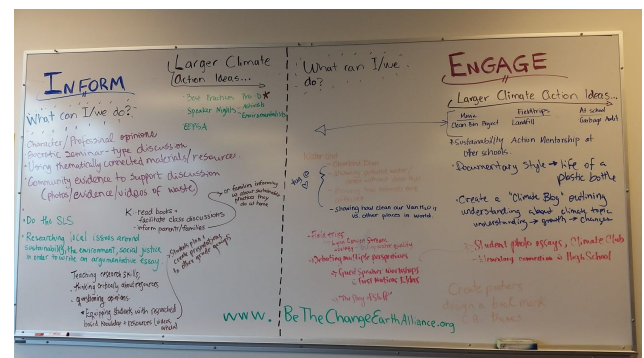
Engage: To meaningfully interact with a topic, challenge, or solution, such as using your various senses through experiential education or engaging in critical and creative thinking.

Activate: To make a different decision or take action(s).

Lead: To support others in becoming informed, engaged, and/or activated, this could be through participation in creating system changes.

Some people start at the base level that precedes the engagement pyramid namely the “unaware, uninformed, or misinformed” category.

This Engagement Pyramid has directly aided the planning and development work associated with BTCEA’s new Climate Action Champions program. As the years progress with the use of this pedagogical tool, we hope to move more individuals up the levels of the pyramid and encourage many of them to take on leadership roles in their communities to enact change.



Our Theory of Change

To better support the development and implementation of the projects that support change, we recognize the need for a clear understanding of what that change looks like and how it can come about. As a result, BTCEA follows a Theory of Change statement model, which provides a simple, yet effective way to articulate and understand our action strategies.

We also create a Theory of Change for each of our new programs so we can understand and reflect back to others

what we are doing to reach the goal specified and the assumptions on which we are building our strategy.

Building upon our Engagement Pyramid, BTCEA's Theory of Change statement reads:

IF we provide 21st Century educational programming that engages educators and youth in understanding their role in acting on global sustainability solutions

THEN they will become activated to shift their behaviours and worldviews and lead cultural change

BECAUSE teachers and youth are powerful activators of societal change, influencing the values and behaviours of their families and greater communities.

Organizational Manuals and Processes

As team members move on and we become clearer on our processes and protocols, it has become essential to not lose precious time re-inventing processes that have already been honed by a previous employee or collaboratively.

This past year has seen big changes both in terms of staff migration and organizational development. This has meant that creating and maintaining Operations and Program Manuals has been invaluable to maintain the smooth functioning of the organization.

Additionally, we have discovered and incorporated new planning tools, such as the use of a 'POP' (Purpose, Outcomes, and Process), that have helped us stay organized, relational, and on track.

Exploring Collaborations

One of the potential strategies we have been exploring to 'scale out' (have our programs and approaches reach more people) is strategic partnerships and collaborations.

In the 2016-17 year, we explored various potential collaborations to see potential impact and alignment. We had generative conversations with Zero Footprint Foundation, David Suzuki Foundation's Blue Dot organizers, UBC Sustainability Collaborative for Advanced Landscape Planning - CALP, Let's Talk Science UBC, and GreenBlocks.

We learned a lot about partnership processes, the capacity needed to establish and maintain a collaboration,

clarity on our needs, and planted some great seeds for our 2017-18 year.

Coaching on Scaling

Be The Change discovered a grant from Innoweave, an initiative of the McConnell Foundation, that supports organizations that are well established with a method of change that is ready to **scale out** - impacting greater numbers, **scale deep** - impacting cultural roots, or **scale up** - impacting laws and policy.

BTCEA took a couple workshops through Innoweave that helped clarify our 'scaling' strategies and intentions, and near the end of our 2016-17 fiscal were fortunate to secure a \$10,000 grant which enabled us to hire a coach.

In the 2017-18 year, we're thrilled to be working with Lisa Gibson, as our coach. Lisa is a Social Change Strategist and teaches Social Innovation at SFU. She will be helping us build up our foundation and hone our scaling strategies.

Financial Support

Grants

As a registered charity, BTCEA receives grants from various funders to carry out our activities, new programs, and growth. We are privileged to receive grants from the federal, provincial and municipal governments, private and public foundations, and some private corporations. Through the intensive process of receiving approval of grant applications based on the organization's activities and programs, BTCEA plans out the expanse and depth of its program offerings every year.

