

Annual Report 2013



Living in an age of change



“Another world is
not only possible,
she is on her way.
On a quiet day, I can
hear her breathing.”

—Arundhati Roy

*from Confronting Empire, World Social Forum,
Porto Alegre, Brazil, January 27 2013*

Looking back on 2013, I see a year of change on many levels. Personally, it was my first year as President of Ecotrust, and our founder, Spencer Beebe, stepped into a new role as Chairman—part of gradual, and yet inescapable, process of evolution in a now 23-year old organization. This organizational change brings new expression to who we are and how we work, and remains true to our roots and values.

Over the last year, we have transformed some of the very systems, strategies, and structures that define Ecotrust to increase organizational resilience: we are expanding opportunities with innovative workplace policies; we are more intentionally designing our projects and initiatives for learning and sharing; and we are embracing the complexity of the maturing, hybridizing ecosystem that is the Ecotrust family of for-purpose companies—including better ways to leverage capital for impact.

In a rapidly changing world, Ecotrust is about fostering a culture of resilience and innovation. We are constantly seeking radical, practical change in the systems we need to live well, reimagining our societies as collaborative and relational, and striving to build better networks that harness the collective wisdom, innovation and creativity of others. Whether by making our building an engaging space for celebration and conversation; developing better tools for land use planning in the face of climate change; working with fishermen, ranchers and farmers on the brick and mortar infrastructure for regional food systems; or partnering with the native people of this region to nurture the next generation of leadership for regenerative economies, we can't do it alone!

Thank you for your support in 2013. Your gifts enable us to make radical, practical change and build a more resilient world!



Astrid J. Scholz

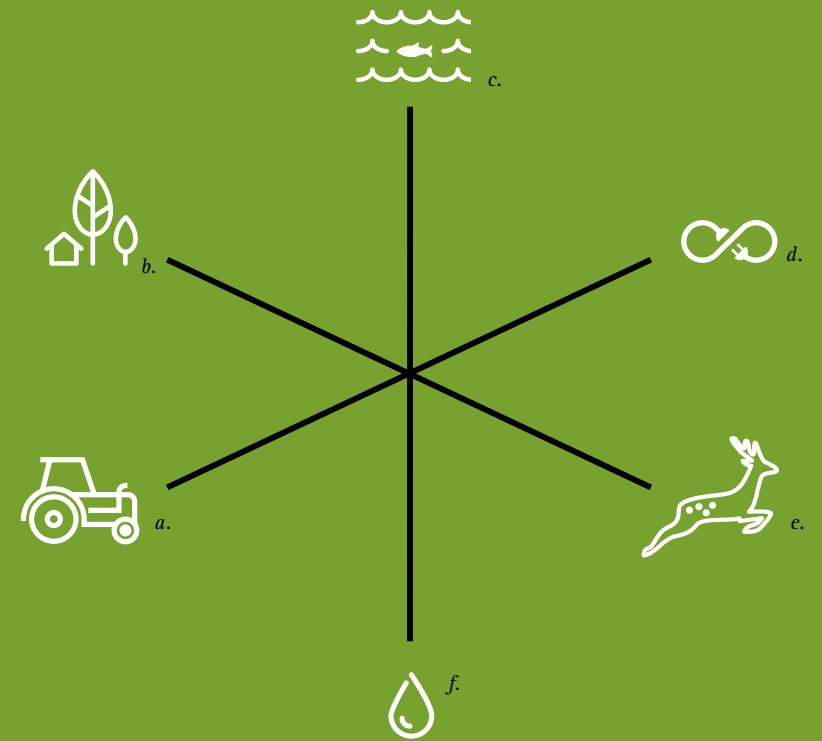
Astrid J. Scholz / President, Ecotrust

Our Work

At Ecotrust, we see the many faces of change—in our climate, in our culture, in our communities. And we believe resilience—the capacity to influence and adapt to change—is essential to meeting the challenges these changes present.

Ecotrust works to foster resilience from the ground up. In everything we do, we work to create systemic responses to systemic challenges—a culture of resilience. A culture that adapts to the ever-changing world around us, inspiring innovation, seeking diversity, and sharing ideas and resources equitably.

We work in some of the systems most significant to our wellbeing:



a. Food & Farms b. Built Environment c. Ocean & Fisheries
d. Climate & Energy e. Forests f. Water & Watersheds

Catalytic capital

Since our founding, we have been using capital creatively to scale our impact. Our place-based experience and programmatic strategies inform investments in lively cities, functioning ecosystems, meaningful employment, and healthy, local, and diverse sources of food, water, and energy.

