

Beautiful Work

Resilience Strategies for Non-Profits Working with the Land

Amber Ternus

iii

Beautiful Work: Resilience Strategies for Non-Profits Working with the Land

“How Community Development connects
Social Purpose work with the land on Vancouver Island”

ACKNOWLEDGEMENTS

Over the course of this research project several key people have provided ongoing support and encouragement that have made completion possible and joyful. I was very fortunate to find a community partner early on with Enterprising Non-Profits, and especially to have worked with David LePage as my liaison. His advise, professional support, and engaged presence were instrumental in shaping the tone and flow of this report, and for that I am very grateful.

My University of Victoria academic supervisor, Budd Hall, has been a beacon of positive and constructive feedback from the very beginning of my research, from writing my proposal to the very end stages. Without his patience and creative spirit this report would not have been possible.

I would like to also give a heartfelt thanks and huge appreciation to each of the case study locations, and the volunteers who gave their time for the interviews, as they were the glue that held this report together. Providence Farm, Tofino Botanical Gardens, and The Hermitage are three amazing non-profits who provided so much of the inspiration that shaped the direction this research took.

Finally, it was only with the unconditional support of my loved ones and family, that I started this journey on the path to my Master's degree. It has been harder than I ever imagined, but the great feeling of satisfaction has made it all worthwhile.

Thank you again to everyone who has shared their goodwill and support for this project, and to all those who are doing the beautiful work of stewarding the land using non-profit models.

EXECUTIVE SUMMARY

“We see social innovation as a means to achieve better results, deliver more effective solutions and to lower the human and financial costs of our social and environmental problems” (Action Plan, BC Social Innovation Council, 2012)

Enterprising Non-Profits is actively contributing to non-profit resilience by finding and recognizing a broad spectrum of solutions to assist and support the sector. Specifically, ENP is a B.C.-based collaborative organization that offers technical and financial support to organizations in order to support their social enterprises. ENP has worked with many rural and urban non-profits since 1997 offering advice, funding, and mentorship to assist organizations with sustainability and resiliency. They offer regular workshops on leadership, social entrepreneurship, public advocacy, and capital investment infrastructure in cities throughout British Columbia. ENP organizes annual networking conferences for members aimed at increasing the information and connections between organizations in this diverse, and important, sector of the economy. An on-line e-library has been made available and is also a source of appropriate and timely information, offering research into the successful growth and stability of the non-profit sector that can be accessed by any interested organization. ENP is supportive of a wide range of research into B.C. non-profits, specifically in the area of resiliency and financial stability. This report will assist non-profits, and Enterprising Non-Profits, by providing them with current, relevant information on similar organizations that use innovation and creative approaches in their work.

This project conducted case study research into strategies used by three ecologically based non-profit organizations on Vancouver and the Gulf Islands that are recognized as ‘smart practices’, according to the three criteria set out by Bardach for identifying research exemplars (p. 9, 2011) for non-profits seeking to enhance long-term organizational survival in response to the economic pressures resulting from the Global Financial Crisis. The non-profits studied in this report are the Cowichan Valley based Providence Farm, Tofino Botanical Gardens, and The Hermitage located on Denman Island. Bardach also discusses the importance of “spreading ideas within communities of

practice themselves” (Bardach, p. 661, 2011), and it is this principle of sharing good ideas and helpful practices that has influenced the structure and design of this report. All three of these properties are registered non-profits, are based on properties regulated under the Agricultural Land Reserve, and operate social enterprises to fund large parts of their operations. The interview subjects represent different areas of specialization within the organizations, including gardeners, cooks, fundraisers, and executive directors. It was the purpose of this work to encompass as many points of view present in the non-profit as possible in order to better understand the impact and value of the profiled agencies. This research is unique as these organizations are providing community service to people while simultaneously stewarding the land using organic principles and care for the entire ecosystem.

This project provides recommendations to Enterprising Non-Profits (ENP), the client for this report, based on the results of the case studies, interviews, and selected literature sources. The research conducted here is also concerned with resilience, defined as “The capability to anticipate risk, limit impact, and bounce back rapidly through survival, adaptability, evolution, and growth in the face of turbulent change” (Community and Regional Resiliency Institute, 2014). Through the course of the cross-organizational interviews several themes became clear such as; the power the land has to inspire action, the time and energy commitment volunteers will make when they are truly connected to the non-profit, and the importance of staying focused on the non-profits mission and purpose, and the link these areas all have to organizational resilience.

When first looking at the challenges and opportunities afforded the organizations studied in this group several themes began to emerge around the environmental commitment needed to maintain large acreages, and the ways this shapes or influences the people who work on the land. This meant that a more detailed look at some of the factors that were shared by the three locations was undertaken in order to get at some of the specific aspects that were shared by all non-profits. Here, the research found that the pursuit and maintenance of beauty in both nature and in the way art and built structures were created was constantly interwoven into aspects of all three properties. This first shared quality was followed by the commitment to the organizational mission and vision that was so central in each non-profit. The third shared quality was the high level of

commitment to the properties that both volunteers and staff discussed and demonstrated, and the role that this dedication has played in the organizational resilience. As the research demonstrated, even with very diverse mandates and mission statements there is common ground to be found within the work being done by non-profits who are operating on large pieces of land. Studying this important segment of the non-profit sector, those who are willing and committed to working the land and doing so in rural and isolated parts of Vancouver and the Gulf Islands, is an important way to support its growth.

There are specific factors in registering as a non-profit that can be an advantage in service provision and land management, including governance structures put in place to encourage accountability and transparency. Perhaps the most controversial aspect of these new economic realities inside the social economy centers on the upside of change, and the notion that forcing organizations to change can in fact result in better program deliverables. Can this pressure to become more self-reliant lead to positive organizational and cultural shifts that also lead to increases in innovation, entrepreneurship, and new leadership models? This research has showed that the organizations studied are doing just that, becoming self-sufficient while maintaining their organizational integrity through adherence to mission goals. With their successes in mind, this report outlines both general principles for resiliency in the social economy as well as specific long and short-term recommendations to ENP aimed at supporting the work of non-profits working on acreages.

TABLE OF CONTENTS

Acknowledgements	2
Executive Summary	3
Introduction	7
Literature Review	11
Nature Based Theory	16
Resilience	20
Social Economy	24
Focus of the Study	26
Objectives and Research Questions	28
Methodology	29
Beautiful Work: Three Non-Profit Stories	35
Providence Farm	39
The Dharma Fellowship of His Holiness the Gyalwa Karmapa	49
The Tofino Botanical Gardens	55
Reflections	66
Recommendations	75
Immediate Actions	75
Future Actions	76
Conclusion	80
References	82

INTRODUCTION

“human beings naturally desire to give. We are born into gratitude: the knowledge we have received and the desire to give in turn...A sacred economy is one that liberates our desire to work, our desire to give...There is much beautiful work to be done...”

(Eisenstein, p. 195, 2011)

When innovative and environmentally focused non-profits work well, the results can be powerful for the people they serve and for the communities they are connected to. Using a social purpose model can support growth and change in ways that contribute to multiple positive outcomes for clients, staff, and the land they work from. This social purpose system blends a business model with “the added goal of generating social value (measurable impact) in addition to the economic value (revenue)” (MaRS, 2011). This blended model has been demonstrated by the case studies, and here it includes the ability to work in harmony with the land while serving the community. This model can add specific challenges for a non-profit, and additional rewards for those lucky enough to be part of these unique organizational models. This research study is focused on addressing this specific type of rural non-profit, those with acreage, located on Vancouver and the adjacent Gulf Islands. The project is about highlighting and sharing some specific ways land stewardship, social innovation, and community building are working together in this regional context.

Vancouver and the Gulf Islands are a lush, temperate, and wild place where rainforests meet pastures, and rivers and lakes cross villages and towns. Growing up in a rural community on the southern tip of the island provided me with the freedom to explore the countryside, and to live a life nourished by ocean views, food from our gardens, and regular interactions with wildlife. These formative experiences shaped my worldview and ultimately the potential I see for broader human communities to live in harmony with the natural world. As is often the case in the wild places on this island, my home area was one bounded by parks, large estates, and farms, all supporting a myriad of people and animals, without any major industry in the region. It was a place of abundance, with natural resources from the sea supplementing our family income and

providing high value (and tasty) food that came from outside our window. This ocean side community was one of the last of its kind, a close-knit and isolated trailer park consisting of about 30 homes, all close to a river estuary feeding into the Pacific Ocean. The pure wonder and joy I remember from these early years has created a personal desire to find places outside our current norms, to find where truly unique, ethical and powerful connections are being made between the land and its people.

“they paved paradise and put up a parkin’ lot” (Joni Mitchell)

Unfortunately this story has a tragic ending, as the property owner bulldozed the community in 2008 and displaced the people living there in order to make more money operating as a seasonal RV park. To many of the people affected it seemed impossible that it would be legal for a corporation such as Bob Wright’s Oak Bay Marine Group to destroy a thriving and diverse community of more than 60 years. It became clear that this destruction was about more than land, but about human rights, with the Oak Bay Marine Group stating there “is nothing wrong” with destroying the trailer park (Canada.com, 2013). Today my beloved childhood home, once a beacon for nature lovers, families, and seniors has become a shell of its former self. The low impact community that was full of gardens, artwork, and children, has instead become a desolate vista of concrete parking pads and large RV’s visiting for a short time. Losing my childhood home due to the corporate profit motive created a personal drive to find rural places where people are in control of their own destiny, using models that support the values of democracy and rural preservation.

Today land can be purchased and operated using many different systems, ones that encourage empathy, environmental protection, accessibility, and sustainability. These models are as diverse as the people living inside of them and include; land trusts administered by foundations, traditional family owned properties with land trust components, non-profits, and cooperatives. Each system works in its own way while sharing the long-term and legally binding commitment towards maintaining environmental sustainability in their property development. I truly believe that in order to protect our most sacred places, visionary people need to be supported as they do things differently. The stories I will tell here are about three such successes, in different regions of Vancouver and the Gulf Islands, and with different inception stories. They all faced

challenges due to the physical size of their operations, but their commitments and values are the real story here. These are the people that are contributing to the building of a better future for Vancouver and the Gulf Islands and who are showing the region that by taking a different approach to land stewardship many unexpected opportunities and deep connections are created.

When I first began the inquiry into alternative models for land stewardship undertaken by Vancouver and Gulf Island non-profits I felt confident that the focus of the research would be around innovative strategies for financial stability. This specific location was chosen to allow for a regional non-profit perspective to be presented, and due to my personal connection to areas being studied here it was particularly engaging. Although Vancouver and the Gulf Islands offer a unique place-based perspective, many of the regional factors could apply to different locations that share the characteristics of a primarily rural Island. My interest was primarily in social enterprise development and financial diversification conducted using the non-profit model, but through the personal interviews and the research some very surprising outcomes came to light. Firstly, farming, or the implementation of food production for organizational use and/or sale based on these properties was a priority for all three organizations. Each non-profit was focused on expanding their food-based land use and production, while simultaneously actively preserving their wild places to protect wildlife and plant integrity. Secondly, each organization has consistently been working to create beauty on the land, to integrate traditional and non-traditional art into the outdoor spaces, and to build or maintain exquisite architecture that not only meets the physical needs of the organizations but is also done in a way that actually enriches the property. By designing spaces to deliberately enhance beauty in all things, and to support volunteers in creating visually appealing land art, signs, gardens, and sculpture, the value of the properties has been built up creating a strong future of visitors and clients. Thirdly, each organization works hard to maintain strong economic self-sufficiency by using the social enterprise model to finance operations. The ways productive revenue streams are created is as unique as the mission of each organization, and ranges from selling goods to creating educational programs and sharing cultural teachings. The ways that these different aspects of organizational growth are combined builds resiliency for these non-profits. The more

that low cost innovations are integrated into program development with a slow and steady approach to growth, the higher the capacity for ongoing and measured progression to increase. Studying how diverse the land based non-profit community is on Vancouver and the Gulf Islands, and the many ways they support real community change by involving locals in their projects, the bigger the impact of these organizations will be on other similar non-profits.

LITERATURE REVIEW

In British Columbia there is a growing emphasis for non-profit organizations to become more financially independent and innovative, and to run their core programming without any financial aid from the government. The rise of the social enterprise sector can be seen as a result of lowered funding levels from the provincial and federal government. The potential for the decline in financial support to negatively affect the broader non-profit sector appears to be addressed by the rise in entrepreneurial activities by non-profit organizations. In order to achieve the goal of organizational resiliency within the social purpose sector innovative activities related to revenue generation are a key tactic. This funding shift from the public sector to the private, or non-profit sector, has also created additional pressures in the rural context of Vancouver and the Gulf Islands. In this region revenue creation challenges can be greater due to a complex series of factors including a smaller customer base, high transportation costs (including ferry fares), and differentiation of services in a region with a high number of non-profits and social purpose related organizations.

Authors have noted that on Southern Vancouver Island approximately “47 percent of farmland has been removed from protection in recent years...and in the next 10 years over half of our farmers will retire “ (Let’s Buy the Farm!, 2013). When combined these two statistics are startling, and clearly show that with increased pressure to sell land for residential purposes by an aging base of land owners, agriculturally important land is being eliminated. Lewis and Conaty (2012) have also researched food trends on Vancouver Island and they state that in the “1950’s Vancouver Island produced as much as 85 percent of its own food” (p. 126), today that number is closer to 5 percent.” These land use trends further re-enforce the need to secure high quality, productive and stewarded land in order to have long-term food stability in the region. The need for increased food security has been exasperated by climate change, and the effects of drought and decreasing yields from regions that export food products to North America (Lewis & Conaty, p. 132, 2012). It is these shifts around the world that have lead many regions to focus on expanding local food production in order to decrease dependence on imported food that may rise in costs or decline in availability based on international weather changes. Whether all the land is being used to grow edible goods, or if its

agricultural purposes are broader, the simple act of protecting land from development is powerful as it ensures viable land will be there for future use.

In British Columbia the Agricultural Land Reserve consists of provincially regulated land held in both public and private ownership (ALR, 2013). As all three profiled organizations are designated as operating on land designated under the Agricultural Land Reserve, it is worth noting the limitations and benefits of the system. ALR lands are considered to offer some of the highest provincially regulated levels of protection from traditional development, and are seen as a tool to maintain regional agricultural sustainability. These lands can include any property that has been deemed to have the potential for agricultural use as designated under the Agriculture Land Commission Act. Although this model has been very successful at encouraging agricultural use, only 2 percent of Vancouver Island falls within the ALR designation, representing the lowest regional level in the province (ALR, 2013).

In “The Resilience Imperative,” Lewis and Conaty (2012) stress the need to grow more food locally, and for local control over growth in agriculture to become a priority in order to build regional sustainability. They argue the pressing need for this shift towards sustainable local ecosystems is the result of the “unholy trinity of climate change, peak oil and the casino economy” (Lewis and Conaty, 2012, p. 14). These authors have conducted research into Vancouver Island food systems and specifically into the amount of food that is brought to the island from provincial, national, and international locations. They use these high food importation rates as an example of the failure to implement, and support, local growing systems. The authors refer to the alarming statistic that less than 5 percent of the island's food is grown locally, with the rest being transported via the mainland (2012, p. 127). This research also found that “less than 2 percent of the American population live on productive farms today” (Lewis and Conaty, 2012, p. 128), while in Canada that is only slightly higher at 2.2 percent (Statistics Canada, 2009). These statistics, and the many ways they have manifested in negative ways on Vancouver and the Gulf Islands were a strong motivation for focusing on land based non-profits and their contributions to local food and land security. The serious nature of Vancouver and the Gulf Island's local food production crisis, and the more general land protection issues, need to be addressed in order to secure a long-term quality of life that remains

affordable and relies less on food transported from around the world. The three organizations investigated in this research are diverse and successful involving different styles of land use, including short and long-term accommodation, wild land protection, food and flower gardens, social programs, and value-added products produced off the properties.

This research encompasses questions related to the ability of land-based non-profits to maintain financial and social sustainability while keeping the organizational mission at the center. Although there is little research related to this combination of factors, and how they are connected with operating on a rural property, there are more broadly connected materials to draw from. When studying how these different focus areas linked it was valuable to look at three primary themes; resilience literature, nature-based theory, and non-profit social enterprise materials, and see how they connect to the research questions. Combining these three areas with additional research on the importance of building strong human and land based relationships, the power beauty has to inspire connection, and the spiritual and emotional strength they have when blended, some of these theories supported one another. For the purpose of this research the term beauty is defined as “the quality present in a thing or person that gives intense pleasure or deep satisfaction to the mind, whether arising from sensory manifestations (as shape, color, sound etc.), a meaningful design or pattern, or something else” (Dictionary.com, 2007). The word beauty is central in this report and is being used here in many ways to describe physical locations and the more philosophic feelings that beauty can create in people. To many people beauty is a personal experience and for this reason the report has been created to allow for personal reflection and feeling around the nature of beauty to be included. Still, finding places in the literature and research where these different yet connected areas of resilience, nature based theory and social enterprise meet has provided some insights that support the projects conclusions. The areas that intersected at some level include: land based connections, local food movements, revenue diversification strategies, the role of volunteers in non-profit resilience, how innovation can be successfully nurtured, the use of leverage points to positively effect change, the era of new funding realities in Canada, the significance of partnerships and communication and more general discussions about social entrepreneurship.