The following grantors supported BTCEA's activities and success in the 2016/17 fiscal year:

Government

- BC Gaming
- Environment and Climate Change Canada
- City of Vancouver
- Service Canada
- United Nations Association in Canada

Foundations

- Vancouver Foundation
- Innoweave - McConnell Family Foundation
- BC Healthy Schools - DASH
- Gosling Foundation
- Sitka Foundation
- Hamber Foundation
- Ron Gruger Continuing Education Memorial Fund
- SpencerCreo Foundation

We are extremely grateful for these grantors that enable us to do this good work, and those that continually support our vision, mandate, and programs.

Community Contributions

At BTCEA we could not continue our work without the love and support provided by our community. Whether that support comes in the form of financial contributions, volunteering, our Wisdom Circle, our Board, or simple well-wishers who promote our work, we are grateful for it all.

Our Seeds of Change campaign focused on engaging our community's support for activating the leadership, critical thinking, and action of the next generation. The program raised funds to support our Student Leadership in Sustainability program, and its delivery to teachers and student champions. Through this campaign alone, we were excited to raise over \$28,000 to support the work of the organization, with total private donations amounting to over \$50,000 by the end of the year.

SLS would not be the success that it is without the efforts and generosity of our community. This support helps us get SLS materials into the hands of more educators and enables us to further our work in fostering the cultural shifts necessary to create a sustainable, connected, and just society.

Thank you to everyone that donated in our 2016-17 year:

Alan Ferguson	Alex Burzynski
Andy Palomar	Anne & Julian Hill & Oates
Barbara Murphy-Bridge	Bob Hadley
Brianne LePiane	Bruce & Linda Hodgson
Bruce Batchelor	Charles Anderson

Chun Lum	Clayton Goodfellow
Clive & April Kendrick	Craig & Maureen Munroe
Deborah Gant	Dianne & Don Marshall
Eleanor Boyle	Eric Fefer
Eva DiCasmirro	Fred & Mary Paranchych
Gustave Yaki	Hank Malanson
Heidi Avanthay	Scott Head
Jan Pesel	Jean Kavanagh
Jennifer Callaghan	Jerry Gerber
Jill Schroeder	Jill Scott
Jordan McDonald	Julie Johnston
Julie Kalmar	Kathy Chan
Kerry Kunz	Kim Higginson
Kristy Franks	Laurie Stewart
Lindsay Neufeld	Margaret Davidson
Martina Marsic	Matthew Heemskerck
Max Adrien	Melanie McDonald
Michael Goodman	Nancy Rose Meeker
Odessa Bromley	Odessa Munroe
Peter Hartley	Philippe Barois
Robert Tanaka	Rosemary Cornell
Sharon Abbondanza	Shawn Kangro
Shelley Gordon	Stacie Noble-Wiebe
Steffany Pel	Susan Bridgman
Susan Duncan	Terence Buie
Wendy Munroe	

We would especially like to thank the following **major donors** who have supported BTCEA through larger contributions:

Anne Gartshore	Brian Liu
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David Pel	Derek LaCroix
Don & Wenda McIntosh	Erin Leckie
Flo Lockhart	Gregory Almas
John Hooge	Kate Sutherland
Kim & Stuart Smith	Margaret Fyfe
Maureen Jack-LaCroix	Mikael Fyfe
Murray Campbell	Peter Ladner
Randall White	Satomi Hirano
Tine Rossing	Toni Pieroni
Zsuzsanna Burak	

If you are part of this community, know you are in our thoughts and you are fueling the work we do and report on each year. We are grateful beyond words for your support.

The BTCEA Team

While our organization is small, our impact is felt far and wide. The success of our organization's work is owed to the many wonderful individuals who support our community daily. While the efforts of our community are invaluable, we measure the fruits of our work in the appreciation and inspiration we observe from educators, students, community partners, and general members of the public.

In this section of the report, we would like to take the opportunity to thank and highlight the many wonderful individuals who were part of the Be The Change family in the 2016/17 year.