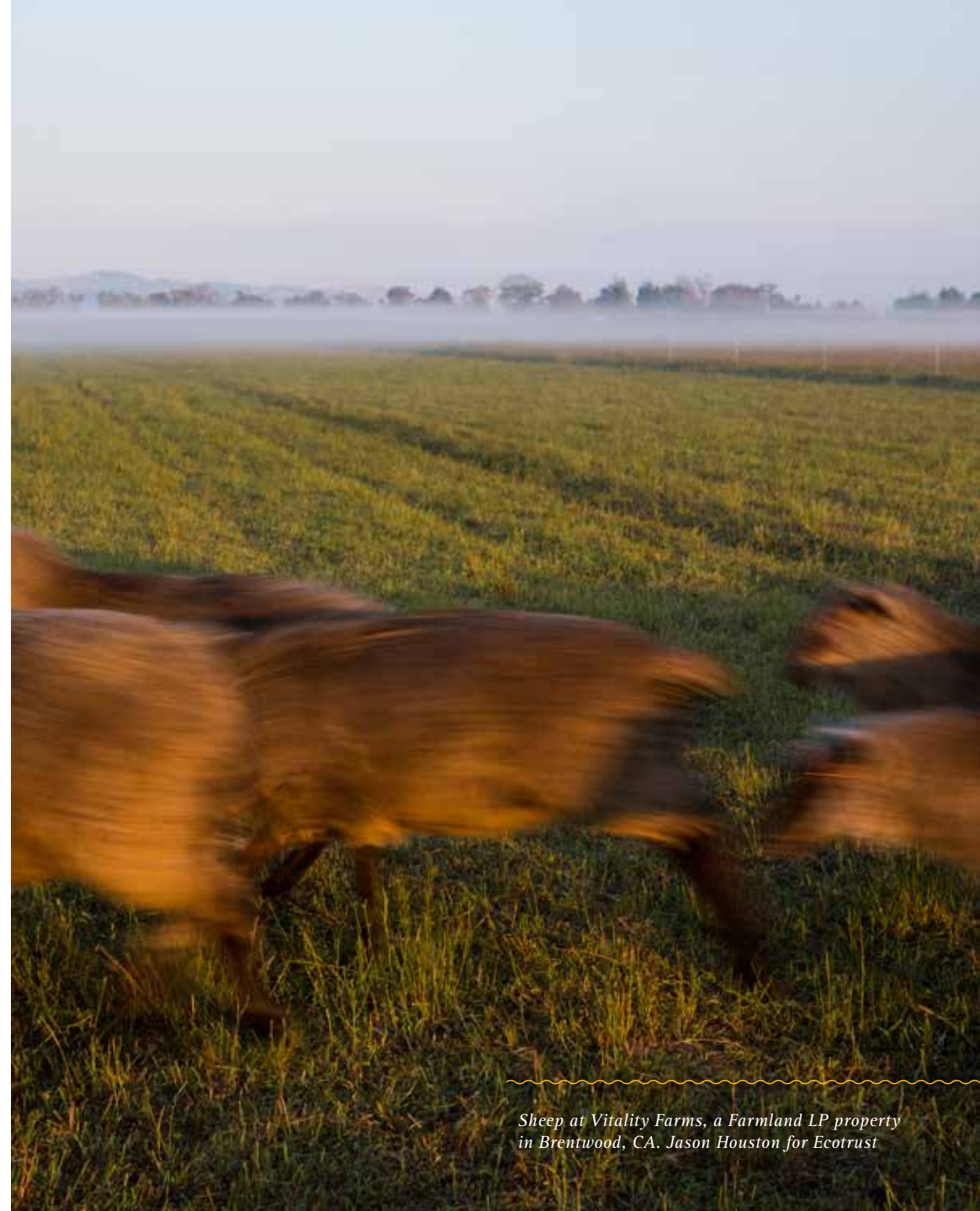
At Ecotrust, we believe we need to invest in the world we want to see: enterprises and institutions that express our longing for resilience, creativity, inter-generational security, and community. In 2013 we formed a new capital team, led by founder Spencer Beebe, that put more than \$500 thousand to work across our region and built a pipeline of investment opportunities in food and farms, forestry, the built environment, and social finance.

Networks for change

We are working to cultivate networks that accelerate the pace of social change—communities that together can build and adapt solutions for resilience in a rapidly changing world.

The Resilience Exchange

Since 2011, Ecotrust has been working in partnership with a growing global community of like-minded organizations to accelerate the sharing of solutions across sectors and geographies. In 2013, we convened a group of committed charter members, including Context Partners, Development Alternatives, Forest Trends, Grameen Foundation, MercyCorps, Oxfam America, and the Rockefeller Foundation and developed a prototype for a new open innovation platform.



Sheep at Vitality Farms, a Farmland LP property in Brentwood, CA. Jason Houston for Ecotrust

The Indigenous Leaders Network

Since 1991, Ecotrust has been working with Tribes and First Nations from Alaska to California to repatriate lands and other assets, rebuild community wealth, and develop innovative approaches for community resilience. We are working with a network of established and emerging indigenous leaders on regional strategies for economic sovereignty.



*Jon Waterhouse, a 2012 ILA honoree.
Liz Devine for Ecotrust*

2013 HIGHLIGHTS

Built Environment

What if the built environment could actively restore surrounding ecosystems? What is that worth? This year, we looked at how a new generation of “living buildings” are bolstering ecosystems and making an economic case for restorative urban design.