The organizations that were researched for this project all have a clear, strong, and long-term commitment to the natural world, and have been practicing the age-old practice of leaving the world a better place than they found it. Having and practicing a holistically based relationship with the land that uses principles of organic gardening, social contribution, and the active pursuit of beauty have, in the opinion of the researcher, contributed to their organizational success. This pursuit of beauty can be seen in many different ways, and includes the preservation of natural spaces, the creation of structures using aesthetic principles, and the inclusion of art on the properties. These organizations have all included other factors specific to the pursuit of beauty that revolve around developing gardens and walking trails accessible to clients and staff, and placing a high value on making outside spaces accessible in order to appreciate the scenic atmosphere they have created. These non-profits have been using positive and negative feedback loops to change and adapt their strategies using this reflective process introduced by Meadows and echoed by many others (Meadows et al., 2012). The organizations have all undertaken a slow and steady development approach that is based on volunteer participation and interest, alongside a strong ability to learn from failures and to see them as learning tools.

To demonstrate how the social economy continues to evolve, it has become important to look at how positive growth in the non-profit and the social economy sector is manifesting. Carroll and Stater (2008) have identified that organizational longevity is linked to a diversified portfolio, bringing more stable income to non-profit organizations (p. 947). This connects to social finance research that identifies an over-reliance on government funding as contributing to the lack of financial sustainability in the sector as a whole (Karaphillis, Asimakos & Moore, 2010, p. 17). As previously stated, non-profits have relied on this government funding for many years, and are no longer able to count on this revenue stream when planning for expansion or for property maintenance. The growth of the social economy depends on the exploration, and implementation, of innovative strategies for self-sufficiency that are being modeled by the organizations profiled in this project. Concerns around long-term funding are also compounded by the needs of non-profits to balance social, financial, and ecological returns while maintaining organizational resiliency (Karaphillis, Asimakos & Moore, 2010, p. 17). The need to

engage in this sort of financial and ethical balancing act is at the core of much of the research, literature, and recommendations being made in this report.

Although the research parameters of this study have been limited due to the size and scope of the organizations themselves, several other limitations are also in play. The general academic focus on the social economy and non-profits, alongside the ecologically based sustainability literature provided hundreds of potentially relevant articles to consider. Choosing what would be included in this study was a daunting task and required honing the inclusion criteria to highlight the strengths of the organizations profiled alongside the conclusions made by the researcher. This meant that highlighting the environmental links between the three non-profits profiled in this report took priority. The literature review is divided into three overarching categories based on the primary themes explored in this research, and their connection to one another. These three areas begin firstly with nature based theories that focus on land, meaning here the value of place and the impact that rural areas and beauty have on attachment and commitment to the non-profit by staff and volunteers. The second theme is resilience, and will include literature with a clear direction related to social and economic stability, strategies, and theories that support the steadiness of the organizations. This second theme will include literature related to non-profit structures and the designation of Agricultural Land Reserve properties. The final category is focused on the social economy, and the different ways innovation affects change adeptness and how this manifests in the ways scaling is brought into organizations. This includes the broader social economy context, growing organizations through innovation, and limiting or altering programs to ensure proactive responsiveness. The three areas of literature chosen to inform this literature review are visually depicted in Figure 1.

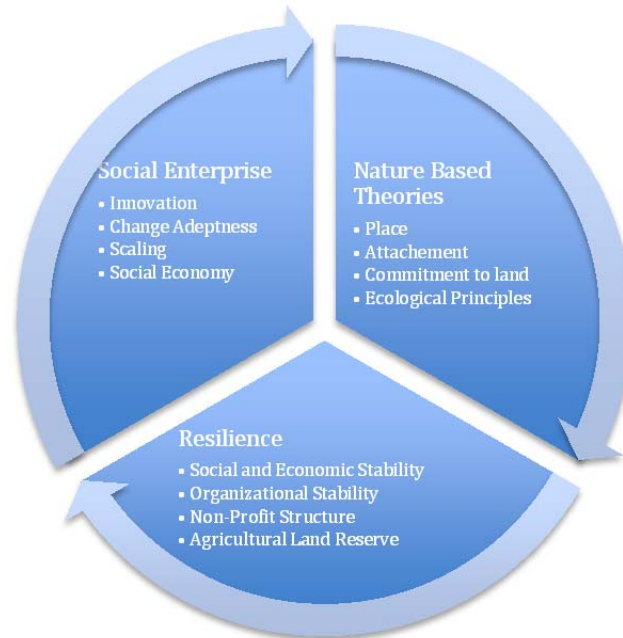


Figure 1 (above)

Nature Based Theory

Bill McKibben offers a holistic vision and history of the climate crisis and the responses to it and discusses the idea of Deep Economy as a response to the current economic systems that have created so much waste and destruction. He sees community as key to sustainability and states “community, as it turns out, is the key to physical survival in our environmental predicament” (2007, p.2). Deep economy is a broad based response to the changing global landscape that has no specific political ties, but instead is looking towards a totally different way of governance that focuses on how to create a more sustainable and just world. He believes in the importance of farmers markets, and notes that they are the fastest growing part of the global food chain, and key to food security. They have “doubled in number and sales and then doubled again in the last decade” (McKibben, 2007, p.3), supporting the experience on Vancouver and the Gulf Islands around growth in this economic area.

The foundational argument made in this paper is that place, or the land that is part of the organization, is at the core of the non-profits ability to gain social and economic power. DeLind and Bingen offer insights into how emotional connection grounded in “the felt nature of place” can be seen as a way to explain the strong and persistent feelings of closeness many volunteers and staff feel to the rural places they live and work

(2007, p. 142). Motivation for continuous volunteer participation is a large part of organizational success and this research assists in placing the experience as mutual, one where the people working the land are rewarded by an immense sense of connection to self through place. Although DeLind and Bingen do not purport this to be an easy state of mind to attain, it is seen as possible once both time and energy have built a foundation based on lived experience in these nature based environments. It is their position that a mutuality of giving and receiving is required in order for the positive emotional effects to be felt by the staff and volunteers. They go on to explain that “places can offer us physical and emotional grounding” that can help to build and sustain healthy human and nature based relationships (2007, p. 142). Perhaps one of the most profound points made by these two authors is “we belong to places; they don’t belong to us” (2007, p. 142), further confirming the notion that land has the power to connect us to it.

Continuing in a similar, but more philosophical approach to the human/nature connection is the discussion on aesthetic power by John O’Donohue. In his book “Beauty” he argues that the positive visual experience of place can be a transformative source of compassion and connection (2003). This idea of beauty as a motivating factor in creating the bond between people and the place they work or live has elevated the discussion of land based non-profits. Here these organizations are placed inside the view that there is a mutually re-enforcing, and even spiritually re-enforcing relationship between land and the people who connect to it. O’Donohue asks thought provoking questions that shift our understanding of land as inanimate and instead pushes the reader to explore the possibility that land has feelings, that it is able to influence people. He poses the question “Could it be possible that a landscape might have a deep friendship with you? (O’Donohue, p. 33, 2003), once again challenging the reader to look at how place itself could be an active player in building meaningful relationships. To bring this concept to its furthest involves a shift in consciousness in order to consider the possibility for an earth/human connection to include a reciprocal relationship. This work could help to understand the intense, and often long-term commitment people make to land-based projects that preserve and beautify the earth. Although there may be many perspectives on what constitutes beauty, in this context it is meant to refer to the effect that protection and conservation of natural spaces, with the inclusion of art and structures, have to re-

enforce and enhance the atmosphere. O'Donohue claims, "the earth is not outside us; it is within" demonstrating the truly reciprocal connection he sees working inside of ecologically driven systems (O'Donohue, p.36, 2003). When the idea of beauty is put into the context of human relationships he also supports the idea that kindness is a form of beauty, and that through the love of beauty great ideas can come alive (p. 48, 2003). It is this manifestation of the power in beauty that has helped to form one of the themes of this research work, namely that the land itself offers inspiration for human and environmental health. It is inspiration, encouragement, and an unending source of power for those who have chosen to connect to it. Perhaps the powerful social connections these places, and their human caretakers, have built inside these non-profits is part of a much bigger spiritual connection that is outside the scope of research and instead rests firmly in the human spirit.

In "Earth's Limits: Why Growth Won't Return", Richard Heinburg (2011) describes the huge impact that our current food production systems have played in the destruction of the global environment. When looking at the ecologically sustainable methods for managing land that are used by many non-profits, the importance of supporting local food and land preservation initiatives run inside this model becomes increasingly important. Heinburg's understanding of how and why the dominant private land use system is not working is crucial for the context of promoting alternative models. Heinburg asserts "agriculture has become the single greatest source of human impact upon the planet" (p.131, 2011), further underscoring the need for radical change in how land is managed for food production. When this notion is paired with some of the dire predictions for the earth's future due to peak oil and climate change, it promotes an even stronger need for change in agriculture and land management. This gloomy food security context may not be comfortable to examine, but it does provide additional motivation for the promotion of different methods of land usage in order to have a positive impact on the planet. Heinburg also notes that organic food production is even more important when looking at the alarming statistics on pesticide use, water scarcity, and topsoil erosion and the effects these have on human and ecological health (p.133, 2011). The author is essentially providing many reasons to leave behind old models that require constant growth in order to have financial success, and instead to move towards a more stable, and

low-growth future. This point has been re-iterated by many authors in the environmental field and is centered around the notion that big is not better, that by embracing smaller scale agricultural techniques sustainability of land, workers, and local communities can be enhanced.

Perhaps the most influential book on the human environmental co-connective relationship was co-written in 1972 by a group of International scientists lead by Dennis and Donella Meadows called “The Limits to Growth”, and updated in 2012. It was answering profound questions of the time that continue to haunt society: “Are current policies leading to a sustainable future or to collapse?” and “what can be done to create a human economy that provides sufficiently for all? (2012, p. ix). The authors used systems theory to analyze how growth at its current rate was unsustainable, and the dire consequences the world is facing if radical change does not occur. Systems theory has been adopted inside the environmental movement as a model that can be used to understand natural reciprocal relationships inside the natural world. Meadows et al. explain clearly that for each action taken there will be a natural response to cope with that action, and that inside this continuous flow nature maintains a system of adaptation and response (2012, p. 25). These systems have been demonstrated inside the animal and plant kingdom, and can also be seen in the human world as a cause and effect relationship. The newest version of this keystone academic piece is called “Limits to Growth: The 30-Year Update” and it continues on the same themes as the first book, including new evidence to support the original theories from the 1970’s. The authors have provided many valuable insights for this research, specifically around the importance of land reform and the use of organic principles. These two areas are linked in terms of their role in building sustainable systems where systems theory can be used to predict, in a large part, the results of human action on the land. When understanding how insects, animals, and plants all work together in the production of food, and the full potential undeveloped land has to feed and nourish humans, concrete strategies towards sustainability can be created.

Resilience

In order to provide a more integrated contextual background for this project, looking at how social innovation and resilience are linked becomes important. In Moore and Westleys' 2011 paper "Surmountable Chasms: Networks and Social Innovation for Resilient Systems" resilience is defined and discussed at length. The authors use resiliency theory, as represented in the adaptive cycle, to frame their discussion of social networks and the links social networks have to innovation. Moore and Westley do this most successfully when discussing the four markers of growth and re-balance, as represented by the infinity loop as a continuous connected, or infinite system. These linked, yet separate, stages of resilience consist of; release, reorganization, exploitation, and conservation (p. 2, 2011). Figure 1 presents an infinity loop representing the interconnected nature of all life, and the flow from concept to action, or idea to fruition. It consists of a front and back portion, with the two meeting at the center, and requires a "balance between the capacity to learn and adapt...and the ability to self-organize" on the path to resilience (p. 11).

Figure 2 Infinity Loop Symbol



(Infinity Loop Symbol, Unicode character F0A5, 2013)

This infinity loop symbol speaks to the search that ecologists, academics, and theorists have embarked upon to find ways to measure and evaluate balance and create a symbol to represent this quest. Finding this point of balance is especially tricky when searching for the middle ground between trying new things and reflecting and building on the successes of past work. This can be seen in the difficulty evaluating how sustainable innovation can be accomplished inside of complex human systems that are constantly

changing and evolving. This is no easy task, especially when considering the historical understanding of resilience theory as a response to ecological systems and their challenges (Moore and Westley, 2011, p. 2). Bringing this theory from the ecological system into the human sphere is an area of emerging interest in the field and one that is central to this research project.

Moore and Westley also acknowledge that when social innovation spreads “across boundaries and systems” it can lead to tipping points in the system, or places when more change or change energy is concentrated in one place (2011, p.9). Understanding how to predict and cope with this change can be found when one looks at the shared patterns experienced by ecological and human systems and identifying what is similar and different in each system. These tipping points are considered to be indicators of capacity, or places within a system where the existing usage or practice is at its threshold and can no longer sustain itself without adaptation. These are the places in the system with the most opportunity for radical change, or transformational change to take place as they provide the most room for such activities. It is remarkable how living and working in such change intense circumstances can be understood as a form of stability itself, as a natural process of evolution and ultimately as a way for system survival to be observed, but not interfered with. Moore and Westley continue to reassert that in any change or innovation process, there is a “recombination of older elements”, or more specifically that any new ideas or concepts are reconfigured pieces of older ideas, that are in essence the same pieces, just shuffled (2011, p.2).

The discussion continues to include resilience theory as a consideration in the work of scaling systems, either through scaling-up or scaling-out, in order to reach the optimum scope and size for stability and possible replication of good practices. The importance of scaling is a key factor in this paper, as it is an important indicator of how innovation is evolving and growing within an organization. There are several interlocking areas and themes that overlap one another, with each having a role to play in reaching a balanced and stable, constantly changing and evolving, resilient system. The juxtaposition between human and ecological systems is key for understanding how the organizations studied in this project have contributed to resilience and systems theories as strongly land connected places. Especially compelling is the link between land, and

peoples' commitment to preserving human access to these special places while also ensuring that the plants and animals are able to live and thrive inside the relationship.

Another area of research offered by Moore and Westley concerns networks and their role in creating and building social capital, as seen in the physical power that drives the hands-on work that keeps the organizations functioning. The term social capital is credited to Putnam and he defines it as “features of social organization, such as networks, norms, and trust, that facilitate coordination and cooperation for mutual benefit” (1994, p. 5). It is this form of social capital that many non-profits rely on to sustain their organizations from inception through to the maintenance stages. This group consists of the volunteers who work in gardens, on building projects, cooking, and cleaning, and helping the land to become productive and environmentally sustainable. This social capital also includes the more traditional ideas of work in the social sector, the office work, promotion activities, board work, and fundraising.

Looking into some of the broader themes the work of Magis resonated as she notes “Research suggests that resilience pertains to the ability of a system to sustain itself through change via adaptation and occasional transformation” (2010, p.1). This linkage of resilience with adaptability has re-enforced much of the information that came forth in the personal interviews in terms of the reflective process to change that has been key in all three organizations. Magis has highlighted the need for sustainability and adaptation to be seen as connected, and in the context of non-profits this can be a key factor when undergoing change and growth initiatives. This also illuminated some of the insights around people's relationships with the organizations, their commitment to volunteerism and the value the organizations play in their lives. When change is seen as a constant factor it can be viewed in a positive and connected light, one that aligns with mission goals as well as the practical realities of current environmental factors on each property. On this search for a deeper look into how finance and social commitment overlap the work of Charles Eisenstein, and his book “Sacred Economics” become key to finding some of the broader answers (2011). He expresses a deep belief in the sacred, or spiritual nature of work, people's connection to the natural world, and the practical steps that happen while on the path for a more meaningful relationship with financial security. Eisenstein believes that “We do not need financial incentives to work, and in fact we do

our best work when money is not an issue” (2011, p. 197), and this sentiment is reinforced when looking how key volunteerism is to the non-profit sector.

Further literature into resilience and the social economy comes from Lewis and Conaty in “The Resilience Imperative”(2012). The authors identify seven principles of resilience that can be used to assess and evaluate innovations in the social economy. These are the concepts of diversity, modularity, social capital, innovation, overlap, tight feedback loops and ecosystem services (2012, p. 19-20). All of these evaluation areas could be used to measure organizational resilience and also to draw comparisons between different groups. In their broader discussion on the role and impact of the third sector they also assert “the social economy...is the economic expression of civil society’s social consciousness” (2012, p. 29). This can be seen clearly on the Vancouver and the Gulf Island and the Pacific Northwest as it has long been seen as a region of “left-wing” thinkers who are committed to progressive environmental and social change, and has acquired the nickname of the “left coast.” To look at the vibrant social economy here is to see reflected values of innovation that also encourage positive growth while staying strongly connected to principles that support sustainable growth and community development. This focus on sustainability acknowledges a deeper meaning, or larger purpose inside the social economy, that resonates with the work of other authors and the case studies in this report. This valuable and newly released book also deals with broader global issues around resilience such as the role of corporations, transformative land and economic policies, alternative lending and banking, and agricultural solutions. Lewis and Conaty have also linked resilience with tipping points in order to clarify how “stress on a system” can have inevitable results that need to be anticipated in order to mitigate negative consequences (2012, p. 183). Resilience in this global context is a complex notion that requires balancing growth with environmental limits, and the ability to understand what these tipping points are before they are breached. This research is also valuable as it speaks very much to a Canadian perspective, set in the context of the pacific west coast of this country that draws on many local examples.