Board of Directors

The Board of Directors ensures that Be The Change Earth Alliance (BTCEA) is living its purpose and vision, oversees and supports the Executive Director, and ensures financial accountability of BTCEA.

Derek LaCroix, Q.C. - President

As one of the founding members of the organization, the long standing President, and the most generous of donors, Derek's support of BTCEA has been steadfast and true

over the past twelve years. Derek is a remarkable combination of head, heart and soul – lawyer, counsellor, and spiritual seeker. He is widely respected as the Executive Director of the Lawyers Assistance Program (LAP), serves on a number of community boards, and loves the BTCEA vision for social justice, environmental sustainability, and spiritual fulfillment.

We are greatly appreciative of Derek's continued support and insights.

Maureen Jack-LaCroix – Founding Director

Maureen is an environmental educator, researcher, curriculum designer, and PhD student of Philosophy of Curriculum Design and Implementation at SFU in the Faculty of Education. Her Masters' studies at Naropa University included Eco-Psychology, Creation Spirituality, and Indigenous Wisdom. As the Creative Director of BTCEA, Maureen co-wrote the Be The Change Action Guide and delivered a community environmental education program for five years before bringing BTCEA to focus on environmental sustainability education in secondary schools. Working collaboratively with teachers, Maureen led the BTCEA team to develop the Student Leadership in Sustainability curriculum materials.

Maureen stepped down as Creative Director in August 2016, and joined the Board as Founding Director. She continues to support BTCEA through her doctoral research on using Social Innovation technology to integrate socio-ecological education into the school system.

Suzanne Barois – Secretary

Suzanne has been an outstanding supporter of BTCEA, voluntarily contributing her expertise on a myriad of Be The Change projects, including co-authoring the Be The Change Action Guide and coordinating the extensive community education program. Her impeccable copy editing of the SLS curriculum was surpassed only by taking on the herculean task of translating SLS into French with her devoted husband Philippe. They spent hundreds of hours over the past three years on this labour of love. Suzanne has been a faithful contributor to the Be the Change Wisdom Circle, and a longtime Secretary on the Board of Directors. Next year will be her 10th year of service with Be The Change and we are extremely grateful for her tireless and long-standing service.

Suzanne received her M.Sc. in Resource Management Science from UBC. She worked as a fisheries and marine biologist in Canada and overseas for the International Research Development Centre of Canada. Suzanne is wholeheartedly committed to the global effort towards sustainability through community building, social action, nonviolent communication, and education.



David Pel – Treasurer

David, CGA, CPA has owned his own accounting firm, David Pel Company Inc., since 1991, and with his staff services approximately 500 clients annually. In addition to his professional career, David Pel is active in community service. He is the founder and treasurer of the Downtown Surrey Business Improvement Association, on the board of Elim Housing Society (a village which cares for the elderly), treasurer of the Burnaby Tennis Club, and an active fundraiser for Burnaby Family Life, a society serving youth at risk.

This will be David's fourth year on the BTCEA Board where he has contributed greatly to BTCEA's fundraising efforts and helped revise and maintain BTCEA's financial budgeting approaches and has become a 'go-to' support for Erin.

Murray Campbell - Director

Murray is a partner with the Vancouver law office of Lawson Lundell LLP, where he has practiced since 1990. He is a volunteer peer counsellor with the BC Lawyers Assistance Program, and served on its board of directors for six years. He is concerned about environmental sustainability, and is drawn to BTCEA's key messages and approaches to bringing forth change.

We are grateful to have him on-side and appreciate his thoughtful feedback along with his financial support and insight. This will be Murray's third year on the BTCEA Board.

Tyee Bridge - Director

Tyee has served on the Board of BTCEA since 2011 and the Wisdom Circle for a year before that, providing astute guidance for over 7 years. Tyee stepped down from the Board June 2017.

Tyee was inspired to actively join the environmental movement at The Great Turning by co-founding the Wild Salmon Circle, which he co-led for several years. A passionate environmentalist, Tyee also serves on the board of the Fraser River Keepers. He has received four National and seven Western Magazine Awards for his writing. He is currently the editor for the online Vancouver Observer magazine and the publisher of a boutique non-fiction press called Nonvella. He is often travelling to cover timely issues in unique places and writes about diverse, impactful people.