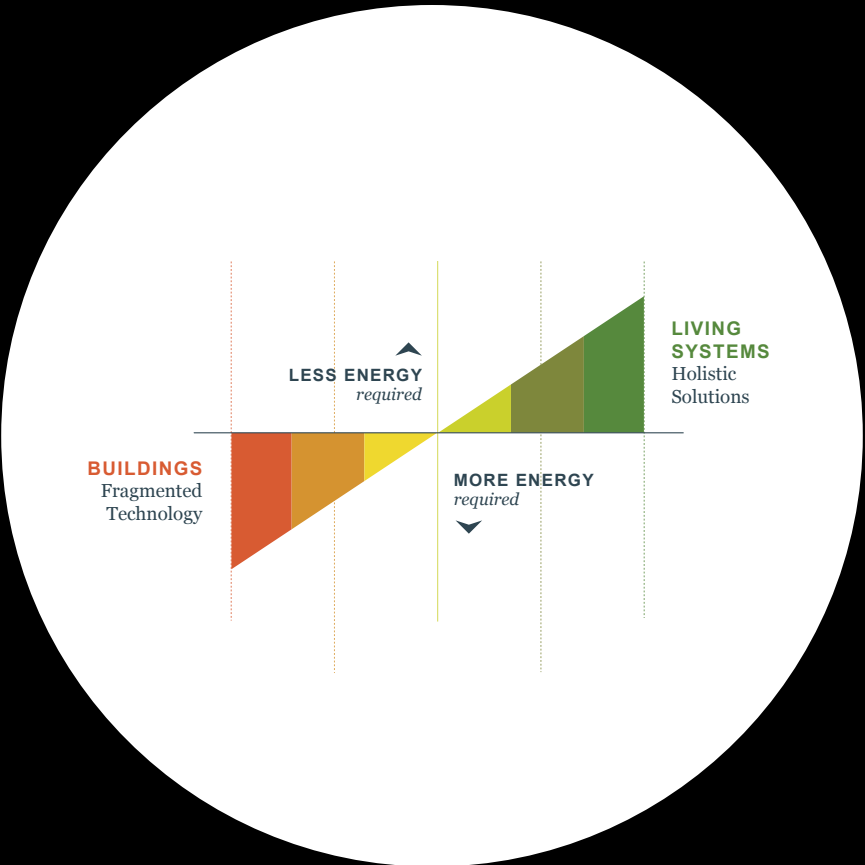
*Aerial view of the Seattle area.
Google images*

Bullitt Center: The value of living buildings

Typically, nature is a source of raw materials and buildings are a sink. Seattle's new Bullitt Center is turning that situation on its head, by enhancing surrounding watersheds, forests, and the climate. Ecotrust looked at the value of the Bullitt Center's top restorative technologies and practices—renewable energy and efficient design, rainwater capture and filtration, composting toilets, alternative transportation use among tenants, and Forest Stewardship Council-certified wood construction—and we found an \$18 million benefit for ecosystems. That changes how we think about and fund buildings of the future.

The Jean Vullum Natural Capital Center

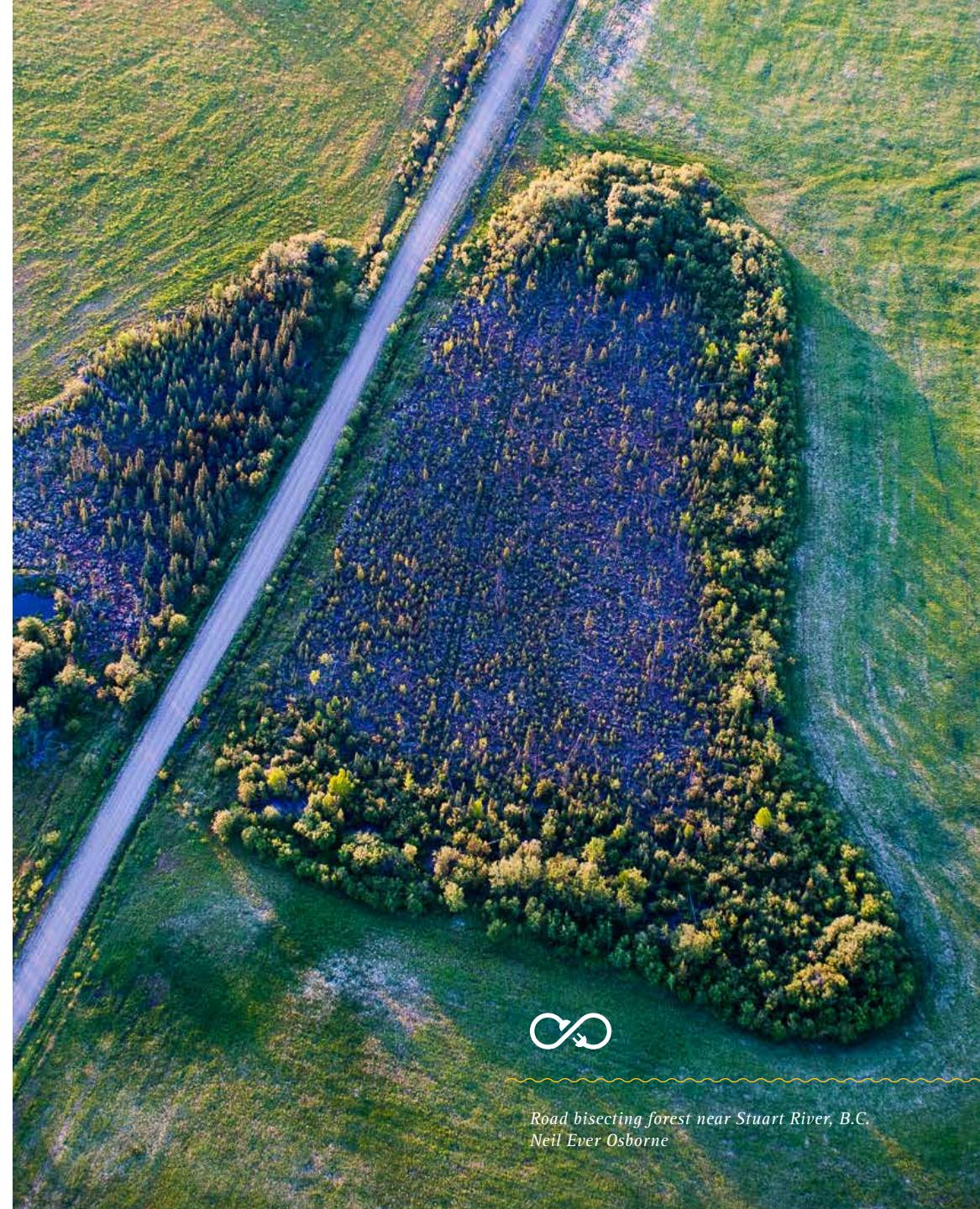
Our headquarters in a restored 1895 warehouse in Portland's Pearl District was imagined as a hub for the local community and a home for social enterprise—companies like us that are changing the way we live, work, and do business. This year, we hosted more than 500 events—from weddings and other celebrations to conferences, lectures, and performances—and have now welcomed 5 million visitors to the Natural Capital Center since we opened our doors in 2001.