Social Enterprise

The “Action Plan Recommendations to Maximize Social Innovation in British Columbia” were created by the BC Social Innovation Council to outline five priority areas “on how best to maximize social innovation in British Columbia, with an emphasis on social finance and social enterprise” (BC Social Innovation Council, 2012, p. 3). This collaborative work of more than a dozen leaders in the sector was conducted on behalf of the provincial government with a focus on social finance and social enterprise as forms of social innovation. The key recommendations encompass several themes beginning with supporting social enterprise, legislative enablement practices, social innovation labs, engaging communities, and learning and research. These five areas were then broken down even further to allow for more specific and actionable proposals to be prepared for consideration. This BC Social Innovation Council report has contributed to the sector by increasing the validity and influence of social impact work and the broader non-profit and cooperative fields that it connects to. Leaders in both the social economy and the government created the report together, and with their influence it is hoped that some, if not all, of the recommendations could be adopted as part of provincial policies. There were some specific recommendations that could support the work of the organizations profiled in this research beginning with the procurement proposal which is aimed at promoting purchasing from social enterprises by large organizations to help both parties engage in ethical and sustainable partnerships (BC Social Innovation Council, 2012, p.7). The diversity of products and services provided by social enterprises allows for many such mutually beneficial partnerships to develop. The other connected recommendation coming out of the report of value here is the proposal to include social enterprises in targeted small and medium government funded business development (2012, p.9). The opportunity for non-profits to receive assistance and support in the same way that other small businesses do can only encourage more organizations to explore third sector solutions and opportunities. All ten of the specific proposals would support the broader social sector in all its different manifestations, and contribute to the creation of a healthier social economy in general.

One striking discovery in this research was found in Carroll and Staters’ work on revenue diversification and financial stability (2008). One of the leading challenges

involved in bringing social entrepreneurial values into the nonprofit sector are negative assumptions currently held by many in the non-profit field around the values of entrepreneurship. Some people in this third sector hold the belief that with commercialization, or the selling of goods and services, comes a corresponding lower value on the services being provided by the nonprofit. This perspective has been supported by many years of government funding and large grants provided to groups and the resulting organizational structure that places a higher value of this type of funding versus more self-sufficient approaches. The legitimacy of the work, and the integrity of the services provided, is highly protected and valued by the organizations and their members. There are certainly many factors that have influenced the separation of nonprofits from entrepreneurial activities in the past, especially the constraining funding relationships with the government that have at times penalized organizations that create revenue. As discussed earlier in this paper, funding trends have been steadily changing with a new focus on supporting organizations able to deliver measurable outcomes related to financial growth. It is certainly not the intention of this project to recommend that non-profits adopt corporate principles, but rather find innovative ways to grow nonprofits while strengthening core values. It was therefore very gratifying to find that much of the research shows the opposite effect of social entrepreneurship, that a higher commitment to mission goals manifests when the organization is bringing its own revenue through fees and product sales. As the authors note these organizations are “commercial nonprofits enjoying greater financial stability” (Carroll and Stater, 2008, p.955) due to lower revenue volatility. The broader question here then is how do these nonprofits that own large pieces of land and are located in rural settings fit into this equation? Their research does indicate “nonprofit organizations located within urban areas will experience 4.37% less revenue volatility over time than nonprofits located outside urban areas” (Carroll and Stater, 2008, p. 959). This re-enforces the challenges faced by rural non-profits, and adds to the research on the importance of supporting our land-based organizations that protect wild spaces, and create and preserve beauty while delivering valuable programs.

FOCUS OF THE STUDY

The economic and social importance of the nonprofit sector in British Columbia cannot be underestimated as a key driver in building sustainable and resilient local communities. This report is focused on three specific non-profits on Vancouver and the Gulf Islands that are operating acreages in rural areas while running social enterprises that support the social programs they offer. Each of these organizations contributes to the provincial sector as the annual combined effect of BC non-profits “generate \$11 B in revenue and employ 147,000 people” (p.3, 2006), in over 44,000 non-profit societies in the province (BC Societies Network, 2006). The importance of volunteer contributions by the researched organizations was a central aspect of this research and was shown to be a key factor in the ability of a BC non-profits to thrive as shown by “the use of 1.5 M volunteers who in turn contribute an estimated 114.3 M hours of work to these organizations” (Restakis, p.3, 2006). This broader impact was reflected in this report as shown by the high level of commitment volunteers showed to the organizational mission and goals, as well as to the properties themselves and the natural systems they support.

Looking at the huge impact felt by the over 6,683 non-profits operating on Vancouver and the Gulf Islands (BC Societies Network, 2006) with a regional population of 721,758 in that same year, the numbers indicate a high level of involvement and influence in this sector on the local economy (VancouverIsland.com, 2013). This research will support Enterprising Non-Profits in its work to support social enterprise development in this key sector of the economy and to share smart practices with organizations operating large properties, with strong missions, and shared commitments to land preservation. Looking at how land is stewarded by non-profits can provide solutions to bring people together, protect rural areas, and maintain strong financial opportunities to support existing communities was central to this research. This report will focus on the contributions the non-profit sector has made in addressing the “critical connections between ecology, economy, and community” (Lewis and Conaty, 2012, p. 147). This includes the way that beauty is cultivated and supported in many ways, from preserving wildlife habitat to the creation of land art and choice of structures built on the land. The organizations here are concerned primarily with their own bioregion and specific

mandates for service, but they are also part of a critical shift in the economy to include alternative models of land ownership and governance. Preserving wild spaces, agricultural land, and habitat in some sort of harmonious balance is crucial for the sustainable growth of Vancouver and the Gulf Islands and perhaps, the entire country.

The relationship between economic survival and the non-profit model is a complicated and constantly changing one, and this research looked at how the people, the land and the organizational mission blended to support resilience. The growth of social enterprise endeavors, or the operation of a business inside of a non-profit organization, is one way that non-profits are working towards a higher degree of economic self-sufficiency. It has been noted, “The business model makes the case that the Social Purpose Business can achieve its intended social impact and sufficient profit simultaneously.”(MaRS, 2011). It is this ability to operate a financially viable business, closely aligned with the non-profit mission, that links all of the three profiled organizations.

Operating a non-profit can be difficult in any context, but with the additional struggle of doing so in a rural area there are often further roadblocks that only an innovative and entrepreneurial spirit can overcome. These barriers include; a smaller customer base, lower income levels in the surrounding rural communities, high transportation costs for selling goods, and difficulty in bringing potential customers to the area do to distance. Simply put, people in the country have more challenges related to economic survival than their counterparts in an urban setting due to fewer jobs, longer commutes to work, and more home based responsibilities associated with maintaining large properties. These general factors specifically affect non-profit organizations run on Vancouver and Gulf Islands, and because of this they are deserving of specific research into their strategies for resilience. These unsung champions of sustainability deserve the spotlight and need the support of the broader community to maintain and thrive in their social enterprise development.

OBJECTIVES AND RESEARCH QUESTIONS

The principal research question is “What are the specific strategies that enhance the long-term resilience of the selected B.C. based non-profits in the social economy?” In this context, using the business accounting measure, long-term refers to a time period that exceeds twelve months (Business Dictionary, 2014). The term “specific strategies” intends to convey the organizational and program administration decisions that are implemented, and represents explicit actions taken such as starting a market garden, or the construction of new buildings. Subsets of this research question include: What is the coherence between economic goals and the overall mission of the organization? What role does caring for forested property play in sustainability? What are the factors that increase volunteer enthusiasm and commitment on land based non-profits? What are the best practices to enhance social enterprises in these rural locations? At each location studied, first at Tofino Botanical Gardens, then at The Hermitage, and finally at Providence Farm, interviews were conducted with board, staff, and volunteers, as well as in depth walking tours of the properties. The combination of on-line research, personal experiences on the properties and one-on-one interviews made for a holistic approach to this community-based research project.

During the interview process it also became clear that the economic and mission goals of the chosen non-profit organizations were seen as directly linked by the staff, board members, and volunteers. It was repeatedly stated by interviewees that without the mission of the organization and their personal connection to those mission goals, they would not be volunteering their time, or be as committed to the organization. In addition, a characteristic of each organization included a consistent practice of volunteers contributing a huge amount of time and energy to the properties. All three non-profits had a strong board of directors with committed staff or long-term volunteers who offer much of the organizational direction while providing organizational accountability and balance. In the case of these three large acreages there is an even stronger commitment to land preservation, or environmental sustainability, by people involved that is a key part of the organizations resilience.

METHODOLOGY

The three organizations profiled in this report were chosen specifically by the researcher to represent diverse approaches to managing, and growing environmentally-grounded non-profits on Vancouver Island. The locations represent unique segments of the land based non-profit sector as they include; a large-scale operation that provides front line service delivery, a donation based spiritual retreat center, and a visitor's center focused on education and garden development. These categories focus on specific functions central to the mission of each non-profit while also allowing them to stand alone as distinctive properties in order to analyze them without comparing or contrasting. Each location was selected due to their physical size, forested land, and reputation as being both innovative and well managed. Deciding on only three locations to profile in this study was the first of many challenges faced in compiling this report. As the Pacific Coast of Canada has a long history of alternative economic and social models used to deliver community based services there were many organizations that fit the criteria. The initial research scan of applicable organizations provided greater insight into the depth of the community of land based non-profits, and highlighted the importance of conducting research into this sub section of the social economy.

A qualitative mixed-methods research approach using a cross case analysis of three case study organizations was used in this project. In total 12 interviews were conducted with a cross section of individuals from the selected organizations. These subjects included volunteers, board members, and staff, with eleven of these interviews done in person by the researcher. The same questions were asked in all cases, and the answers were transcribed to enhance the information and conclusion that were made. At the outset of the interviews the project was explained, the consent form given to the participants and the question of anonymity explained to them. In total three of the participants chose not have their answers attributed to them, and to be referred to as anonymous in the report.

There were either three or four interviews, conducted on-site at the three organizations, all in distinct regions around Vancouver Island. The researcher also had an extended visit to all three locations, walking on their acreages, and spending additional time in an informal atmosphere with the interview subjects. This proved to be a powerful

personal experience as many of the tacit factors present in these organizations became apparent. These factors involved the regular flow of communication between people, the many small projects being pursued on the land at any given time, and the adaptive ability of people to function on a large property while keeping an intimate approach to human connection. All three of the sites are astoundingly beautiful, with gardens and wild lands, birds and animals as well as custom land art and signage present. This created a physical atmosphere that was clearly a major factor in the organizations appeal to members and ultimately their sustainability. All of the locations created value added experiences for people working on the properties as they offered the dual benefits of supporting the mission inside of this beautiful natural and artistically created environment. The interviews were conducted with a purposive sample of individuals working within these organizations, as offered by the organizations leadership when contacted in person and via e-mail with the research request, including both staff and volunteers. The interviews consisted of both open and closed questions with a flexible structure focused on understanding the respondent's point of view. The semi-structured interviews were conducted with a casual, yet professional manner, and all of the subjects provided thoughtful and detailed responses to the questions. The researcher reviewed the data collected through the interview process, with themes emerging related to the quality, impact of the statements, and relevance to the research questions.

The research itself took place over three separate overnight trips made by the researcher in the summer of 2012. All three physical locations were visited, as well as one interview at a board members place of work and one phone call interview conducted with a volunteer. On these trips general observations about the organizations were made, informal notes were taken to capture some of the physical impressions, and the overall mood and personal reflections of the properties were noted. The interviews were initially designed to be carried out in person so that some of the more intangible qualities present when speaking face-to-face could be included in the feedback. The one interview conducted over the phone was very focused and produced very practical and useful information, especially as the location was visited prior to the call. Regardless of the interview location, a significant amount of time was spent prior to each interview answering general questions about the interview process, and purpose of the research

project. When communicating with the interview subjects each person conveyed their interest in providing feedback for this report in order to help grow their respective organizations in positive ways. It was very clear that individuals were giving their time to this project in order to help their non-profit prosper and to provide information to help build their internal capacity and social entrepreneurship. The subjects also were interested in helping other non-profits succeed and provided this information and research contribution in order to benefit the entire land based non-profit community.

The process used to choose interview subjects was very important, as the goal was to have a diverse representation and feedback from people involved in working on these properties. Having people who were in positions of leadership, as well as those who worked in purely physical capacities was important. Attempts to have people who had been involved for many years as well as newer volunteers was desired. These criteria also included speaking to board members, and day-to-day staff, and those working on fundraising. In this context diversity ultimately meant including representation from as many different facets of the organizations as possible in order to have divergent perspectives on resiliency presented for analyses. In order to achieve this broad representation of individuals, the process first involved contacting the executive director, or designate, for each organization and sending them the project proposal over e-mail. Once this step had taken place a phone call was made to introduce myself, discuss project goals and to answer questions and provide clarification. Following contact with the spokesperson, the board of directors was informed of the project, and approved the organizational involvement. The executive directors approached these individuals prior to the researcher contacting them in order to explain the voluntary nature and possible benefits of the program. Specific names of potential interview subjects were then provided by the leadership team to the researcher in order for them to be approached, and to confirm their interest in being contacted for the interviews. These participants were then contacted via e-mail and telephone, and provided with copies of the research proposal in order to review the scope and limitations, and to confirm their interest in being interviewed.

Once the interview date was set with individuals they were again given a broader verbal description of the project, and reminded that the entire process was voluntary and

they could withdraw from it at any time. They then signed the appropriate waivers, reviewed the questions, and in some cases were assured that their input was indeed valuable and important. This letter of consent provided options, one of which was to have the answers attributed as “anonymous” based on the personal preference and comfort of the interview subject. It was at this stage that three of the total group chose this option on the consent form and preferred to have their names withheld from the study. As several of these organizations have relatively small staff/volunteer teams this factor of anonymity has influenced the decision to keep the list of interview subjects’ private. The interviewer felt that by disclosing some names, and not others, there would be a likelihood of breaching this confidentiality through connection and association with the named sources. To see a brief graph of who was involved in the interviews at each selected non-profit please see Appendix A.

In general terms there were two types of activities conducted by the interview subjects, those that focused primarily on office work, governance, fundraising and promotions. The second group was the hands on workers who built and repaired buildings, maintained and planted gardens, and cooked and cleaned for staff and guests. In almost all cases there was crossover in these tasks, but for the most part individuals had a specific area of work that they focused on. It was interesting to note that interview subjects that engaged primarily in hands on work at their organizations often felt that they had limited contributions to make toward the research and were quick to refer broader, policy oriented questions to the leadership team. This dynamic was interesting to note, and seemed to indicate some individuals desire to verbalize expertise in only one area or aspect of work they engaged in. In addition, it seemed to be important to many of the interview subjects that they not express anything critical or inaccurate regarding the organizational governance or policy work done by their organizations. This was combined with the concern that they not be seen as overstepping their specific volunteer roles and responsibilities, with all subjects focusing specifically on their personal experiences.

This focus on personal experience provided a rich and very detailed framework of the organizations and allowed for a high level of detail and description to come forward. This focused approach was very positive from a research point of view, and created a

diversity of personal reflections to draw from when answering the research questions. Even with the option of anonymity, in no case did I speak to anyone who was critical with how management ran the operations or programs. This sentiment was perceived as very genuine by the researcher, and the cautious approach of the interview subjects was indicative of loyalty and organizational attachment that added to their commitment to the mission and goal. These volunteers clearly cared very much about the long-term resilience of their respective organizations and wanted the best possible outcomes from this specific project.

The interviews varied in time from between 30 to 90 minutes in length, depending on the level of detail and personal style of the subjects. Each interview was recorded on a portable device, and transcribed shortly after the interview. Having both an audio and a written copy of the research materials helped to clarify some of the responses and also allowed the passion of the interviews to come forward. Some of the interviewees went into great detail around every question, and spoke at length about their ideas and perceptions. Others answered the questions very succinctly and with answers so clear and specific there was no room for interpretation. Each organization had their own unique combination of these factors, and represented the diversity of their staff and volunteers well. This diversity did include other demographic factors such as country of origin, age, occupation, and gender. The researcher was satisfied that the breadth and depth of interviewees was a good representation of the broader community the organizations served. Specifically organizations for the case study were identified using the following set of shared criteria: they are located on Vancouver or Gulf Islands, they are registered non-profits, they engage in ecologically focused work, they are currently operating social enterprises, and the organizations own acreages consisting of forested land and outbuildings.

BEAUTIFUL WORK: THREE NON-PROFIT STORIES



Due to the geographical distance between the three locations they were all visited on separate, dedicated trips. The first organization visited was the Tofino Botanical Gardens, followed a few weeks later by the Hermitage on Denman Island, and finally Providence Farm in the Cowichan Valley. The very first face-to-face interviews took place at Tofino Botanical Gardens café with the organizations founder, and then a separate interview with the facilities manager. These discussions were followed by a lengthy walk around the property and gardens for the remainder of the afternoon. At The Hermitage on Denman Island, located just south of Courtney the interviews took place at different locations on the property, over the course of 3 days to allow for the retreat in progress to not be effected by the researchers presence. The interviews at Providence Farm, just outside of Duncan took place on site at their Cowichan Valley farm as well as being conducted nearby at an off-site workplace of one board member.