We are appreciative of the wealth of experience and insight from his work in the non-profit community that Tyee has helped apply to BTCEA's messaging, creative direction, and our very first donor drive.

Gregory Almas - Director

Gregory has served on the Board of BTCEA since 2011 and stepped down from the Board in February 2017. Gregory first engaged with the work of Be The Change through a community Action Circle in Be The Change's early years. Since that experience, he trained to become a symposium facilitator. He joined BTCEA's Wisdom Circle in 2009 and was elected to the Board of Directors in 2011. Gregory enjoys integrating sustainability principles and projects into his work as a property manager. He has led the creation of a community garden on the London Drugs property at Hastings and Penticton.

We appreciated Gregory's long-standing creative and energetic contributions to the organization over the years.



Wisdom Circle

The Wisdom Circle meets around 8 times a year and creatively supports and advises the Executive Director on issues that may arise throughout the year or in creative organizational brainstorming. Many of the Board Members attend the Wisdom Circle meetings regularly, along with guests who have been invited to participate. Anyone being nominated to the Board will have been a part of the Wisdom Circle first.



Aaron Leung - Wisdom Circle

Aaron is a strategic thinking young-adult involved in various aspects of environmental and social action and organization. He is a Junior Facilitator for Youth4Action with Metro Vancouver. He is also a member of the Children, Youth, and Families Advisory Committee for the City of Vancouver. He is pursuing his Bachelor of Environment, Global Environmental Systems at Simon Fraser University. Aaron first started working with BTCEA in grade 9 at Killarney Second and we have been supporting each other's mutual success since.

Bryna Kopelow - Wisdom Circle

Bryna sits on a number of Boards and Committees in Vancouver. She is well-versed in how to scale education programming in the BC Education system, as she has done that successfully with health and sport education. She is a member of JW Sporta, a Health, Physical Activity, and Sport Education consultancy. Bryna is a nationally respected leader and advocate for gender equity. She currently holds a Teaching Certification and Masters of Physical Education from UBC and a Bachelor of Physical and Health Education from the University of Toronto. She first worked with BTCEA advising us on scaling strategies.

Jocelyn Anderson - Wisdom Circle

Jocelyn is the Director of Philanthropy at TreeSisters and was the long-time Philanthropy Officer - Legacy Giving at Ecojustice Canada. She currently holds a Certificate in Dialogue and Civic Engagement and a Bachelor of Science in Environmental Biology at UBC. She first got involved with BTCEA through Action Circles and more recently as a friend of Erin's.

Full-Time Staff

Erin Leckie, Executive Director

Erin joined Be The Change in 2011, as an outdoor educator, guide, workshop developer, and facilitator with a lot of passion, insight, and dedication. She has diplomas in Wilderness Leadership, Adventure Guiding, Holistic Bodywork, and a degree in Adventure Tourism Management. Ever since she was young, Erin has sought out opportunities to be involved in building up others' leadership capacities and fostering shifts in societal norms through initiatives, workshops, and community. Outside of Be The Change, she continues to do this through informal education and ceremonies in local indigenous circles, activist and collective-living experiences, and community workshops.

Erin was BTCEA's Program Manager for many years, co-creating and facilitating BTCEA's programs and curriculums as well as leading human resources. In August 2017, she became Executive Director for the organization, making this year her first full year leading the creative direction of the organization.



In the past year as Executive Director, Erin has led the organization through new funding and organizational developments, the creation of a Climate Action program, Zero Waste programs and workshops, and an expanded

level of partnership building with external organizations. She has enjoyed pushing her capacity to support environmental and social justice education in emergent ways through new programs and approaches. Erin's commitment to innovation in pedagogical approaches for sustainability education is highlighted in the use of BTCEA's Engagement Pyramid and our Theory of Change statements.

Jennifer Holden, Development & Communications Manager

Jennifer was with BTCEA until Oct 2017

Jennifer is a passionate advocate for the environment and has worked with students and teachers across Metro Vancouver to promote and instill sustainability values. She has a Masters degree in Policy Studies from the University of Victoria and enjoys fostering dialogue around important 21st century topics such as climate change, mental health, social justice, and gender politics.