2013 HIGHLIGHTS

Climate and Energy

Our climate is changing at an alarming rate. At current rates of global warming, we will raise the earth's temperature by 3 degrees Celsius by 2050, endangering the very systems in our region that we rely on to live well. To turn the tide on climate change, we need to transform our economy and the energy system that powers it. Ecotrust is working systemically to develop greater understanding of the risks and opportunities to our region posed by climate change through applied research, impact investments, data visualization, and public and media engagement.



*Road bisecting forest near Stuart River, B.C.
Neil Ever Osborne*

E3: Economics for Equity & the Environment

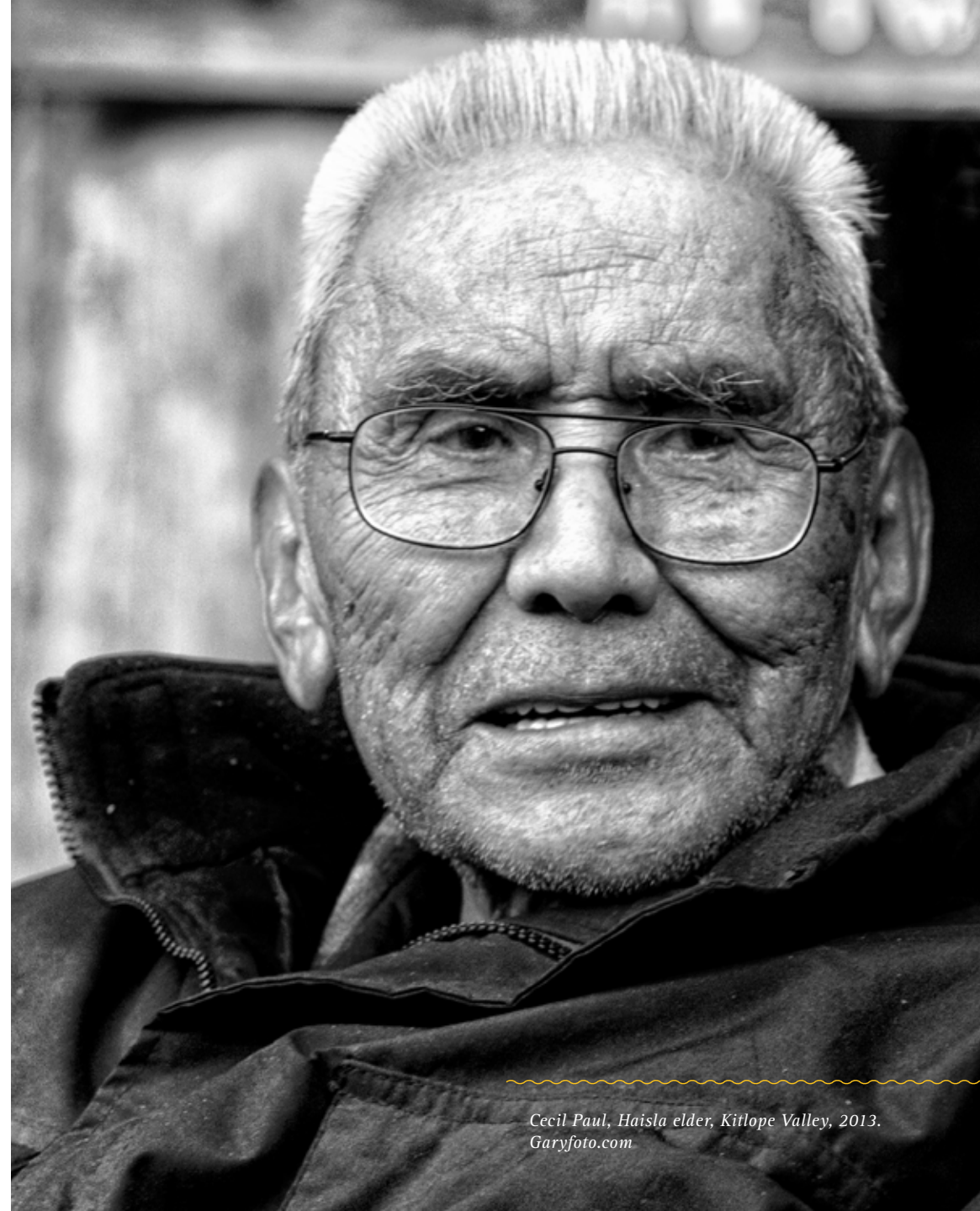
In the fall of 2013, E3—our national network of economists working to develop new and better arguments for protecting people and the planet—launched the Future Economy Initiative. This multi-year initiative will profile transformative new business models that show promise for building a climate-safe and resilient future.

Keystone XL: An alternative job creation strategy

In partnership with the Labor Network for Sustainability and 350.org, Ecotrust economists completed a study on the proposed five-state corridor of the Keystone XL pipeline (KXL). The study found that we can create five times more jobs than KXL would by repairing failing infrastructure like crumbling water mains and leaking gas lines that are critical to our communities and our economy—putting people back to work without breaking the climate.