Framing the experiences of the sights, smells, and positivity of each property inside of this academic framework involved combining the interviews, the literature review, and the personal reflections from the locations to showcase the staggering beauty

of the places. The powerful physicality of each place had so much impact on me that its presence was felt as the academic sources were reviewed and was also echoed by the interviews. It was difficult to explain in the written word the true value these non-profits hold for the visitor, and the feelings they promote to those lucky enough to experience the properties first hand. The people interviewed were so committed to the properties that a deeper relationship to the land became apparent. As John O'Donohue says "Is it not possible that a place loves having you there. It misses you when you return. Could it be possible that a landscape might have a deep friendship with you? That it could sense your presence and feel the care you extend towards it? Perhaps your favorite place feels proud of you (2003, p. 33). This very broad and spiritually enmeshed concept seemed to come back to the forefront after every visit and conversation. By embracing this notion of a mutually beneficial relationship between the people and the land, many of the more intangible factors of the project became much clearer. The passion these volunteers and staff members have for the organizations and their respective missions was palpable. The very clear social impact these organizations have in their communities was also immediately noticeable; these are the types of properties and organizations that garner admiration from the local, national, and international world. They are all doing something very special, and doing so in a way that benefits not just their members, but also achieves a broader social goal. It was the shared commitment to creating a healing place for people while staying connected to nature that truly united all three of these non-profits, and that left the strongest legacy with the researcher.

There were other ways that the work of each group paralleled one another, and this will also be looked at to ascertain if any of these areas are also indicators of resilience. The operational components that were shared by all three organizations are; gardening, education, creating and displaying art, wildlife conservation, organic principles, visitor or staff accommodation, natural beauty, cooking, volunteers, training, and outreach to potential supporters. These may seem like vague associations, but these are also the keystones to success that have built these non-profits into the reliable and beloved places they are today. One of the most profound conclusions this research has uncovered is that the three organizations practice different financial and governance models, and they have all been successful in meeting their own needs using systems that

are very different. There is no “one” way that works, as the choices for board involvement, staff roles, and the mission are very distinct and unique to each location. In fact each organization has very different philosophies they work from based on their unique histories and the strengths of their leadership teams. There was however a visible pattern in the shared factors and values in these three organizations. These seven shared factors can be looked at through the lens provided by Conaty and Lewis that shows the fundamental importance of social capital, diversity, innovation, modularity, tight feedback loops, ecosystem services, and overlap.

Coming into the initial research there were several themes specifically looked at beginning with the role social enterprises, that are operated by ecologically based non-profits, play in enhancing sustainability. The physical size, location, and specific ecological resources of the organization (including beauty and spirituality) were also part of this analysis. Looking at the number of people actively involved in the properties work including volunteers, staff, and general membership, naturally followed as the researcher spent time on the land. The entrepreneurial activities being pursued, or not being pursued, for ethical or mission goal considerations, were also a very interesting area to investigate. Finally the connection to each non-profits local community and the other social enterprises in the region was touched upon.

The leaders in all three organizations were clear that they felt less interested in quick solutions, instead choosing to make change slowly based on feedback from their constituents. They all work within the context of the seasonal ebb and flow of the natural world around them. As one of board member said “what’s liberating is...that you don’t have to operate a business all the time, think about the dollar as your bottom line” (personal communication, 2012). Instead these board or staff members can look at the organization and see what will have the greatest benefit to the whole system, and the people within it. The leadership teams seemed to look at where innovation could be felt with the greatest impact towards income generation from the social enterprises, while simultaneously assessing how these activities fit into their larger mission goals. Working to balance financial sustainability with the preservation and enhancement of the natural world is one way these organizations are modeling the way for a new, environmentally and socially sustainable economic model.

The executive director of Providence Farm put it this way “if something becomes irrelevant I don’t want to hold onto it, if nobody is accessing it anymore because that’s a waste of resources” while also saying that the social programs are “all here for a long time unless it becomes irrelevant” (personal communication, 2012). This reflective and adaptive point of view is present in all three non-profits. This can be seen as a key indicator of the numerous social, ecological, and local values that these acreages support and the subsequent belief that expanding the local food movement on Vancouver Island is a key action towards regional resilience. What these three groups have done is succeed where many fail, and they have done so using a model that many organizations shun, one based almost entirely on mutual cooperation and community service.

The reports focus is centered on specific strategies that enhance the long-term resilience of these non-profits in the social economy, and the conclusions were formed using this framework. The essence of this analysis has been intentionally broad in focus and narrow in scope, in order to include the distinct organizational and mission goals of each non-profit. In order for the information gathered in the interviews, and site visits, to incorporate each organizations unique approach they were first analyzed independently for each physical location, without any notion of comparison. This stand-alone approach was taken in order to provide a truly holistic analysis of these three organizations allowing each non-profit to tell their own story in their own way. To begin this process each section will commence with a first person experience of each property and will incorporate the intangible feelings and impressions that had the highest impact. This subjective method was designed to provide an experiential feel as each property is situated in beautiful surroundings, close to the ocean, surrounded by old growth trees, and full of wildlife. The physical power of the land was difficult to express through a traditional analytical model so my personal impressions were included to enrich overall knowledge. Although these qualities of natural splendor can often be overlooked when engaging in organizational analysis, for this project they emerged as central to the success and influence of each non-profit. By camping near each location I was able to engage in an experience of authentic personal reflection that was impacted by the sounds, smells, and feel of each place. By spending time near these enchanting sites I was profoundly influenced by the physical energy of the land coupled by the gentle, thoughtful and

committed nature of the people interviewed. What began as first asking questions of others quickly became a process where I was questioning the nature of work, the importance of beauty, and the role that a social entrepreneurs attitude towards the natural world plays in it all.

Providence Farm



“Trusting in Providence, and building upon the faith-centred heritage of our founding members, we are committed to serving needs and to fostering talents of people in the Cowichan Valley, especially of those not easily accepted elsewhere, through our therapeutic community at Providence Farm. Our focus shall be upon the renewal of body and spirit, and upon people caring for the soil, and the soil nurturing the people.”

(Providence Farm, 2012, mission statement)

Providence Farm uses this clear and powerful mission statement to express their belief in the connection between people’s needs and care for the earth. They include this message in all the print materials they have available and on their web page, allowing the organizational goals and history they are sustaining to speak for itself. The property is a full 400 acres, and all the farm activities are done using the principles of organic farming

and care for one another. Of the three organizations profiled here Providence is by far the largest, not just in size but also in client base, staff members, facilities, and programs. The land is managed by the non-profit “Vancouver Island Providence Community Association”, which focuses helping to heal individuals from all walks of life through their numerous therapeutic and training programs delivered on-site (Providence Farm, 2012). They help their members to experience a model of healthy and welcoming community on the farm through a hands-on experiential model. Perhaps the statement on their website that “A single guiding principle underlies our success – that caring for the land together is by nature healing and therapeutic” sums up how they approach their broader organizational goals (Providence Farm, 2012). This combination of social and environmental purpose is not totally unique, but it is ground breaking due to the large scale of the farm and its long history of success using this combination. The farm has helped to raise the profile of horticultural therapy and prove it to be a successful, and important tool for treatment. Using land and beauty as a tool for healing has been accepted and implemented all over the world, and the farm should be very proud in their role in raising awareness of this powerful psycho-social rehabilitation model. Simply put “The purpose of what we’re doing is healing people through the farm” (Providence Farm, 2013) and by using a seemingly simple approach of gardening, eating and creating art together the organization has shown its success.

The drive to Providence farm takes just over an hour from Victoria and starts on a beautiful winding country road bordered on one side by the expansive Cowichan Bay estuary. This quiet aquatic refuge and blue heron rookery full of diverse aquatic life has massive tidal zones that empty and fill daily supporting a wildly varied ecosystem. The land on both sides of the country road is owned mostly by private individuals, consists of old farmsteads, and otherwise is the property of the Cowichan Bay Indian reservation. The waterfront drive goes right by the large Big House, or Smoke House, where many of the Quw'utsun' bands cultural ceremonies take place. As the road nears Providence Farm it also winds along much of the reservations housing lands, with homes interspersed amongst open spaces, forests, and the occasional non-native enclave. Adding to the charming area is the one of the islands most vibrant and quaint villages, Cowichan Bay, located just 10 minutes from the farm and boasting an amazing marine community

housing many permanent and temporary people living aboard. The views of the ocean and mountain come from all directions and have drawn people from all over the world to North America's first Cittaslow, or Slow, community (Slow Cowichan, 2013). The same towering vista of Mt. Tzouhalem can be seen from Providence Farm and Cowichan Bay, and makes up a crucial part of the rural backdrop for the whole region.

As I go up the driveway towards the farm it meanders past an old church and graveyard sitting by the roadside, and in the distance the first thing that commands my attention is the large red roofed main building sitting in the centre of the property. It looks every bit the historical icon that it is, and seems almost too cute to be anything less than an image from an old postcard. There are well made carved and painted signs directing people to the main building, and others showing the way to the farm store located at the back end of the property. Large sprawling fallow and planted fields sit along one side of the road, and more forested wild lands and rolling hills are on the right. On the left hand side there is a large permanent seating and serving area for events with a roof and well built barriers allowing it to function well for alcohol sales. Across from this, and backing up to a large forest is another permanent structure, the stage area that seems ready to host an outdoor concert for thousands. The set-up is perfect for outdoor events, and was clearly designed to last for decades with this purpose in mind. Further along this left side of the property are more artistically painted buildings that seem to be a wide array of workshops, as well as little houses for one or two people to stay in, and a beautiful Airstream trailer belonging to one of the volunteers. The entire property has an untamed yet cultivated feel to it due to the proximity of Mt. Tzouhalem, the forestland bordering the property and the lush flowers and well maintained outbuildings scattered throughout. There is no doubt that the farmable areas of the property are meticulously sustained as demonstrated by the large handmade signs, flower beds blooming and neatly trimmed grass. The sheer size of the place, and the orderliness it conveys show the history of detailed caretaking and organization of tasks the farm embodies.



The touches of artwork add to the sense of whimsy, and with the meandering garden path leading to the stunning rose garden, a horticultural story has been told by the land. Even the vegetable garden behind the main building looks perfectly in tune with the manicured flower gardens beside a gazebo and wooden outdoor benches. Somehow the garden team has managed to blend function with a strong design ascetic that work in harmony together. Behind the rose garden is a massive greenhouse, with a large outdoor area full of hundreds of plants for sale. The year round greenhouse allows for the farm to grow and maintain the variety of outdoor plants in its warm interior. Plant sales are also a very important source of revenue for the property as this social enterprise has been going on for several years and has many loyal customers from the region getting plants year round. There is also a very new and modern looking building near the greenhouse that is being developed for future use and rentals, and behind that are many of the vocational training facilities. These include a small engine repair workshop that stands out due to the dozens of lawn mowers and machines scattered out front. Close to the shop area, and near the greenhouse, is the farm store where many of the farms value added goods are for sale.

There are foodstuffs, blankets, culinary supplies, and coffee for sale here, as well as wool items made using the farms heritage breeds of sheep. This is the central commerce area for the property and it has its own parking area and buzz of customers coming and going. From this location you can also see the animal husbandry area, where heritage breeds of chickens, goats, and other traditional farm animals are raised. Their pens go up a hillside and contain large spaces for wandering and foraging for food. Everything is well cared for while being totally distinct and unique in its purpose. There are buildings everywhere, with some used for housing, storage, or rented by community

groups such as the Cowichan Folk Guild. There are even horse paddocks in the distance that are maintained and operated by a separate and unique equine therapy group that uses horses as a therapeutic tool for people with disabilities. There are dozens of buildings scattered around the great red main house, and it would be easy to wander the property for hours looking at all the plants, animals, and projects going on.

As I arrived for the first interview I parked in the circular driveway right in front of this main building, where different people were milling about and working on projects. The first thing I noticed were the smiling faces, and the purposeful way that people were moving in all directions. I could tell that some of the people were program participants and others were staff, but everyone portrayed the open and welcoming atmosphere. This is a place where strangers are welcomed, and in my first 5 minutes, half a dozen people had waved, smiled, and offered me a “good morning”. Everyone seemed to have a specific purpose to their movements, a task at hand that did not preclude them from welcoming newcomers to the property. I felt inclined to spend the day wandering around chatting to these friendly folk, and enjoyed their enthusiasm and pride of place.

I went through the grand main doors of the red roofed central farmhouse that are located at the top of a set of a wide set of stairs in the middle of the building. This opened into the front hallways with the busy reception office on one side, and the large dining room straight ahead. One could feel the hum of operations coming from all directions, and it was easy to tell there were many people in the building based on the sounds of laughter and talking coming from all directions. I was surprised at the scale and size of the building because it felt even bigger on the inside than the large building portrayed. In this short time I saw at least 50 people in the main building including staff, participants, and volunteers all wearing work clothes and looking very much like farm workers.

The Executive Director, Karen Bittner, came to meet me at the front office shortly after my arrival, and immediately put me at ease with her easygoing manner. She was flanked on both sides by smiling program participants who were talking about lunch and farm business, and who were clearly thrilled to be spending time with her. She impressed me with her open and casual approach, one that conveyed a clear attitude of leadership that also seemed at harmony with the boisterous energy around her. She was shown

respect and esteem by everyone we encountered along our walk to her office, and this was evident by the greetings and comments doled out to her on our way to her office. It did not take long for me to realize she seemed very able and committed to continuing the growth of the farm into the future.

We began our sit down interview with a very frank discussion about the farm and how she sees her role in the scheme of things as “the liaison between staff, community and the board” (personal communication, 2012). She stated how proud she was of the achievements on the farm over the last few years and of its continued financial and social viability. She made special note of some of the programs that were started at the request of volunteers, and expressed her enthusiasm for this style of program initiation. She expressed her belief in bottom-up program development, and considers it key to the successful and sustainable growth of the farm. So much of the work being done is volunteer lead and passion based, and she indicated her desire to see that passion rewarded by recognition and acknowledgement of those individuals on the part of management. She spoke with great dedication about the volunteers, and the huge time and energy commitments they have given over the years in order to maintain the property. The large number of returning, or continuously committed volunteers speaks for itself in terms of volunteer retention. She also noted that there are few paid staff working for the farm, especially in roles outside of personal care support for the participants, and this offered challenges in terms of running a large operation using primarily volunteers.

These psychosocial rehabilitation workers come to the farm to chaperone and assist with the horticultural therapy involving the special needs participants that are key members of the community. They are committed front line workers to offering services to this often-invisible population of our society. The farm has numerous supports for people coming out of addiction treatment centres who need a substance free place to live in order to maintain their recovery. These individuals either live on the farm in one of the many small homes around the main building, or visit daily to receive emotional and physical support. This is another service that is aimed at supporting some of the most marginalized and high needs client groups in the community. Due to the confidential and sensitive nature of client-based work, none of the interview subjects for this research

were program participants, or caseworkers themselves. However their presence was felt everywhere on the property, and the central nature of this work to the farms vitality was clear. These rehabilitation therapy programs are deserving of their own research project to focus on the successes and challenges they have faced over the many years.

Having a strong and diverse volunteer program is one key reason the farm has managed to grow in so many innovative ways over the years. One of the many examples, and a great pride of the Executive Director, is the textiles program that uses wool sheared from the farms sheep to teach spinning, knitting and weaving to anyone who is interested. This multi-faceted craft is often considered one of the great-lost arts of western civilization, and revitalizing this tradition is significant. Using wool, and harvesting it directly from sheep that are already grazing on the land, allows for an integrated experience when working the wool. Creative expression is also encouraged when the wool is transformed into small rugs and other items for sale in the farm store. This program is a model that demonstrates a holistic approach to program development by using the land to raise the sheep while participants are able to interact and care for the animals as part of their therapy. Volunteers then create value added products as the wool is harvested, spun, woven, and sold to pay for the care of the sheep. The harmony of this year-round system is a wonderful symbol of how the farm strives to work in all its many offerings, a truly sustainable approach that involves many different people with different skill levels working together to make a beautiful project. This also brings about the opportunity for the volunteers to share their knowledge in the ancient art of preparing wool for weaving by cleaning, carding it for use, and spinning it into usable wool for knitting. This age-old self-reliance skill is being revitalized at the farm, keeping knowledge alive while also engaging volunteers in a value-added project that teaches people how to live more sustainably on the land.

Karen was equally as enthusiastic about the clothing outreach program, which was also started by a volunteer as a proactive response to some basic needs of the clients. Many of the individuals coming to the farm live on very restricted incomes, and as a result have limited financial resources. In the wet and windy winters many people would come to the farm without proper waterproof boots, raincoats, sweaters, and other gear needed to work comfortably outside. One volunteer saw this need and decided to offer to

coordinate a clothing room where donated goods could be given to anyone at the farm who needed them. This small idea turned into a much larger project as the need was so high, and it now fills a large room and is open for the wider community as a “free store”. By providing basic necessities the local native population also started to come to the farm to access this program, a real indicator that the broader community outreach strategy was also working. This small project first focused just on meeting basic needs, in this case dry and warm clothing, but it also acts as a community-building tool with a much wider impact.