Jen worked with BTCEA for two years, took a year off in Europe, and then joined us for another year (this 2016-17 fiscal). During her time at BTCEA, she co-developed high impact initiatives, such as Waste Watchers, and supported the organization through evaluation, key communications, grant writing, and in the last year, organizational strategies, and social innovation research. We appreciate Jen's meaningful contributions to the organization in her time with us. She is now pursuing more creative arts through her photography and freelancing grant-writing.

Jude Crasta, Operations and Development Coordinator

Jude began working with BTCEA in March 2017 and comes from a background of youth advocacy and policy. He has worked on a number of issues with government, academic, business, and nonprofit leaders. Before joining Be The Change, he worked for the Alma Mater Society at UBC and has served as a delegate to the United Nations Framework Convention on Climate Change (COP21).

Jude is passionate about affecting social change by elevating and supporting youth voices, particularly through empowerment and a modern perspective on cooperative values. He holds a Bachelor of Science degree in Cognitive Systems from UBC.

Jude has held a few different roles at BTCEA, from communications, to programs and now operations. He is

using his web development and creative skills in the upkeep of our website as well as building the Climate Action Portal. Jude has brought professionalism to signage and enjoys connecting with youth and teachers, particularly through workshops and booths.

Megan Eadie, Operations Manager

Megan was with BTCEA until Jan 2017

Megan joined the Be The Change team in 2014. She has a passion for the environment and has always cared for nature. She has a Bachelor's degree in Environmental Sciences with a focus on ecology and conservation from UBC. While at UBC she was an executive for the Environmental Sciences Students Association and volunteered teaching science experiments to elementary students. She is eager to bring environmental and social education to many, while making science more accessible and exciting.

Megan supported the operations work of BTCEA, as well as other key roles such as curriculum development, website management, teacher support, workshop facilitation and budgeting for grant applications.

Megan was instrumental in the process of migrating Be The Change's online presence and contact management system to NationBuilder. Megan left BTCEA in January 2017. We thank her for her impeccable attention to detail and her service to the organization; we recognize the impact her work has had on BTCEA's growth.

Part-Time & Seasonal Staff



Be The Change makes use of various funding resources such as Canada Summer Jobs and other wage subsidies to hire program assistants who support the work of the organization. Over the summer of 2017, three new individuals joined the BTCEA family to provide much needed support with updates to our SLS curriculum, for

our Social Innovation Research, and for the initial development of our Climate Action Champions Initiative and Action Portal.

Nicola Wilson, Programs and Productions Assistant

Nicola was with BTCEA until Jan 2018

Nicola began working with BTCEA in a full-time voluntary capacity in January 2017, as she was awaiting her Permanent Residency, and was an essential part of our team until January, 2018. While at BTCEA Nicola heavily supported the development and roll-out of our Zero Waste Workshops along with the final parts of Waste Watchers. She also assisted in the development of Climate Action Champions.

Nicola holds a Master of Science degree in International Development from the University of Manchester, and a Bachelor of Arts in English Literature and American Studies from the University of Leicester. She has worked as a Women's Social Business Development Manager with the ROLE Foundation in Indonesia and has also worked as an Education Assistant in Berlin, Germany. Her work has included training local Indonesian women to recycle semi-used hotel soap and earn income through the sale of newly created soap to handicraft shops in Bali.

We are extremely grateful to Nicola for her generous support and her amazing contributions to the organization.

Shiori Ito, Operations Coordinator

Shiori was with BTCEA until Sept 2017

Shiori worked with Be The Change from January until September, 2017, as a part-time Operations and Programs Coordinator, after working with other organizations like the Vancouver Aquarium and the Stanley Park Ecology Society. Her work with BTCEA involved supporting the operations and finance needs of the organization, while assisting in various program development and delivery areas for SLS, our waste audits, and our Zero Waste Workshops. We appreciated having her on the team for her short yet impactful time with the organization.

Shiori holds a Bachelor of Science degree in Natural Resource Conservation from UBC and will be carrying on with new opportunities in Australia.

Jill Scott - Bookkeeper

Jill is our long-standing bookkeeper and supports the organization through accounting, financial tracking, and bookkeeping. Jill worked in the child protection field in Vancouver's Downtown Eastside for 25 years, many of those as an Executive Director, before switching gears and becoming a bookkeeper. Jill holds a Bachelor of Social Work degree from the University of Victoria, and accounting training from the British Columbia Institute of Technology.