Commonplace: Skeena

In August of 2013, we launched the first issue of a new online magazine, *Commonplace*, that explored the communities and landscapes of the Skeena River Basin in British Columbia. A vast, rugged, and still largely wild region of salmon rivers and ecological productivity as well as rich cultural and linguistic diversity, but a region that has found itself at the epicenter of Enbridge's pipeline battles. The Northern Gateway project—a twin pipeline that would run from the tar sands near Edmonton, Alberta, to a \$12 billion terminal port and refinery at Kitimaat Village at its western end—cuts right through the southern end of Skeena country. *Commonplace* featured the voices of Skeena residents—a “folkstorm” of concerns and hopeful alternatives for one of the last best places on our planet.



Cecil Paul, Haisla elder, Kitlope Valley, 2013.
Garyfoto.com

2013 HIGHLIGHTS

Food and Farms

We believe that food is the most powerful way to build community. It can bring families and neighbors together, define and blend culture, nourish health, and fuel life. Just as importantly, we believe the systems for producing, processing, and distributing food can create jobs, engender opportunity, drive innovation and productivity, and facilitate creative expression, especially in underserved rural and urban areas.

New leadership

Amanda Osborne took the helm of the Food and Farms program and, building on her experience as Director of FoodHub, steered our work toward removing the physical and systemic barriers that are preventing the local food movement from growing. She trained her business acumen on the buyers who have enormous purchasing power, the small-to-mid-scale food producers who could supply them with healthy local food, and building the infrastructure to connect them.



\$1.2 million for Farm to School

Our years of advocacy to bring healthy local food into local schools bore fantastic fruit this year: The Oregon State Legislature designated more than \$1 million for local food in school lunches sourced straight from Oregon farmers and food processors, citing our report on the economic benefits of investing in farm to school programs.

FoodHub

Our online platform that connects farmers, ranchers, fishermen, and specialty producers with wholesale food buyers in their region—like an online dating site for the local food trade—surpassed 5,000 members in 2013. Alongside nearly 230 schools that are using the tool to find local products, new and beginning farmers cited the power of FoodHub to grow and diversify their business, including Rachel and Jake Reister, lamb farmers who attributed more than \$35,000 in sales to connections they made on Food-Hub.org.

Edible Portland

Our award-winning quarterly magazine uncovers the hidden stories of local food. This year, we covered Oregon's nascent tea industry, the contentious debate around Columbia River water usage, the growing movement to rebuild a local grain economy—from farmer to miller to baker—and the history of our native huckleberry fields from the perspective of a Yakama tribal member, among many other stories. Check out our new video series and bi-monthly podcast featuring the voices of the local food community at edibleportland.com.



*Eating lunch at New Day School in Portland, OR.
Shawn Linehan*

2013 HIGHLIGHTS

Forests

In our bioregion, forests are fundamental to our way of life—providing immeasurable benefits to local communities above and beyond the timber they produce. Our Forests program aims to transform the way we manage our forests to more closely mimic natural forest processes, restore forest health and wildlife habitat, provide for clean water and other ecosystem services, and generate reliable jobs for local communities.



Patch cutting mimics natural forest processes.
Sam Beebe

Community Forests

In partnership with Oregon State University's College of Forestry, we kicked off a new Forest Forum with presentations by University of British Columbia's Dr. Gary Bull on Community Forests in Canada. The presentations were followed by discussions on how this model might apply to the federal forests of the Pacific Northwest.

Forest restoration in Southern Oregon

We are proud to have worked with the Southern Oregon Forest Restoration Collaborative this year to build support for increasing the pace and scale of federal forest restoration. Our partnership in 2013 focused on the federal forests in the Illinois Valley. The Illinois River is a tributary to the Rogue River in Southwest Oregon and an important salmon stream that has been the focus of the Whole Watershed Restoration Initiative's work with our partners at the Illinois Valley Soil and Water Conservation District for the past seven years.