One volunteer from Providence Farm had clear ideas regarding how the organizations social enterprises fit into the region noting that “you’re in competition...so you can’t necessarily adjust your prices, you’ve got to be a price follower and not a leader” (personal communication, 2012). This was in regards to the seasonal farm market stands at the farm and also to the Duncan Farm Market that attracts many regional farmers for the summer months. This very pragmatic approach to enterprise development was a theme in all the interviews and indicated the direction some of the many internal conversations taking place. Another volunteer from Providence Farm clearly has pride and believes “the farm is a good place, people are helping people there and are producing food to buy and so on, I think it’s an important part of the Cowichan Valley” (personal communication, 2012). This sentiment of “goodness” was a real contributor to the draw she felt as a long term volunteer, and also was considered important for sustaining strong and productive ties with the local community

The executive director also expressed a personal connection to the physical place, the farm and its land, and considered it the greatest asset the organization has. She was able to see the connection between a supportive volunteer culture, having clients to care for, and the beauty of the place as connected. She said “let’s use what is naturally sitting right here, we have 400 acres of land” to access when starting up or expanding social enterprises for the organization (personal communication, 2012). Karen was clear that having continuity and long-term commitment to projects is very important for everyone involved in the farm, and has been a key to success over the last 33 years of the farms operations. She was committed to accessing the most benefit from the land, in terms of income generation and therapeutic initiatives, while following very strict organic and

environmental stewardship principles. The organizational mission is clear in its mandate to engage in environmental and social development that equally involves financial and human needs.

The involvement of participants and community partners in the farm has also been a key factor in reaching such a high level of capacity for the growth, experimentation, and the ongoing maintenance of existing programs. This sentiment was echoed by the chair of finance, who also stated that “the responsibility to be strategic in our thinking and setting policies and procedures in place that are going to put us in the right direction it has become much more important now that it has in the past” (personal communication, 2012). This again speaks to the more general pressure for non-profits to grow, while remaining stable, all the while maintaining a high level of care and support for the clients they serve. This awareness of local needs becomes even more important when farming becomes an aspect of horticultural therapy. Having clients “farm” the land means that the way that physical work is looked at needs to be secondary to the restorative principles of nature based therapy they are employing. The board has been clear that they are not “utilizing the participants as workers”, and do not make any income from the work they are doing. The reverse is often true due to the one-on-one support that many people need while learning and practicing the farm work. Finding volunteers to assist in a teaching and mentoring role with the participants is an ongoing priority. To deal with this tough work of farming the land while supporting participants simultaneously the board has developed a farm plan, with help from a grant from Enterprising Non-Profits, to build a solid and long-term development approach. This will allow for larger scale planting of crops that have a high re-sail value and are suitable for the growing conditions in the Cowichan Valley.



The three interviews conducted at the farm only touched on the interpersonal dynamics of the vast operation, that includes trades, cooking, farming, addictions treatment, craft skills, jobs training, and modified programs for people with physical needs. The actual “feel” of the place offers a more intuition-based experience into the organization with the positive energy really staying with me afterwards. It made me smile to be there and experience the positive energy palpable. It was this intensely practical approach to scaling up programs and re-evaluating existing ones that really intrigued me, and was reflected in the words of the volunteers who also committed several days a week to the farm. Of the three organizations, Providence Farm has by far the largest staff and volunteer team with 34 full-time and part-time staff and 130 people involved with the programs. These impressive numbers are balanced by the sheer size of the property and the high number of outbuildings, barns, and structures around the property to allow for the intimate feel.

Providence Farm also has a very unique inception story, one rooted in a long local history. The Sister’s of St. Ann originally purchased the 400 acres in 1864 in order to house native children orphaned by disease and the fallout of colonization. They were actively involved in residential schools as teachers, and have continued to play a role through the Truth and Reconciliation process. Many nuns attended these hearings and told their stories of working in the schools. One outspoken sister, Zarowny, spoke out by sharing that “We thought we were changing society by valuing the child, not realizing when they left, they would not be able to realize their potential,” (VicNews, 2012). This leadership in dealing with the tumultuous history of the farm can be seen today as the land has transformed itself into a supportive and holistically based home for those in need. The sister’s have managed to move through history and build a new and positive future. One way they have demonstrated that commitment was with the transfer of ownership of the farm to the Vancouver Island Providence Community Association in 2009. This put the farm firmly in the hands of the community, and with this generous gift they also ensured that the farm would be able to continue its therapeutic programs in perpetuity. The Vancouver Island Providence Community Association (VIPSA) is a designated non-profit that has been running the farm long before they had been given ownership of the land, since 1979. The VIPSA is run with a board of directors, some

who were part of the original transfer of operations control that happened in the 70's and a wide range of committed locals. During that time they successfully worked towards expanding operations to include more and more participants, while also helping the land to thrive. The “focus shall be upon the renewal of body and spirit, and upon people caring for the soil, and the soil nurturing the people,” (Providence Farm, 2013) a value that has been central to their ongoing success. Looking at a property that has been running for 150 years it is amazing to see the continued presence of beauty coupled with integrity in all the developments, big and small.

The Hermitage

The Dharma Fellowship of His Holiness the Gyalwa Karmapa

“We particularly believe that a fundamental aspect of the Path of Awakening consists in individuals working to make the world a better place for all sentient beings, through acts of hands-on charity, caring and kindness. Consideration for the environment, eco-psychology, living in harmony with Nature, in conjunction with the needs of animals and people, are issues of utmost concern to us.”



Commonly know as The Hermitage, The Dharma Fellowship of His Holiness the Gyalwa Karmapa, is a unique and special place serving spiritual seekers by providing a special kind of meditation experience. The property is located on Denman Island, a tight

knit Island community known for its alternative culture and natural beauty. Getting to Vancouver Islands mid-point to catch the ferry was a journey well rewarded once I arrived at the monastery. It was a bastion of calm and quiet after a long drive, and seemed worlds away from the bustle of the city. The idea of a modern monastic community was very intriguing to me, and I was excited to see just how a completely volunteer run, and donation-based enterprise could really work. Any questions I may have had about the workings of such a bold venture were quickly put to rest as I saw the detailed care that is put into every aspect of the center. Land art bordering the driveway, flowers growing around the main house, and building projects in progress scattered around the property show the constant stream of energy being put into the day-to-day operations. One daily volunteer told me he sees the operations running well by “happening as it goes, and basically welcoming everything and everybody at the same time” (personal communication, 2012). This is a bold philosophy for any organization to undertake, but even more daunting when taking the size of the property, 60 acres, and the work necessary to just maintain all the buildings on site. This same volunteer had strong opinions about the importance of continuing to grow and work on new projects, even without all the money in place when they start because “when you don’t have money this is possible to do, every day a little something, you know, then blow up this beautiful balloon.”

Everyone I spoke to had a strong spiritual connection to Tibetan Buddhism, and this manifested in their commitment to the land and the animals that live on it. They are living on faith and putting that in action by “maintaining...spirituality which is the focus, the main thing,” and using that motivation to keep working together, one project at a time (personal communication, 2012). When the entire operation consists of volunteers, retention of these people becomes hugely important, and is done through the cultivation of healthy and respectful relationships. Coupling these practical needs with the spiritual world cannot be an easy task, but as one board member stated “I think it’s very easy to get carried away with visions and dreams, but there has to be sort of some cautionary sort of stuff that goes along with that” (personal communication, 2012). It was this practicality and grounded approach the center has that most impressed me as I spent time in the community.



The clear signage that both welcomed and informed visitors of expectations, and the slow and steady pace that everyone was moving at helped me to relax and take in the experience of being there. When you first enter the property there is a large barn, orchard, and several gardens near to the road, with large colorful flags identifying the winding dirt road into the property. This front area, and multi-purpose building, is home to general equipment storage, a carpentry workshop, and a small office where the board meetings often take place. This is also the area where the general public accesses much of the Hermitage resources through the shared garden area and orchard. The Hermitage committed a prime piece of their land for use as a Denman Island community garden that is being tended by several local people. When I was on the property a new greenhouse had just been built, and kale, garlic, lettuce, beets, and other veggies were growing well. There were tools and garden materials dropped off outside the garden, a woman tending to one of the garden beds, and the feel of constant traffic in area. 2012 was the community gardens first year fully operational and it has already brought many new people into contact with the Fellowship. It also met the organizations goal of using the land more fully without taxing the resources of the existing members of the Hermitage.

At the beginning of the long winding driveway you are greeted by colorful Tibetan prayer flags placed high in the trees above, and a lovely hand painted carved sign for the center. As you continue to drive along the dirt driveway there are custom art projects, flags, and statues interspersed around the directional signs. Trees line the cozy drive, and then open up into the first large meadow with tall grass and the occasional deer in view. Through more trees and then the second field appears, this one housing a couple of little trailers set up and the first Kuti, or small one-person hut for individual meditation is visible at the tree line. The forest gets denser and then the sprawling main structure

comes to view. This is where things get really interesting as the house is clearly the work of an artist, with rounded roofs, little buildings attached to the sides, and a covered walkway. To one side of the house is a large Yurt, and a covered outdoor area with a brightly colored prayer wheel. The Yurt is decorated with flags leading to the door, and the inside walls and floor are covered with brightly colored tapestries, statues, benches, pillows and rugs. There is an elaborate altar at the center and the feel of sacred space permeates the room in the centers seasonal temple.

The main building is cleverly designed with the covered walkway sheltering two outside flush toilet washrooms as you go through a series of doors to the dining room. This foyer area also opens into an access room containing a sink, tea area, food storage, and dishwasher. This leads to the largest heated room on the property, the kitchen, and dining room, which are the heart of the operations. This is a relatively small space it meets the needs of the guests and residents by using every inch of space to the fullest, with minimal cluttered or wasted space. Double glass doors lead onto a large patio overlooking another large wild meadow, which is the main vista for the guests and volunteers enjoyment. As this retreat centre is primarily Vipassana, or a practice of maintaining silence, the house can be full of people and still have a peaceful feel. The space has been thoughtfully designed to embody the feel of a monastery while inside the structure of an alternative west coast design, making this a unique, locally relevant, and inspired space.

A distinguishing feature of The Dharma Fellowship of His Holiness the Gyalwa Karmapa lies in its global association with other retreat centers operating inside the same spiritual system. The Fellowship currently has twelve other Dharma centers around the world, all following along similar lines and sharing spiritual advisors to teach and guide their members. Although this is a religious organization “we are ecumenical and non-sectarian in our approach” allowing for people from all spiritual paths and ideologies to enjoy their retreat center (The Hermitage, 2012). Outside the linkages to the global organization, each retreat center is run with its own board of directors who have a great deal of autonomy and are responsible for all operational needs. This also allows them to respond to the needs of their own regional communities, while still retaining the spiritual integrity of the Tibetan Buddhist path. When looking for the mission or goals of the

organization the website offered several variations including three points that apply to all the locations operating under His Holiness the 16th Karmapa. First is to study, teach and practice the Buddha Dharma in general. Secondly is to develop and share the Tibetan spiritual tradition of Buddhism in such a way as to be meaningful to Western peoples. Thirdly is to support the ecumenical dissemination of the teachings and practices of the Kagyu Tradition of Buddhism amongst whomsoever might wish to benefit there from. They go into greater detail on the goals and practices that are a part of their meditation system, and the importance of pursuing spiritual enlightenment. This culminates by ending the mission section stating “to pursue Enlightenment, to directly experience the ultimate nature of Mind through meditation, and to work to make the world a better place—this for us is the very essence of the Buddha Dharma.” (The Hermitage, 2012).

The board of directors managing the non-profit are dedicated members of the Hermitage, and all share a similar spiritual commitment to meditation practice and the values of the center. They all live at least part of the year on Denman Island, and have all volunteered many hours to the centers operations, often in numerous capacities from cooking to fundraising. Several of the board members also contributed financially to the purchase of the property in 2005, and because of this have a very personal devotion to its success. This board could almost be described as a casual, consensus-based structure, as they strive for harmony inside of minimally hierarchical environment. As this is a retreat center with no fixed fees the boards financial discussions are of a different nature than other non-profits as raising room rates or other such revenue generating schemes are outside of their scope. They do however rely heavily on the financial support of attendees, in the form of donations, so they work very hard to ensure that communication with past retreatants takes place while also promoting donations from other sources. One interview subject discussed a very unique strategy they are recently employing called “Friendraising”, a novel take on traditional fundraising that “really gave us a whole different perception of how to approach it, how to look at it” (personal communication, 2012). By shifting the focus away from conventional attitudes the retreat center has found a language that resonates more strongly with their values and provides them with a strong avenue towards innovating their revenue generation strategies.

The members and board have also expressed many ideas for expansion and growth of the property including; producing jams and preserves, planting fruit and nut trees, creating a lavender labyrinth, and opening a juicing facility to process fruits for the broader island community. Some other goals include creating land for potato fields for local use, creating a public trail along one side of the property, and most importantly building a year-round retreat center that is heated. The vision of living in harmony with nature guides all actions on the property, and due to the belief systems they follow some enterprise activities would not be considered, namely those that would hurt animals. They have considered bringing chickens to the property for eggs, but the additional concerns around caring for the animals in an ethical way have proved to be a barrier. They state that “we particularly believe that a fundamental aspect of the Path consists in working to make the world a better place for all sentient beings, through acts of charity, caring, and kindness” (The Hermitage, 2012). They have worked towards this by offering a variety of retreats for half the year, running on weekends, week long, or offering custom retreats for those wishing to pursue a more personal journey. Their focus on accessibility is clear, as “no fixed fees shall be charged” for those attending any events on the property. They do offer some items for sale in a gift cabinet in the main house, but have also work to keep consumerism at bay and do not aggressively pursue on-site sales. The possibilities for revenue growth are huge for this enterprise as they have so many committed members and a property full of promise, just waiting for new projects to take flight and continue to build community.



A social change activist, one of the founders of Greenpeace, Jim Bohlen, built the original farm in 1974 as a demonstration site (Ballad of Jungle Jim, 2013). He designed the geodesic dome style house and wrote a book about the experience called “The new pioneers handbook” to document his work promoting ecologically harmonious design

(Ballad of Jungle Jim, 2013). The history of the early farm design has been an important part of the current success as the “feel” of the place was intentional and thoughtfully planned. By continuing this early tradition of environmental stewardship the Dharma Fellowship has taken a path that will surely offer them success in the future. The meditation center needs to be a place of reflection and spiritual health, and with the early foundation already laid they are well on their way to making this center a destination for many more seekers of peace and serenity. The growth of the Hermitage could also provide positive financial gains for the greater Denman Island community, as the region could use the additional visitors throughout the year.

The Tofino Botanical Gardens



“Our mission is to inspire conservation of the world's temperate, coastal rainforests. We are dedicated to the cultivation and display of plants native to the world’s coastal temperate rainforests, and to research and education programs to improve knowledge and understanding of the ecosystems of the UNESCO Clayoquot Sound Biosphere Reserve.

We hope that Tofino Botanical Gardens will help people of all ages to develop an interested and caring attitude that will encourage them to take action for temperate coastal rainforest conservation.

We believe in the Preservation of the last remaining Old Growth Forests of Clayoquot Sound.

We understand that a sense of humor helps in this effort.
(Tofino Botanical Gardens, 2013)

The Tofino Botanical Gardens were created by the founder, George Patterson who spent most of his life working in landscape design and construction and had purchased this piece of land just outside of the town center, on a pristine property bordered by the ocean. He was involved in the early activism in the area to protect the old growth rainforests on Vancouver Island, beginning with the Carmanah Valley, Walbran Valley, and finally the Clayoquot sound. His political commitment to protecting these wild spaces from logging and development eventually led him to create the botanical gardens as a reflection of his belief in sustainable and education based growth. It was his goal to dedicate the land he had purchased to create a personal retreat center, education and demonstration site, and to encourage conservation development in the both the local and global community.