We appreciate Jill's continued support, flexibility, cheerful spirit and enduring patience in our evolving financial systems.

Julian Villafuerte-Diaz – Program Assistant (May 2017 - Sep 2017)

Julian joined BTCEA in May 2017 through a Canada Summer Jobs placement. His work with Be The Change has supported our program development in CACH and SLS, and focused on various aspects of our Social Innovation Research project.

Julian is currently a student in the Faculty of Land and Food Systems at UBC. Before joining BTCEA, he worked as a student researcher in a community-based learning project in partnership with the Hastings-Sunrise Community Food Network. He also is the Founder and Project Manager of the Agronomy Garden Collaborative Project at UBC.

Laurel Sleight -Program Assistant (May 2017 - Sept 2017)

Laurel joined BTCEA in May 2017 through a Canada Summer Jobs placement. Her work with Be The Change supported the creation of our action tracking materials used as a part of the CACH program, SLS updates, and development around indigenous topics such as land-rights and reconciliation.

Laurel has a Bachelor of Arts in Environmental Studies and English from the University of Victoria and is currently a JD candidate at the University of Thompson Rivers. Before joining BTCEA, she worked as a Youth Program Attendant with the Songhees First Nations Wellness Centre and a Cultural Assistant at the University of Victoria.

Volunteers

We are thankful for the support of various individuals who take time to support the work of our organization through their volunteer activity. Whether it's conducting waste audits, helping with our program development, facilitating workshops and assemblies, or improving our online presence, we are grateful for the commitment we have received from so many people in our community.

Many of our staff, Board, and Wisdom Circle members volunteer their time to the organization and furthering BTCEA's vision and mandate. The individuals below are not included above and also gave significantly to the organization over the year.

Celine Leroudier – Intern (Jan 2017 - Aug 2017)

Celine joined BTCEA in January 2017, as part of a UBC Arts Internship placement, and has supported Be The Change's work in the SLS and Climate Action programming areas, as well as support on key administration needed to keep the organization running smoothly during the six months she spent with us.

Celine is currently a Sociology student in the Faculty of Arts at UBC. Before joining BTCEA, she worked as an Energy Specialist with Rising Sun Energy Centre and was a student volunteer for Common Energy UBC.



Brianna LePiane – Volunteer Facilitator

Brianna started working with BTCEA in April 2017 as a volunteer workshop facilitator. Her work with Be The Change has helped deliver the Waste Watchers educational program to students around the lower mainland. We appreciate her continued support and expertise!

Brianna helps sustainable and socially conscious organizations grow. She has a Bachelor of Arts from the University of Victoria and a diploma in Marketing.

Enora Lereculey-Peran – Volunteer Translator

Enora volunteered with BTCEA for July and August in 2017. During this time she finished the translations and formatting needed to update the french version of our SLS program materials.

She was visiting Vancouver for the summer while completing her Master in Public Policy and French Public Administration in Paris, France. We appreciate all her focused hours working on the program.

Other key volunteers have been mentioned elsewhere in this section, but special mention again to **Suzanne Barrios** and her husband **Philippe Barrios** in supporting translations into French and to **Maureen Jack-LaCroix** for her continued volunteer support in her new role within the organization.



Gratitude

Deep gratitude to everyone that makes Be The Change's work possible and lives out our mandate and vision in their lives.

Gratitude to our dedicated staff, Board, advisors, educators, and engaged youth that create and carry out our programs.

Gratitude to our donors, sponsors, and grantors that believe in our vision and programs and are able to support them coming into fruition.

Gratitude to our families and communities that support everything we do, how we arrived on this path and how we are able to continue it. From the growers, to the builders, inventors, and service providers, thank you.

Gratitude to all our beautiful, awesome, relatives that we share the web of life with, from the rivers, oceans, whales and seaweed, to the mountains, bears, beaver, mice and worms, to the birds, trees, and creepy crawlers. We are indebted to you for supporting all life's systems and making our lives richer.

Thank you.

"You cannot get through a single day without having an impact on the world around you. What you do makes a difference, and you have to decide what kind of difference you want to make."

— Jane Goodall