*Pre-commercial thinning in Clatsop County, OR.
Sam Beebe*

2013 HIGHLIGHTS

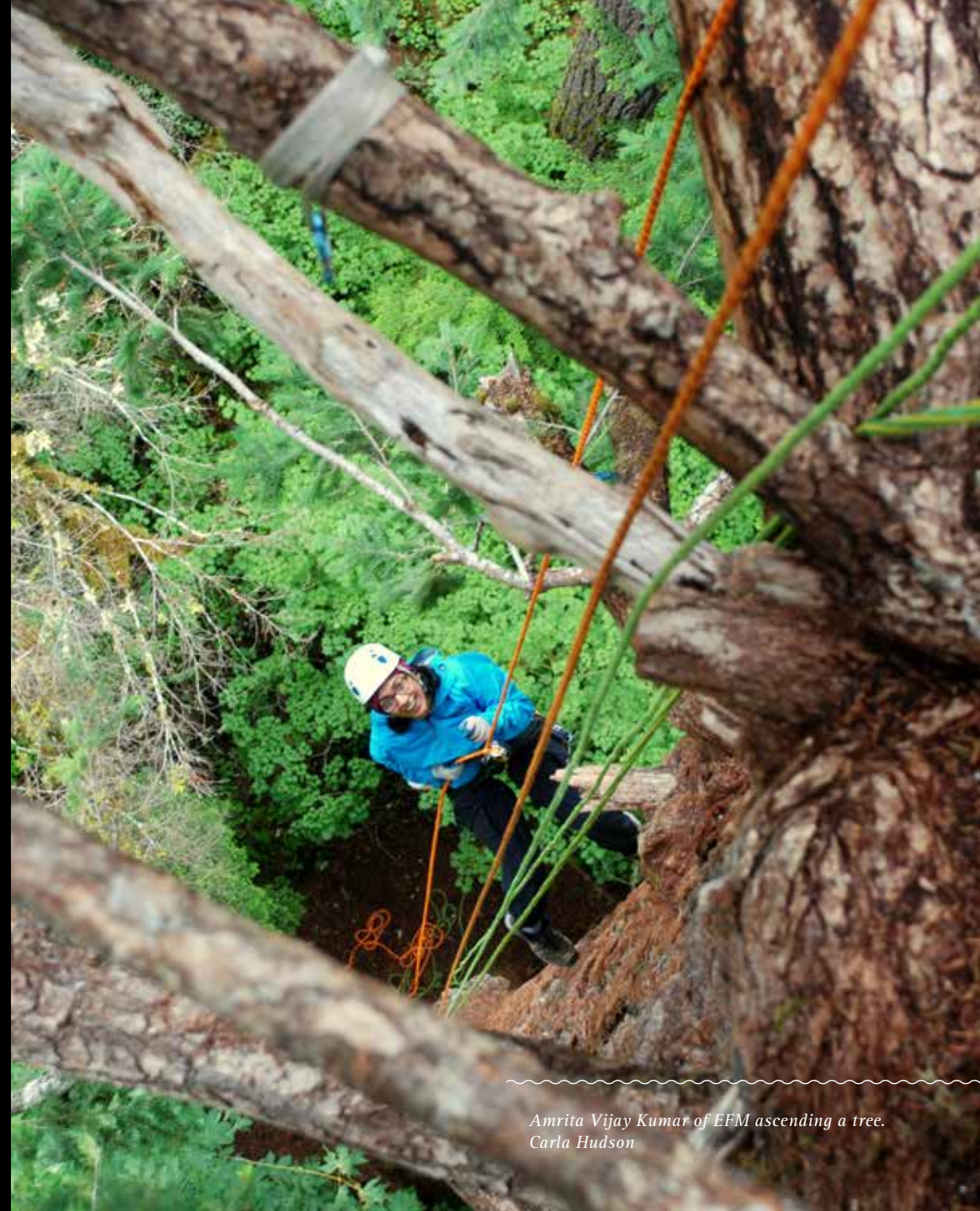
Ecotrust Forest Management, Inc.

Ecotrust Forest Management (EFM), a for-profit forestland management and advisory services subsidiary started by Ecotrust in 2004, manages 17,000 acres of forestland across the region to enhance forest health and productivity and produce a diverse array of forest products and services including timber, biomass, carbon, and improved habitat and water quality.

EFM was named one of the top 67 companies in the world for overall social and environmental impact by the nonprofit group B Lab in 2013, and one of the top 50 investment managers by Impact Assets in the 2013 IA 50—the first publically available database of private debt and equity impact investment fund managers.



ECOTRUST FOREST
MANAGEMENT



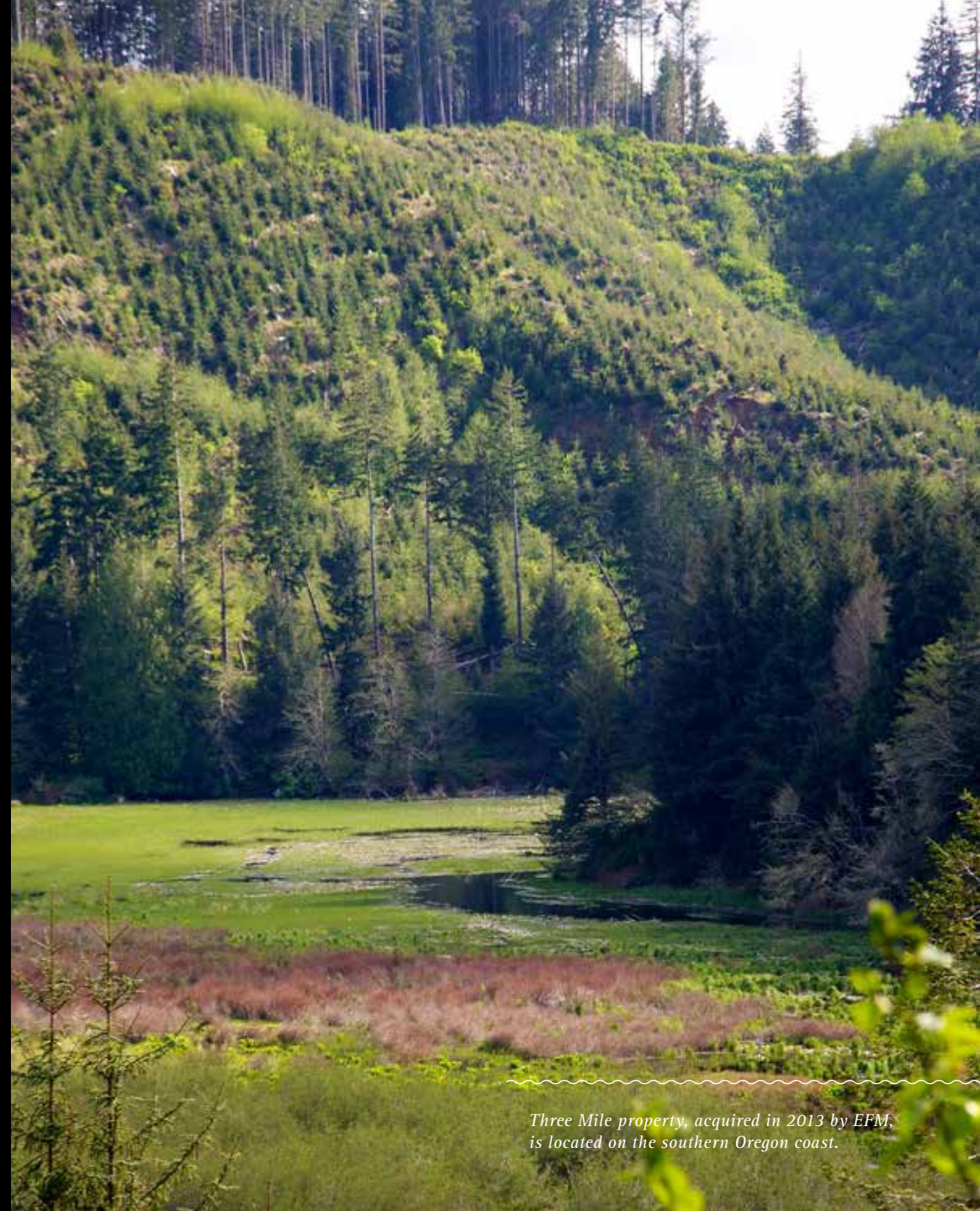
*Amrita Vijay Kumar of EFM ascending a tree.
Carla Hudson*