The Tofino Botanical Gardens are twelve acres of gardens, forest, and shoreline that explore the relationship between culture and nature, in a fun, all-ages environment. Tofino Botanical Gardens Foundation is a registered non-profit Canadian charity that operates educational programs and provides information about temperate rainforest conservation. They use the board system of governance, as do all registered non-profits, but still rely primarily on the founder to make operational and ideological decisions for the gardens. Having an influential and hands on founder has many positive aspects it, and has worked for this organization. It will most likely continue to work as long as systems to bring in new people are in place before his retirement. These issues of continuity are on the minds of George and his partner Josie, and planning for the inevitable is actively taking place. As one of the main staff members Josie is taking the issue of long-term resiliency seriously and has been working on a five-year plan for the gardens. She is aware that “this project has a very strong founder who owns the property, it just kind of dictates a different kind of communication style because you’re dealing with a personality, someone who cares very very much about what happens here” (personal communication, 2012). This style of hands on leadership doesn’t always work, as some charismatic leaders, or founders, are unable to share power or decision-making, resulting in a lack of continuity. Creating a non-profit and a foundation to take over the operations have gone a long way towards demonstrating the very practical commitment

the founder has to the perpetuity of the land. This non-profit is very similar to the other two organizations profiled in this report in that it has many different levels of involvement and commitment from the broader community. In this case that includes paid staff that run the café and the eco-lodge, needed to ensure that in the busy summer season the important tasks of cleaning and service work are performed. This has not limited the use of volunteers as a main driver for the gardens success with many of these people working on passion projects. These interesting and varied tasks are associated with building projects, water systems, garden maintenance, and the creation of land art. What makes this property so unique is the bold vision it holds, for the future of the entire Clayoquot ecosystem, and the responsibility the original owner has for that. This is an acreage that has managed to do things totally different from the norm, instead of creating a private garden and enclave for family and friends he decided to be open to the public as an education and nature sanctuary. He also made the gardens accessible by focusing on the creation of a family adventure experience with opportunities for all age groups. The educational component is especially comprehensive; the Rainforest Education Network has its own space in the large eco-lodge building and offers scores of information on the flora, fauna and wildlife of the area. It is a catalyst for positive change in the form of pro-active education for youth and adults with a strong message- keep these coastal rainforests in tact and protected for generations to come. George spoke of his commitment to the rainforest during the 1990's when major battles to protect these rainforests were in full gear. His commitment to that movement has not diminished, only changed as his role as a caretaker has evolved. There is no doubt that if such a time of habitat risk comes to the isolated part of Vancouver Island again, that George and Josie of Tofino Botanical Gardens will be there to share history, hope and their belief that every person has a role to play in conservation.

Tofino is arguably one of the most popular natural destinations in Canada, and home to the Long Beach, a spectacular beach famous around the world. It is one the top tourist attractions on Vancouver Island, and has managed to become a year round destination for local and international travelers. The area is known for its amazing wild beaches, local alternative culture, four-star hotels and resorts, and a wide spectrum of outdoor adventures. The small year-round community of fewer than 2,000 people is tight

knit, and due to the isolation and extreme weather conditions it is placed in the paradox of being both a self-reliant coastal community, and a popular tourist attraction. The community changes visibly as the weather warms and a huge influx of workers and tourists come for the short summer season with hopes of seeing whales, surfing, visiting hot springs, or walking in the many nature trails of the Clayoquot Sound Biosphere Reserve. The winter is rainy, windy, and cool, and the town slows down and finds its own steady rhythm after welcoming the tens of thousands of visitors that hurry through for three short months. Located a short boat ride from town, on Vargas Island, is the local First Nations community of Ahousaht. This reservation is part of the larger Nuu-chah-nulth tribal group, and is home to the bands highest member population living on reservation, at somewhere between five to seven hundred community residents.

Tofino has managed to develop its tourism and service infrastructure to such a high level that it dominates the coastal region with its economic development. With scores of workers and visitors coming to the region every warm season, housing is at a premium and costs for visitors can be high. This combination of factors has led to a strong community of year round locals that work together and support one another in order to cope and profit from this short season in order to survive the long wet and windy cold season. Tofino is home to many small and family run businesses, and it is these residents that have kept the towns unique culture and vibrancy making Tofino the tourism icon it has become. The community has continued to meet and exceed expectations around economic growth with its own local endeavors including a coffee roastery, beer brewery, organic food vendors, and stunning First Nations art galleries. These have augmented some of the original ventures around surfing, fishing, and production of ocean food products. There is a strong network of educational, arts-based, and social change organizations representing the alternative culture and commitment to environmental sustainability of the region very well. Tofino stands apart from other coastal communities due to its progressive nature, shown in its famous rejection of corporate chain stores within the municipality in 2010 (The Vancouver Sun, 2013). The town has managed to keep out the international big box stores and chains that have infiltrated so much of the country; instead this very active community has worked to keep tourist dollars in the local community. It is also one of the most expensive places to visit on

Vancouver Island, with high costs due to the regions isolation combined with the high discretionary spending many of the visitors have. This has lead to intense development pressures on available or undeveloped land as the number of visitors continues to rise, and the tourist season expands to include storm watching in winter.

Driving from Victoria takes about 5 hours to reach Tofino; with the last few hours spent along winding narrow roads packed with cars trying to pass one another. If I was not a frequent traveler to the region I would have been surprised by the vast number of cars heading to the area in June, bumper to bumper for hours along a small road in the wilderness. Although the entire Alberni region is beautiful much of it is economically depressed, with signs of poverty visible by the mostly vacant shops lining the town, the large number of bars and pawnshops, and the noticeable addiction issues present in the population. The city of Port Alberni is the last town before Tofino, and the difference between the two places is startling. Port Alberni is nestled between mountains, with a long ocean inlet prominent along one side. Unfortunately resource extraction has been rampant in the area and huge swaths of clear-cut forest are visible on the mountains surrounding the township, creating a bleak atmosphere. Where Port Alberni has failed to put the environment and local economy first, Tofino has picked up the torch and approached development from a very different perspective. The success of this economic strategy is clear when looking at the huge disparity in property values, and visitor numbers between the two townships. The rates of small businesses success is also a sad comparison, as Port Alberni is home to many multinational corporations who have built big box stores that have contributed to the lack of local ownership.



The Tofino Botanical Gardens are located just off the main road into town, in a very visible location with a huge carved wooden sign advertising its presence. Driving

onto the 12-acre property I came upon the good sized parking area that is beside the Darwin Café. This central building also acts as a welcome center, breakfast and lunch spot, and public viewing area for the central gardens. These gardens are a cacophony of flowers, vegetables, and sculptures backing onto a wild, forested area. The level of artistry present in every small nook and cranny of the property shows an artists eye and I found myself distracted by carvings and vignettes in small pocket gardens everywhere. The newly built ecolodge has 10 large rooms and is complete with self-serve kitchens and is located on one side of the property. It is set apart slightly to allow guests some privacy from the daily visitors to the gardens, and hosts the rainforest education center on its lower level. One of the main revenue sources needed to sustain the gardens operations is the modest entrance fee of \$10 for adults, 8\$ for seniors, 6\$ for students, and children aged 12 & under are free (Tofino Botanical Gardens, 2012). These costs are offset for the frequent visitor with very reasonable yearly rates of 25\$ or 15\$ for annual passes. The tradition of visitor-supported botanical gardens is a global one but this is a far cry from most professionally designed gardens where rose bushes and rhododendrons dominate, and tropical plants are commonplace. Here the gardens are wild, with native plants encouraged and wooden carved sculpture everywhere giving it a magical west coast feel.

The central garden is obviously the sunniest part of the property, with raised and traditional vegetable beds of all varieties full of hearty growth. This is a garden designed for harvest as demonstrated by the variety of crops and practical hearty plant choices. Most of the raised beds have latticing to encourage upwards growth that allows for higher produce yield and better use of the square footage. On a property that is so full of plants and projects this smart design has been implemented with clear intention so that the forest gardens add to the beauty of the central food garden space. There is a large duck pond outside the Darwin café complete with a bridge, gazebo, and large sculptural pieces making it the highlight of this central part of the property. On one end of this area sits the chicken coop, or more aptly the chicken house due to its substantial size and construction resembling a cottage. There were many heritage chickens and roosters in the large and strongly meshed coop, which was surprising to see in an area full of natural predator animals. Building and re-enforcing this structure would have been a difficult and heavy

duty project, and the fact that the cuteness of the building belies this work shows just how well planned growth on this property is. Near the chickens is one of the largest covered bike storage areas I have ever seen, which could have been built for a major city center. The windmill in the garden looks like a beacon of days long past, and together with the pond, chickens, and gardens create the look and feel of a productive small-scale farm. Somehow, even surrounded by forests and wild spaces, the space gives the impression of a historic English country garden, one with a quirky sense of humor. All these elements are combined to blend into a sort of organized chaos, making the years of hard work and the unique vision for the property all the more impressive. This is a place where art meets purpose and both are treated with equal consideration.

As I entered the wide pathway into the forest I was surprised by the level of detail included in the many design aspects along the winding trail. At every possible height from low to the ground and reaching to the higher branches of trees, carvings and re-purposed objects are seen. The gardens pride themselves on being a family friendly attraction, and the desire to make this an inclusive space for all ages can be felt. This approach does not diminish the experience for any visitor, be it a horticulturalist or a 5 year old, as there are just as many surprises in the plant species, variety and unique placement as there are in other artworks. The gardens were awarded the distinction of “top 100 gardens in the world” by the UK’s Guardian newspaper demonstrating the global recognition they have attained (Tourism Tofino, 2013). There are wooden carvings, little surprises of fairy statues, native art and canoes, and even a re-purposed VW van with plants growing in the interior. At one point a large land locked boat comes into view, one that you can climb on and must be a favorite with children. The trails are designed to allow for privacy as well as for children, a combination that is difficult to successfully achieve. I could see seniors, couples, and large families all enjoying the spectacle of surprise and wonder that has been created.



The Tofino Botanical Gardens are not just a beautiful spot to visit but also an organization with a clear mission to inspire conservation of the world's Temperate Coastal Rainforests. They state on their material "We are dedicated to the cultivation and display of plants native to the world's coastal temperate rainforests, and to research and education programs to improve knowledge and understanding of the ecosystems of the UNESCO Clayoquot Sound Biosphere Reserve" (2013). The botanical gardens serve as both a casual recreational activity and as an educational center that actively encourages visitors and locals to learn about the history and importance of the ecosystem, and to respect that diversity. The focus on education is done for many reasons, but encouraging visitors to live lightly on the earth and appreciate the unique coastal surroundings while they are visiting the area is a priority

At 12 acres of forest and garden space the Tofino Botanical Gardens is also not the only local non-profit working in the area, although it is the largest and most well known. Josie Osbourne, one of just two full time staff members, talked about some potential ways to bring more "meaningful tourism" to the area by creating a punch card that includes discounts when attending one of the four main non-profits in the region (personal communication, 2013). As a foundation and staff member, Josie, has been actively pursuing education and higher learning options for the centers growth. She sees bringing students of all levels to the botanical gardens as a huge opportunity that would help in the short and long term. This planning involves bridging First Nations priorities with environmental ones, and building an "academic consortium" that would help preserve the integrity and future of the area (personal communication, 2013). She knows that visioning new opportunities for the region will take time and work, and that the

gardens can and will play a huge role in the resilience of the entire region. She also sees potential for Tofino and nearby Ucluelet to support other locally owned companies and non-profits that are using their own money to develop and maintain projects such as the aquarium and the wild pacific trail. The potential is huge for coordinated growth, and with Tofino's reputation as a progressive and environmentally conscious community with many committed volunteers such dreams could become reality.

Although the gardens founder, George Paterson, is deeply engaged in the gardens and the day-to-day maintenance and development of the plants and trees on the property, there are many other priority areas being worked on. As Josie noted there is "the delicate art of balancing politics and reality with financial sustainability," and striking that balance will not be easy (personal communication, 2013). Finding and maintaining ways to grow while staying small, to find money, while keeping integrity, and to keep local people inspired is no small task. This has been the life's work of the founder, and it is a legacy that will be taken up by those who love the place. His passion for beauty combined with the ability to implement that vision, has arguably been the greatest strategy for sustainability and resilience he could pursue. The small and large art pieces, flowers, marsh plants, and trees are striking and cannot help but inspire even the most city bound visitor with their beauty. The experience of the visitor would change every month of the year as new plants grow and bloom, showing the way the natural world adapts and changes over the seasons. This sentiment is expressed succinctly when they say "We hope that Tofino Botanical Gardens will help people of all ages to develop an interested and caring attitude that will encourage them to take action for temperate coastal rainforest conservation" (Tofino Botanical Gardens, 2013).

George has long been a strong and vocal advocate for old growth forest protection on Vancouver Island, and as a horticulturalist he has treated the gardens as a demonstration site for sustainable practices that work in harmony with wild spaces. He talked about protecting the land for the long-term because "its gonna evolve and change and serve different needs as time goes by but I hope that the land is always here, cause that's the core of the thing" (personal communication, 2012). In the past many different sources of revenue had been explored, namely the rental of the main café as a full service restaurant. There was also a gift shop carrying traditional garden themed products.

Both of these ventures were successful, especially the restaurant, but they did not necessarily support the vision for the property. It was decided that in order to preserve the integrity of the operations, and allow for a focus on ecological stewardship, that they would not continue. The ecolodge was created out of the evaluation process preceding these endeavors, as a way to support the gardens while also providing a value-entrenched service. The ability to let go of what was no longer serving the property, while being able to try these different avenues for financing growth is a sign that reflective growth is at the core of the operations. The willingness to innovate and adapt is a marker of resiliency that has allowed for this non-profit to continue its mission-led growth.

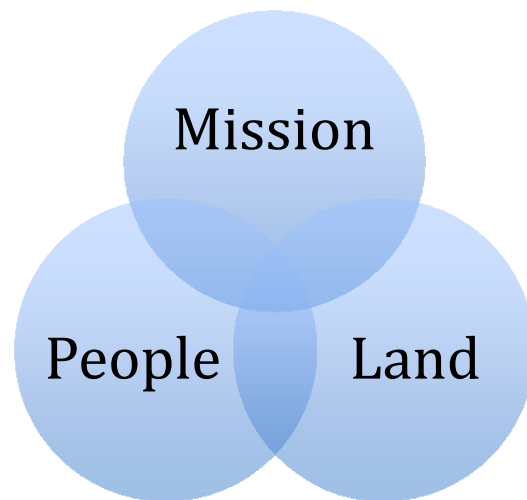
George described the transformative moment when he first conceived turning his private property into a public place as “the sort of vision that came in the night” to “remind people how important Clayoquot sound is, cause it fades” (personal communication, 2012). He has pursued this goal of raising awareness by using a slow and steady approach designed for the long term because “a place that’s protected, it’s never protected forever” (personal communication, 2012). Even with the world watching the Clayoquot blockades that culminated in the wildly successful blockade and action camp of 1993 the successes cannot be taken for granted as the threat of forest land development is ever present (Friends of Clayoquot Sound, 2013). The highly organized land protection movement was in fact so successful that there has been nothing close to the threats to old growth forests there were. However, with the knowledge that as governments change so can parks, protected areas, and marine habitats, the desire to stand watch persists. He has dedicated his life, and his financial legacy, to ensuring that the parks, protected ecosystems, and surrounding oceans of the Clayoquot Biosphere would not be lost due to lack of education or information. All the hard work, long days, and money invested would not be in vain as long as his environmental legacy is sustained. He talked about the lack of understanding many of the young people enjoying the world-renowned surfing have, of the long history to protect access to these wild beaches. To him, protecting the old growth forests kept this area as special as it is, and contributed to its ongoing appeal to visitors that allow the community to thrive.

One of the gardens regular volunteers reiterated the importance of having the land dedicated in perpetuity when he talked about the huge growth in the Tofino region and

the development pressures this puts on land access in the area. This young volunteer has come to support projects such as the community garden as “it’s a really good innovation to have a garden for people they maintain themselves...it just makes the place richer” (personal communication, 2012). The addition of these gardens also contributes to the broader community impact and to the future food security of the region. He also believes one of the most important environmental contributions of the gardens lies in its status as a non-profit, and the knowledge that the land has been dedicated as a permanent legacy. Building, planting, and designing these amazing gardens have been a huge part of his life work, something he has pursued as a passion. He understood that in order to embrace change at the botanical gardens certain land and organizational protections, namely transferring ownership of the property to a foundation, also needed to be in place. To put it in the most basic of terms, it’s hard to make money off the land, whether as a farm, retreat center, or education center. In order to succeed, or to become resilient, it is important to look at the reality of the situation and to be able to change when necessary and also to keep working on “all the little things” (personal communication, 2012) needed to keep a property running. We understand that a sense of humor helps in this effort, as enjoying the work is what makes it beautiful.

REFLECTIONS

The primary factors that made these three organizations of interest for this study were the very different physical locations, the large acreages they all work within, and the diversity of their services delivered to the community. Although they have many organizational similarities as a result of their non-profit status, volunteer involvement, and commitment to improving human and ecological connections, they all have very different missions and philosophies guiding the work. This diversity in how core functions are managed, maintained, and governed stood out, as they were so divergent from one another while holding onto the shared commitments of enhancing the human-nature relationship. This report has culminated in the discovery of several mutually held factors that have led to the individual resilience of each organization of land-based non-profits. These factors are in a constant state of re-balancing, shifting, and guiding, in order to respond to the individual needs of the organizations and are: the mission, the people, and the land. Each of these factors are important as separate focal areas for the organizations, and when the three are combined they have shown themselves to promote resilience.



The first factor for resilience is the importance of the organizations mission statement as a guiding force. It was repeatedly shown throughout the interviews that the mission, or the written declaration of the values and purpose for each non-profit, was constantly referred back to by staff and volunteers when reflecting on their connection to the organizations. Each property in this study has relied heavily on their mission and

guiding principles to funnel growth and innovation strategies in order to maintain clarity around what unites all the people involved. Mission statements can also be called statements of unity, and this is apt when considering their importance in providing the constant interwoven encouragement needed to keep volunteers and staff motivated and connected. The importance of a clear and often reiterated mission statement has long been thought of as pivotal to a non-profits' success but in this context it is even more central.