Ecotrust Forest Fund II (EFII)

In May, 2013 EFM launched a second forestland investment fund, EFI II. This fund acquires forestland that is commercially productive and both ecologically and culturally significant. The land is managed on behalf of investors to enhance those values, and transitions the property from industrial ownership to local land owners who are working to restore forest health and the livelihoods of their communities for the long term.

Wasson Creek and Mount Walker

This year, EFM made two significant additions to its portfolio at Wasson Creek in Douglas County, OR and Mount Walker on the eastern edge of the Olympic Peninsula. The Wasson property is 2,500 acres of ecologically significant forestland that is adjacent to the proposed Devil's Staircase Wilderness Area. The 1,400-acre Mount Walker property sits on the shores of Hood Canal and allows for the vast majority of the Spencer-Marple Creek sub-basin—an area facing water quality issues given rapid real estate development and urbanization—to be managed with conservation-oriented forest practices.



Three Mile property, acquired in 2013 by EFM, is located on the southern Oregon coast.

2013 HIGHLIGHTS

Oceans and Fisheries

Our oceans cover two thirds of our planet and 97% of our water is contained within them. Yet less than 1% of our oceans are protected, compared with more than 13% of lands. And, by 2025, an estimated six billion people will live within 50 miles of the sea around the world. How will all these people live and eat, while protecting marine resources for future generations?

At Ecotrust, we invest in networks of local organizations that actively pursue innovation in the stewardship of fisheries, marine ecosystems, and watersheds. We work to strengthen the conservation of regional marine and freshwater ecosystems, improve community stewardship, support fishing livelihoods, grow collaborative businesses, create financing mechanisms for community-based fisheries, and evolve fisheries management policies.



Jason Houston for Ecotrust.

Point 97 takes our marine consulting high-tech

This year, we spun out our marine consulting group into a new subsidiary: Point 97. Point 97 builds on a decade of our work to support ocean health alongside coastal economies with both new technology and proven engagement strategies. Point 97 is working from the Mid-Atlantic to the South Pacific and will continue to grow new opportunities to improve ocean management worldwide.

Fair fish in San Francisco

The San Francisco Community Fishing Association (SFCFA) is successfully demonstrating a more equitable model for fishing, with Ecotrust's help. The 19-member co-op buys members' fish at fair prices and sells them on the local market. Proceeds return to members and that revenue sharing doubled in the organization's second year. Ecotrust was instrumental in building the infrastructure for SFCFA's new approach, securing a loan for a hoist, freezers, and fork lifts at the association's headquarters on historic Pier 45.