The addition of working on a large property makes sustaining this specific type of non-profit even more challenging, as they have additional costs related to running a large acreage, and less access to customers as they are in rural locations. When looking at the many tasks that must be completed in order to simply maintain the grounds, buildings, and wild spaces, getting this work done is no straightforward task, and a strong mission statement can go a long way in keeping that intangible quality of inspiration intact.

The second major finding resulting from this research was the importance of nurturing the natural environment as a key aspect in achieving resilience inside of the non-profit model. Each organization has demonstrated an unflinching commitment to do the hard tasks necessary to care for both the wild and cultivated spaces on the properties they are caretaking. This custodial relationship with the natural world has taken place inside the context of organic principles and also notably within the context of the Agricultural Land Reserve. This additional legislative requirement of the ALR that limits traditional development has also strengthened the commitments and agreements made inside each organization to continue with a conservation approach to stewardship. The deeper relationship these organizations have to “place” is also a distinguishing feature, with each location situated in places of extraordinary beauty. The experience of beauty on each property was shown to be a strong leverage point that contributes to the commitment of volunteers, staff, and visitors alike. This aesthetic factor is a combination of the natural environment and the physical additions put in place with great care and with an eye for functionality and whimsy. This ongoing cultivation of art in the gardens, pathways, and buildings has created a special harmony with the surroundings that is contributing to resilience.

This focus on the natural world also includes expanding the idea that nature is a passive partner on the properties, as opposed to an active player involved in enhancing the land. As O'Donohue has written, it is possible that earth itself could be able to appreciate and value the contributions people make to preserve and protect it. It is possible to see that there is an interconnected force that shapes how humans and the natural world interact, one that many would call spirit. The author has expressed a profound philosophical notion when he discusses the idea that "a landscape might have a deep friendship with you" (O'Donohue, p. 33, 2003). For those willing to explore this notion, it is possible that a deep and profound relationship could be built with the natural world that could build on the connection to the non-profit as well. The more attachment to place there is the more likely that there will be a long-term and solid commitment made to the property by volunteers and staff.

Thirdly, the interviews and research have re-enforced the notion that the personal commitment of staff and volunteers is a central force for positive change, growth and adaptation for these non-profits. The human energy needed to maintain the properties, keep the programs running, and to inject positivity into this mission-centered work is fundamental. Whether this work comes from seasonal volunteers, long-term volunteers, board members, founders, or staff is of little importance, the key to each organizations success is in their individual ability to get tasks completed with whoever is present. In some cases this means engaging in a slow and steady approach to growth that encourages change to happen based on adaptation to new situations and opportunities. Each location has different strategies and approaches to volunteer and staff retention, often grounded in strong personal relationships built over many years. By offering the chance to have multiplicity of tasks, and flexibility in the type of work being pursued means that there is a great deal of skill-sharing taking place, giving much needed variety of work. Diversity of tasks being done on the properties, and the fluid way much of this work is approached, also demonstrates the adaptable style that in turn promotes resilience. Keeping staff and volunteers engaged promotes a positive attitude to customer service, which perhaps is the single most important factor for success. Customer and visitor satisfaction requires a personal touch, and all three of these non-profits excel in this area. The long-term commitment by the people who drive these organizations in their daily tasks, and who

complete the sometimes difficult tasks associated with running a large acreage, is the primary way that resilience is observable in these organizations.

Another finding of interest in this research was the diversity of governance approaches, and the very different ways the non-profit structure and board member involvement are handled. These three organizations demonstrate three very different governance models under the same non-profit board system. In the end, the way the board and executive member decision-making was tackled proved to have little consequence to the organizations functionality, rather what mattered was the commitment members had and the work ethic they demonstrated. Whether a board was hands on, consultation based, or seasonal, the effectiveness seemed equal from a results perspective. Having a core group of staff and volunteers who were willing to engage in the physical tasks, and to do the work when it was needed, was a unifying feature for success. This central group of people guiding the operations was made up of different members for each organization, but in all cases they were people who were actively present, in both the spiritual and physical sense.

The strong commitment to mission goals has led to the implementation of sustainable systems to manage human and environmental needs on these properties. Using the mission statement and organizational goals as the central point has allowed for a natural reflective process to take place that is in tune with an adaptive process towards growth. In these specific cases that means many different methods for sustainability and growth are being explored and discussed in order to select which approach will work best at any given time. Basically in each organization, any idea is up for consideration, and with a little experimentation by the interested parties it can become part of the operations as long as it fits within the mission. This exploratory and flexible style is central for all three organizations and is a key component for resilience as it supports the role of personal responsibility when completing projects or tasks. One leader from Providence Farm says “the mission is at the forefront, we would never...(do) something that was so contrary to our core values” (personal communication, 2012). Even as growth is contemplated, and in the case of Providence Farm strategic planning is being undertaken, they “are actually trying to move it in a specific direction that will still value the mission and values of the farm” (personal communication, 2012).

As economic pressures are being contended with, they are framed inside of the non-profits mission goals and solutions that support that work are the only ones up for consideration. These guidelines create an understanding of the shared principles that they are each working within, and the limits they create have been positive in that they help to focus economic innovation tactics in very specific ways. In the case of the Tofino Botanical Gardens, they have actually left behind revenue generation streams that were not lining up with their mission strongly enough. One leader from the gardens discussed a restaurant venture they were involved with “that really interfered with the mission of the gardens, it became the tail wagging the dog, we gave up probably five thousand dollars a month” (personal communication, 2012). In this case the economic venture became a distraction from the organizational purpose and it was left behind, a testament to the centrality of the mission in all pursuits. The Hermitage has strongly held spiritual beliefs, but they have also have “diversity so its not restricted...we have yoga retreats, we had a mandala retreat, art” (personal communication, 2012). The “vision here is to make this available to all so we have no set fees” (personal communication, 2012), which is certainly an exceptional principle for any organization to operate within. They have no ability to guarantee that their costs will be met every season, as they can never know how much people will donate. This means that they need to trust in the participants, and also offer high quality experiences that will engender the generosity needed to sustain them. To look at finances and operational decisions from the perspective of adherence to mission goals has contributed to the long-term integrity of these organizations. Learning where those edges between economic and mission needs are has allowed all three organizations to grow their understanding of the ultimate purpose they hold for the broader community.

It is also worth reiterating here that research offered by Carroll and Stater has shown how valuable this mission adherence can be to the organizations financial stability. They discuss the importance of embracing new revenue generation tactics and supporting innovation in financial pursuits. The authors also state the “higher the commitment to mission goals” (2008, p. 995) is seen when the non-profits are involved in social entrepreneurship. The research Carroll and Stater have done in this area has supported a shift from the belief that the pursuit of an economic model inside the non-

profit system that promotes the selling a product or service would have negative consequences. The results of their work are clear, bringing in revenue (as opposed to relying solely on government funding) brings members of the non-profit more closely in line with the organizations mission and goals.

The daily way that decision-making takes place is also one of the factors looked at in this report with the conclusion that each non-profit does so with their own unique flavor inside of the non-profit board structure. This diversity is strength, and by looking at the many ways it manifests there are opportunities for other like-minded organizations to see which combination of elements would work for them. The Hermitage is completely volunteer run, and almost all the tasks rotate between members, and are done in a much more ad hoc basis depending on peoples' availability, physical abilities, and the time of year. As this is a location is still primarily a seasonal center these tasks are condensed between May and October, with many volunteers coming to live on the property for long periods of time to offer their Dharma service. This model has lead to the encouragement of self-motivation and independent initiative, and has worked well to propel this community towards a more self-sufficient state. Providence Farm has a much more tightly managed model of involvement for their staff and volunteers due to the vulnerable nature of their clients and the need to monitor more closely the types of activities they engage with and the people who are working alongside them. They have a very involved board and executive staff team who take strong roles in terms of steering the direction of their wide-ranging programs and farm activities. The huge size of the property and the massive amount of labor required to keep-up the many buildings and programs has meant they need a more centralized and structured model. A much smaller leadership team consisting of the organizations founder and staff directs Tofino Botanical Gardens, thus allowing for a clear artistic vision to be expressed. The board is consulted in a broader capacity, and offers overarching support and specific skills in botanical and ecological areas. In the busy summer season the volunteers and staff take on a bigger role, allowing for a seasonal ebb and flow to take place that has worked well in this case. These specific examples support the research outcome that there are many unconventional human and social service models being explored on Vancouver and the Gulf Islands that work with great success. Demonstrating that there are indeed many

ways to approach governance will hopefully assist in the growth of these types of non-profit properties.

This leads to another conclusion around the ability of large-scale, volunteer driven properties to achieve sustainability. The research here supports the supposition that non-profits that are managing and maintaining these acreages can indeed be resilient, even in rural or semi-rural contexts. There are many factors that can challenge these organizations working in isolated locations that also effect other organizations such as transportation costs, lack of a customer base, and the impact that weather systems can have on land accessibility. For each of these locations it was shown that the volunteer spirit and commitment more than compensated for any financial or ecological constraints to traditional development approaches they had based on location. In the current global and provincial context of loss of agricultural land, logging of wild spaces, and pressure to engage in large-scale residential development, the importance of these land management models is fundamental. As the literature has demonstrated, operating nature-based properties is increasingly difficult within the resource extraction and exploitation framework currently entrenched in Canada. The organizations profiled are central to shifting that understanding, and by offering solutions and examples of how to do things within an ethical model these properties have become inspirational examples of resiliency.

With the mission to frame the organizations, the people involved are accordingly committed to those shared goals and principles. It is this manifested commitment that has allowed the market gardens, kitchen gardens, orchard and tree plantings, and organic principles to thrive through on the different properties due to the hard work done by members. This agricultural aspect of land-use is one type of achievement, but just as important has been the shared ability to maintain wild spaces. It is this untamed factor that was so impressive at each location, with animals such as deer and squirrels, songbirds and eagles, and the diverse trees surrounding the properties giving them a truly majestic feel. When developing land in ways that honor wild spaces, and cultivate food, they have correspondingly grown in ways that focus on enhancing beauty. The inclusion of paintings, murals, sculpture, and alternative building styles, alongside the flora and fauna, has created spaces with long-term appeal for the visitor and staff.

The belief that staff and volunteers need many different motivations in order to achieve the necessary organizational commitment has been echoed in all three organizations through the interviews that took place, and in the nature of the work happening on each property. One person from the Tofino Botanical Gardens talks about practical steps to grow the property as “there are many things, it’s hard to say there is one project that totally change the quality here, its many little things that play together” (personal communication, 2012). By focusing on the small steps towards growth, a slow growth model is built into the framework that is inherently more sustainable. During a interview at the Hermitage by a cook and builder, the same sentiment was echoed and he added “its just the proper balance of everything and also maintaining...maintaining your spirituality which is the focus the main thing” (personal communication, 2012). Again at Providence Farm one farm and kitchen volunteer sums up this idea of sacred work by saying “it’s an organic farm...it’s all part of improving the world as much as we can” (personal communication, 2012). These three volunteers all do physical work for the non-profits in the gardens, maintaining wild spaces or cooking and cleaning indoors. They are however all united in the belief that every small step taken can effect positive change, that balance is key to growth, and that working for environmental sustainability offers the spiritual sustenance they desire in order to stay connected to the organizations mission.

This research has demonstrated what many others have alluded to; place matters and a beautiful place will attract beautiful people. People who give much more than they take, and at the same time enrich the human community they occupy. When visiting people who are working or volunteering for one of the three non-profit organizations it became clear that the physical location was highly important as it proved to be the central draw for all the interview subjects. The personal connection that people had to the land speaks to the power of “place based” attachment and the broader implications this has when looking at links to sustainability. It was obvious by the passion of the interview subjects, that all three locations have a powerful emotional, spiritual, and social connection for those involved. To most of these people the work being done was as important as the place it was being done in. All of the participants commented on the power of the land, their connection to it and the broader importance of conserving that

land for future generations. This aspect of connection for land and specifically for land-based non-profits has not been thoroughly examined by the broader research community in the context of a non-profit model of governance and ownership. It is hoped that this initial research will support the work of the broader local food, land conservation, and non-profit movement. Acknowledging land as more than a resource, but rather as a physical manifestation of profound emotional connections people have to it, has been a major finding.

The mission goals, ecological principles, and human relationships with volunteers, staff and the broader community are unreservedly connected to the resilience of the non-profits. The human factor can be one of the most challenging, and in these cases it has been a key source of success. Connecting to the local and international community is also part of each organization and they have all done networking through their websites, and their solid reputations built on hard work. The Botanical Gardens are part of a global garden community and are sought out by enthusiasts; Providence Farm has been noted for its client-centered horticultural therapeutic approach involving gardening, and the Hermitage is connected to a network of other Tibetan monastic sites. This connection to the larger international community, and the recognition each of these organizations has as an example of best practices has strengthened their local presence as well. This scaling from regional to global was felt in small ways as interview subjects spoke of their commitment to the clients, and services provided, as being as equally important as the land and their role in the stewardship of the properties. Preserving land is a gateway to real happiness. The broader human attachment to nature and sustainable systems has impacted the successes of all three organizations in this report. This has shown adaptability and innovation as key factors for resilience in the work being done by land-based non-profits on Vancouver Island.

RECOMMENDATIONS

Immediate Actions

All three organizations can enhance the public face of their nonprofit through enhanced branding of their status as a non-profit and the values they espouse. By increasing the visibility of their organizational structure they will be better able to differentiate their services from others in the for-profit field. This could be done by creating and displaying more signage indicating the significance (and uniqueness) of the nonprofit designation and organizational mission. In publications produced by the nonprofit it could be of value to have a short write up included on the power and contribution that nonprofits make in the social economy, and the more general importance of supporting this economic development model. This has the potential to increase the customer base by creating a clearer understanding of the benefits associated with supporting a non-profit organization versus its for-profit counterpart.

Branding products with the logo, and perhaps a partial quote from the mission of each organization, would help with organizational visibility. This could be ideally done by sourcing local, sustainable providers to produce items such as; t-shirts or sweaters, posters, coffee/tea mugs, magnets, bookmarks, or custom art works. The more that name recognition can be created, the higher the probability that new clients will come and visit the properties. One high-impact way to achieve this involves encouraging volunteers and supporters to advertise and promote the social enterprises run by the organizations. By offering short workshops on how to engage in “push” campaigns, or ongoing “soft” promotions can help the volunteers or staff feel more confident when promoting the organizations. Training and supporting the use of social media, events listings and community boards, or most effectively word of mouth promotions, could provide powerful impacts.

- Create short video tours of the properties showing the gardens, natural vistas, and buildings to be hosted on the organizations website and youtube. This can be done with music or nature sounds in the background as well as a narrated tour explaining the organic principles being applied.

- Create a short video containing interviews of volunteers and staff focusing on the emotional and social impact the organization has on them personally and how they have observed it transforming lives to be hosted on the organizations website and youtube.
- Add terminology to signs indicating “non-profit”, “social enterprise” and “organic principles” whenever possible.
- Promote events more thoroughly with the use of video testimonials and photos, and reflection pieces from past events to be hosted on the organizations website and youtube..
- When indicating fees for space rentals or for holding events, include a short write-up on how that money will be used to benefit the land and natural world. For example “a percentage of the proceeds will go directly to...creating wildlife corridors”.
- Increase informational signage on the properties that offer small maps of the properties, and specific knowledge about the trees, shrubs, flowers, and history of the locations. The more specific this information, the more educational it will be, offering new visitors insight into the significance of the ecosystem.
- Plant high-value nut and timber trees on the properties for use or sale once they reach maturity in ten to fifteen years. This could include hazelnuts, walnut, oak, cedar or any viable hard wood that could be used for finish carpentry.
- Establish mushrooms such as shitake, crimini, oyster, or white button for food consumption or resale value.

Future Actions

Each non-profit should continue with the creation of land art, and custom signage, on the properties and encourage staff and volunteers to contribute to similar beautification efforts. These informational focal points bring a unique and powerful energy to the land and offer an enhanced visitor experience. By actively focusing on the lands beauty and unique features, while planning for the expansion of some areas, the

long-term attraction of the properties will be ensured. This could also include the expansion of flower gardens and flowering shrubs and trees that offer natural enhancement.

Each location has the capacity to expand the role of garden based production to include fresh food preservation for winter needs, year round food production, and increased use of non-traditional edibles found throughout the gardens. The significance of organic (or spray free) food production is growing around the country and this aspect should be highlighted whenever possible with information also provided on the motivations behind using organic principles. All three organizations also have the ability to expand gardening and food production for in-house consumption and the creation of value-added products such as; jams, canned fruits and vegetables, as well as eggs. By continuing to maintain a steady focus on the properties environmental sustainability, new approaches to enhancing the food value can be achieved. The property is key to all three non-profits and the focus on maintaining existing agricultural and land preservation-based ventures should be seen as central for all program successes.

Supporting organizations to learn from one another was a goal of this report, and specific strategies taking place at each location could be replicated by the other non-profits. The first of these is the inclusion of a horticultural therapy program for education, personal healing, and the promotion of a healthy lifestyle. These programs are growing around the world and can consist of the inclusion of “wide and gently graded accessible entrances and paths, raised planting beds and containers, and a sensory-oriented plant selection focused on color, texture, and fragrance” (American Horticultural Therapy Association, 2014). Each location is already embracing these planting and accessibility standards in different ways and the expansion of these practices could allow for each property to contain a therapeutic garden. These gardens can “improve memory, cognitive abilities, task initiation, language skills, and socialization. In physical rehabilitation, HT can help strengthen muscles and improve coordination, balance, and endurance” (American Horticultural Therapy Association, 2014). It is recommended that each non-profit in this report look at how they can further enhance the use of these principles and practices in order to further connect people with the land, in ways that actively encourage personal health.

Each location in this report engages in fundraising activities throughout the year in order to support the ongoing financial needs of the organization. This is important work and can be challenging with so much competition for funds in the non-profit field. One way to differentiate this fund development could be with the re-branding of fundraising to friendraising. This concept encourages organizations to begin “developing to its full potential the unique and special relationship that exists between a charity and its supporter”(Burnett, 1995, p. 48). This subtle shift in how money is raised for the different social purpose work being done by each the non-profits could provide great value. The experience of fundraising as something that is about more than money, but one that also includes the value of building relationships regardless of the outcome has the potential to transform this area of work. This strategy could be further embraced by all three organizations as a way to shift the relationship between the non-profit and those who provide donations or financial support, further underscoring the importance of positive personal relationships in organizational resilience.

Bridging the academic and non-profit world is another area that many organizations find challenging. Creating an academic consortium that would include the non-profit, First Nations, and different academic institutions in a partnership relationship could be very rewarding. These consortiums are developing in different sectors and could be of great value when placed inside the context of land-based non-profits that are providing valuable social programs on Vancouver and the Gulf Islands. The opportunity to share smart practices in an on-going way, to bridge community voices with the deliberate inclusions of First Nations peoples, and to encourage further research from academics could be invaluable. This is an opportunity to entrench these non-profits with built in systems to encourage evaluation of services, while also creating an atmosphere of sharing and documenting the practices that are contributing to organizational resilience.

Becoming active members and contributors to industry specific organizations such as Enterprising Non-Profits, or the Canadian Community Economic Development Coalition could provide great short and long-term value both economically and socially. Enterprising Non-Profits offers a wide range of support services to increase the impact of existing social enterprises or to assist in developing new ventures and their services could be invaluable when contemplating expansion or developing site-specific best practices.

Their programs range from; providing funding for business plans, on-line education programs, or ethical sourcing guides for purchasing supplies from other local or regional social enterprises. The Canadian Community Economic Development Coalition is a member-based group that works towards influencing government policy, networking with like-minded organizations, and encouraging mentorship for youth opportunities in the sector.

Succession planning is key for long-term sustainability. Having discussions on where the organizations will be in 5, 10, 20 years, and who will be involved in leadership should happen sooner rather than later. There are many ways to encourage internal growth in these processes by offering existing members the chance to take on leadership roles in small ways. The surest way of keeping the values and mission at the center of the organizations is by offering lateral promotion and recognition from within. All three organizations already have this internal built-in human capacity, and only need to get more involved in structuring it to improve transparency and opportunity for young or new members. This succession planning can involve bringing in board members, staff members, or simply offering enhanced roles and responsibilities for volunteers.

There is a great deal of promise when looking at how to bring students and young people onto the properties for educational opportunities. It is possible to offer tours, with guides explaining the environmental impact of the properties, and the value of being involved in the non-profit and social enterprise community. This would ideally incorporate a hands-on project, a meal, and some discussions around the impact of the mission and the reason for being part of the growing third sector. It is imperative that youth be educated on the value of non-profits so they are able to see a future for themselves in this sector, doing work that matters.

Finally, expanding and evaluating social enterprise development could be a key component in creating customized smart practices for current and future entrepreneurial activities for the non-profit. This means keeping a detailed account of ventures that have been suggested, including the reasons and decisions chosen around moving them forward or not. By keeping a record of enterprises that have started and failed, that were suggested but not implemented, or ideas that are consistently put forward, a record can be created. This can be used to assist those who are newer to the organization understand

the selection criteria and mission adherence around social enterprise development. It will also support the non-profits when engaging in a reflective process around how growth and development are manifested at each individual organization in order to streamline the brainstorming and innovation process.

CONCLUSION

Because of the scaling back of government funding, it is crucial that the non-profit sector become more self-sustaining, both from an organizational and financial perspective. In the past decade, the non-profit sector in Canada has increased in both its registered numbers and its social impact, with a higher rate of economic growth than the for-profit sector (Hall, 2010, p. 89). Many of these mission-led organizations choose to operate under the Societies Act and access the benefits associated with registering as non-profit organizations. Having the associated abilities to own land, borrow money, and have bank accounts while at the same time receiving donations, using volunteer work, and operating under different taxation conditions is core to their long-term financial and stability. Non-profits are not designed with the goal of *making* money but rather can use money to meet their organizational goals, create new programs, and expand existing ones. As these new funding realities continue to challenge the social sector there are opportunities for adaptation that come into play, and the willingness to change in order to survive is part of finding resilience as non-profits.

The organizations profiled in this project embody resiliency strategies that British Columbian, non-profit organizations use to enhance their economic stability, entrepreneurship, values, and community commitment while simultaneously supporting their mission goals. The current practices for growth and expansion of these organizations that own property, run social enterprises on site, and have clear environmental mandates, show successful methods for organizational resiliency and mission goal retention. In all three organizations there is a strong commitment to environmentally grounded property maintenance and enhancement, done in a way that encourages the natural beauty they work alongside. The acreages that are under the control of these non-profits are seen as key to both the organizations success and appeal. The variety of ways the properties are cared for includes the use of organic principles in land management and market-garden projects as well as more general “spray free” principles of agricultural production. The large amount of wild places found on the properties was also significant, and provides habitat for a variety of birds, animals, aquatic creatures, and native plants. The broader societal and environmental values associated with stewarding land is also a factor in the operational sustainability. This

land stewardship component acts as a unifying factor between the three properties studied in this report as the people involved in the organizations share the common goal of keeping the properties in a natural state. Being part of something big, a place that is a sanctuary for the natural world holds special appeal to the interview subjects and is a subject worthy of additional research in the future.

All three organization are run in very unique ways, from the clients they are focused on serving to the ways that they generate income throughout the year. Each has its own set of values and processes for pursuing new ventures, with the Board of Governors and the Executive Director taking on different roles in each organization. This has demonstrated that the systems for decision-making are of less importance than having trustworthy and dedicated members committed to whatever process they choose to use. One key feature of each properties success is the ability to move forward with projects and initiatives needed to keep positive growth and development alive. The focus on deliverables has worked well for all three organizations, and meets the practical needs of caretaking acreages has encouraged the hands-on approach that offers so many multi-faced benefits to their constituency groups.

The focus on change adeptness demonstrated so thoroughly by the organizations is apt for this context as flexibility and reflection on best practices are key aspects when working on any land-based project. This is especially true when joined with social purpose work and the mission-driven work that is central to the success of each property. They share the ability to learn from nature, to have the capacity to not only see patterns in the natural world, but to look at how pressures on these biological systems result in feedback that contributes to adaptation. For the natural world this cycle is intuitive, it has been happening for millennia and is part of how evolution and species survival works. Now it is the task of this generation to see how this tacit knowledge can be used to create positive outcomes for the human-natural world relationship. It is in this adaptive relationship that land-based non-profits will continue to show resiliency in the social economy while inspiring countless others to engage in social change work with the land. There is something important to learn from organizations that are in the process of adaptation in the financial and social battle to survive, as new ways of doing and framing social purpose work are created in order to offer more economic independence.

REFERENCES

Agricultural Land Reserve (2013). Retrieved from:

http://www.alc.gov.bc.ca/alr/alr_main.htm

Agricultural Land Reserve (2008). Staff Report. Retrieved from:

http://www.alc.gov.bc.ca/application_status/Docs/38258sr.pdf

American Horticultural Therapy Association (2014). Retrieved from:

<http://ahta.org/horticultural-therapy>

Ballad of Jungle Jim (2013) Retrieved from: <http://www.strathcona.bc.ca/tag/ballad-of-jungle-jim/>

Bardach, Eugene (2011) A Practical Guide for Policy Analysis: The Eightfold Path to more Effective “Best Practices”, 4th Edition. (Sage Publication: Richard and Rhoda Goldman School of Public Policy, University of California at Berkeley)

BC Social Innovation Council (2012). Action Plan Recommendations to Maximize Social Innovation in British Columbia. Retrieved from:

http://innovationbc2011.crowdvine.com/attachments/0002/7179/Social_InnovationBC_C.pdf

BC Societies Network (2007). Retrieved from: <http://societies.bc.ca/networkoverview>

Bloom, P. & Chatterji, A. (2009). Scaling social entrepreneurial impact. Retrieved from:

http://www.caseatduke.org/documents/Articles-Research/SCALING_SOCIAL_ENTREPRENEURIAL_IMPACT_CM2ndRevision_Final_January24_2009.pdf

Burnett, Ken (1995). *Relationship Fundraising: A Donor-based Approach to the Business of Raising Money* (The White Lion Press Limited).

Business Dictionary (2014). Retrieved from:
<http://www.businessdictionary.com/definition/long-term.html>

Business Vancouver (2013). Western Forest Products carves coastal niche. Retrieved from: <http://www.biv.com/article/20120703/BIV0105/307039962/-1/BIV/western-forest-products-carves-coastal-niche>

British Columbia (2013). Press Release: Legislative changes encourage investment in social enterprise. Retrieved from:
<http://www.newsroom.gov.bc.ca/2013/03/legislative-changes-encourage-investment-in-social-capital.html>

Canada.com (2013) Pedder Bay evictions not illegal. Retrieved from:
<http://www.canada.com/victoriatimescolonist/news/story.html?id=918cb1f1-5ab8-4e95-8134-8ec0a99dab51>

CorporationCentre.ca (2011) Canadian non-profit incorporation. Retrieved from:
<http://www.corporationcentre.ca/docen/home/faq.asp?id=incnp#q2>

Carroll, D. A., & Stater, K. J. (2009). Revenue diversification in nonprofit organizations: Does it lead to financial stability? *Journal of Public Administration Research and Theory*, 19(4), 947-966.

Cauchon, D, & Bazar, E. (2008). Financial mayhem hurts non-profits, foundations. USA TODAY. www.usatoday.com/.../2008-09-21-charities-foundations_N.htm

Community and Regional Resilience Network (2012) Retrieved from:
<http://www.resilientus.org/about-us/what-is-community-resilience/>

DeLind, L, & Bingen, J (2007). Place and Civic Culture: Re-thinking the context for local agriculture. *Journal of Agriculture and Environmental Ethics*. 21. 127-151.

Dictionary.com (1997) Beauty. Retrieved from:
<http://dictionary.reference.com/browse/beauty>

Eisenstein, Charles (2011). Sacred Economics. Retrieved from:
<http://sacred-economics.com/wp-content/uploads/2012/01/sacred-economics-book-text.pdf>

Enterprising non-profits (n.d.) Enterprising non-profits. Retrieved from:
<http://www.enterprisingnonprofits.ca/about/enp-program>

Friends of Clayoquot Sound (FOCS). (2013). Retrieved from: <http://focs.ca/about/about-focs/>

Froelich, K A. (1999). Diversification of Revenue Strategies: Evolving Resource Dependence in Nonprofit Organizations. *Nonprofit and voluntary sector quarterly*, 28(3), 246-268.

Goodine, Claudia. (2011). Ancient Forests in BC. *Canadian Geographic*. Retrieved from: <http://www.canadiangeographic.ca/blog/posting.asp?ID=475>

Hall, Michael H (2010) Change is in the air: the economic realities of Canada's non-profit sector. Retrieved from:
www.thephilanthropist.ca/index.php/phil/article/download/816/664

Heinberg, R. (2011). *The End of Growth: Adapting to our new economic reality*. (New Society Publishers).

Huddart, Stephen. (2010) Patterns, Principles and Practices in Social Innovation. The Philanthropist. 23(3). Retrieved from:
<http://www.thephilanthropist.ca/index.php/phil/article/view/852>

Infinity Loop Symbol. (2013) Unicode character F0A5, Microsoft Word 2008.

Kerton, S, & Sinclair, J. (2010). Buying local organic food: a pathway to transformative learning. Agriculture and Human Values. 27 (4), 401-413.

Karaphillis, G., Moore, S., & Asimakos, S. (2010). Financing social economy organizations. Victoria, B.C: Canadian Social Economy Research Partnerships.

Let's Buy the Farm! (2013) Retrieved from: <http://www.indiegogo.com/projects/let-s-buy-the-farm>

Lewis, M & Conaty, P. (2012) The Resilience Imperative: Cooperative transitions to a steady-state economy. (New Society Publishers).

Magis, Kristin (2010) Community Resilience: An Indicator of Social Sustainability Society & Natural Resources: An International Journal. 23(5). 401-416.

MaRS: Building Canada's next generation of growth companies (2012). Retrieved from:
<http://www.marsdd.com/articles/social-purpose-business-spb-models/>

Mayo, E. (2010). Dreams of a social economy. Public Policy Research, 17(2), 64-66.

McKibben, Bill (2007). Deep Economy: The wealth of communities and the durable future. (Times Books: Henry Holt and Company New York).

Meadows, Randers, Meadows (2004). Limits to Growth: The 30-year update. (Chelsea Green Publishing Company).

Ministry of Finance (2007) INFORMATION FOR INCORPORATION OF A BRITISH COLUMBIA SOCIETY. Retrieved from:

<http://www.fin.gov.bc.ca/registries/corppg/forms/reg20.pdf>

Moore, M., Westley, F. (2011). Surmountable Chasms: Networks and Social Innovation for Resilient Systems. *Ecology and Society* 16(1). 1-13.

O'Donohue, John. (2003). *Beauty: Rediscovering the true sources of compassion, serenity, and hope.* (Perennial: An imprint of HarperCollinsPublishers)

Providence Farm (2012) Retrieved from: <http://providence.bc.ca/community/our-mission/>

Putnam, Robert (1994) Social Capital and Public Affairs. *Bulletin of the American Academy of Arts and Sciences*, 47(8). 5-19.

Restakis, John (2006) Defining the Social Economy - The BC Context. Prepared for the BC Social Economy Roundtable. British Columbia Co-Operative Association.

Retrieved from:

http://www.uvic.ca/research/centres/cccbe/assets/docs/publications/practitioner/Restakis_DefiningSocialEconomy.pdf

Schoenfeld, Bruce (2011) How the Farm-to-Table Movement Is Helping Grow the Economy. Retrieved from: <http://www.entrepreneur.com/article/220357>

Slow Cowichan: The Cittaslow community (2013) Retrieved from:

<http://www.slowcowichan.com/9.html>

Social Innovation Council of BC Action Plan (2012). Recommendations to Maximize Social Innovation in British Columbia. Retrieved from:

http://www.innovatebc.ca/documents/Social_InnovationBC_C.pdf

Statistics Canada (2009) Canada's Farm Population: Agriculture-Population Linkage Data for the 2006 Census. Retrieved from:

<http://www.statcan.gc.ca/ca-ra2006/agpop/article-eng.htm>

The Canadian CED Network (2013). What is CED? Retrieved from: http://ccednet-rcdec.ca/en/what_is_ced

The Dharma Fellowship of His Holiness the Gyalwa Karmapa (2012) retrieved from: <http://www.dharmafellowship.org/dharma-fellowship.htm>

The Tofino Botanical Gardens (2012) Retrieved from: <http://www.tbgf.org/gardens/index.php>

Tourism Tofino (2013) Retrieved from: <http://www.tourismtofino.com/tofino-botanical-gardens>

Tourism Vancouver Island (2013) Retrieved from: <http://www.vancouverisland.travel/listing/tofino-botanical-gardens/>

The Vancouver Sun. (2013) Tofino set to ban Starbucks, Tim Hortons and McDonalds. Retrieved from: <http://www.vancouversun.com/Tofino+Starbucks+Hortons+McDonalds/2663552/story.html>

VancouverIsland.com (2013). Retrieved from: <http://www.vancouverisland.com/information/details.asp?id=24>

Vancouver Island Map. Retrieved from: <http://tourismmall.victoria.bc.ca/aavanisle/graphics/vanislemap.jpg>

VicNews. (2012) SERIES FINAL INSTALMENT: Residential school days bring mixed emotions for staff. Retrieved from:
<http://www.vicnews.com/news/148172865.html>

Westley, F., Antadze, N. (2010), Funding Social Innovation: How do we know what to grow? Available from:
<http://sig.uwaterloo.ca/sites/default/files/documents/Funding%20Social%20Innovation%20-%20Antadze%20and%20Westley%20-%20The%20Philanthropist%20Pub.pdf>

Westley, F., Antadze, N. (2009), Making a Difference: Strategies for Scaling Innovation for Greater Impact. Available from:
http://sig.uwaterloo.ca/sites/default/files/documents/MAKING_A_DIFFERENCE_SiG_Format.pdf

Appendix A.

Providence Farm

- Located near Cowichan Bay and Duncan
- Interviews with Executive Director, Board Member and Volunteers

The Hermitage

- Located on Denman Island
- Interviews with Board Member, Board Chair, and Volunteers

The Tofino Botanical Gardens

- Located near Tofino
- Interviews with Founder, Board Member, and Volunteers