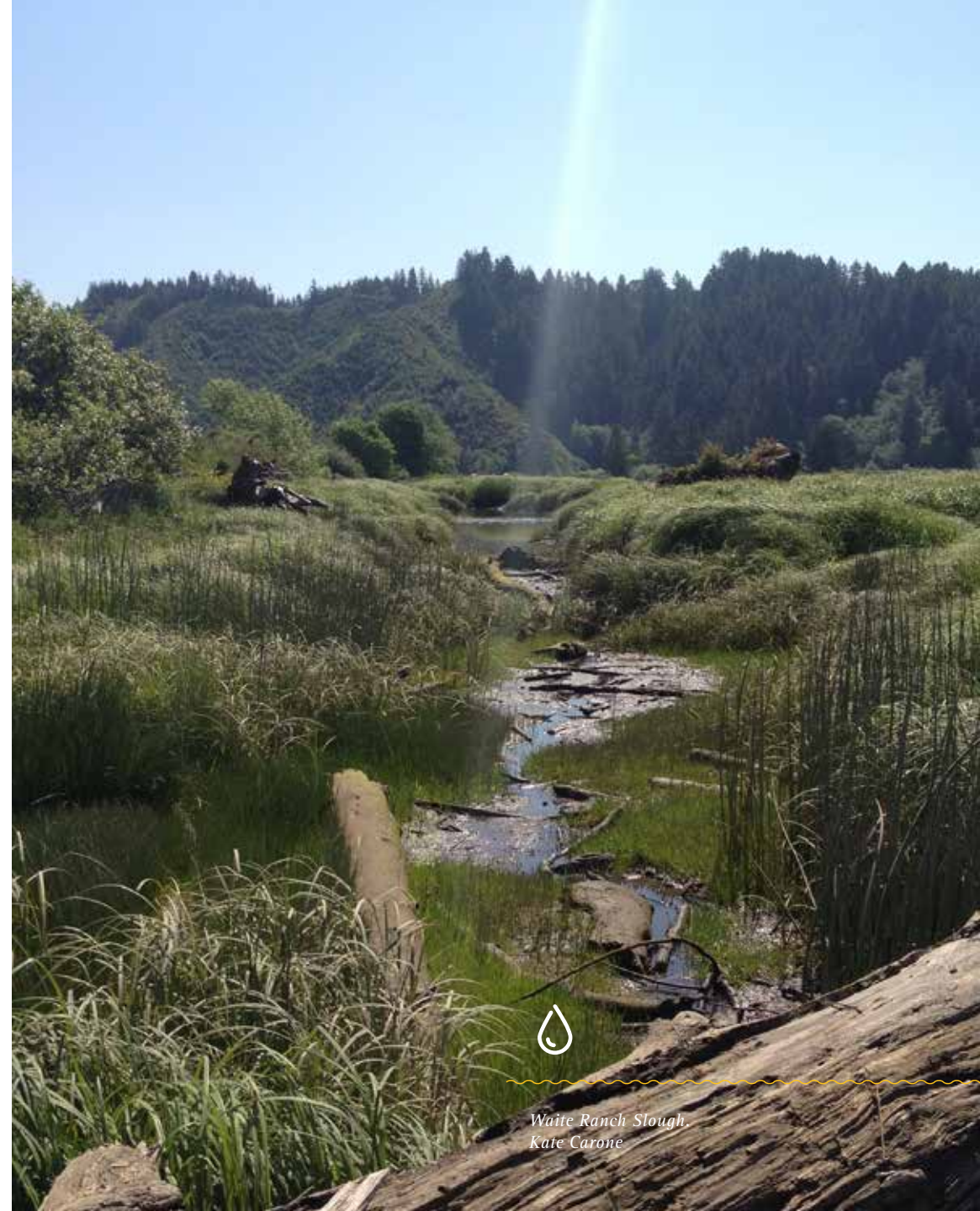


SFCFA fishermen unloading
at Fishermen's wharf.
Jason Houston for Ecotrust

2013 HIGHLIGHTS

Water and Watersheds

Water runs through all of our work at Ecotrust—from salmon habitat to forests, farms, and fisheries. Our goal is to protect and restore watersheds and the economic and public health of the communities that depend upon them. We believe that water managed for the long-term wellbeing of people and nature is an essential building block for regional resilience.



*Waite Ranch Slough.
Kate Carone*

Protecting key estuary habitat

Ecotrust secured funding to restore the 217-acre Waite Ranch near the mouth of Oregon's Siuslaw River. A key parcel in the river estuary, the ranch is part of a necklace of conservation projects that are protecting the lower Siuslaw. The work continues Ecotrust's 10-year history of restoration work in the Siuslaw watershed.

Securing clean drinking water

We worked with the town of Carbanado, WA to develop a watershed protection plan to secure the town's drinking water sources. The plan lays out a series of steps to ensure that the city's water remains clean and reliable for the long term.

Investing in high-priority restoration

Teaming with five public agencies who partner in our Whole Watershed Restoration Initiative, we directed \$1 million to high priority salmon habitat restoration projects throughout Oregon and Washington in 2013. Projects ranged from removing culverts to establishing logjams to deconstructing an old restaurant at the mouth of the Dungeness River on Washington's Olympic Peninsula.

“Socially equitable.
Ecologically sustainable.
Personally and
spiritually satisfying.
What sort of economic
transformations are
needed to achieve
societies like these?”

Julie A. Nelson

Ecotrust by the numbers

5

million
visitors

*and over 5,000
events held in our
building to date*

150,000

healthy
school
lunches



*served in local
school cafeterias*

54

native
leaders
honored

*since 2001 in
at the Indigenous
Leadership Awards*

17,000

acres of
forestland



*under management
by Ecotrust Forest
Management*

5322

FoodHub
members

*connecting
local
growers
with buyers*

70,000

readers of
Edible Portland

*our quarterly
publication*

37

bike
commuters



*out of our 75
staff members*

3

canine bike
commuters

*out of 15
much-loved
office dogs*

OUR TEAM

We are an ambitious bunch. Scientists and storytellers, inventors, analysts, technologists, tinkerers, bushwhackers, and big thinkers.

Ecotrust

Nancy Bales
Juliana Baseman
Sam Beebe
Kala Biittner
Jon Bonkoski
Oakley Brooks
Kate Carone
Sarah Cline
Andrew Coleman
Brent Davies
Chad Derosier
David Diaz
Melia Donovan
Robert Ellis
Noah Enelow
A'Nova Ettien
Alister Fenix

Laura Ford
Megan Foucht
Taylor Hesselgrave
Ryan Hodges
Carolyn Holland
Chris Jones
Nathan Kadish
Cathy Kellon
Eli Kenny
Jeanne Kubal
Adam Lane
Nick Lyman
Megan Mackey
Amiana McEwen
Mike Mertens
Lola Milholland
Joel Miller

William Moore
Courtney Moss
Jim Norton
Amanda Osborne
Katheryn Pelissier
Matthew Perry
Jason Pretty Boy
Alice Price
Jennifer Richards
Kathryn Russell
Astrid Scholz
Kristen Sheeran
Leigh Ann Shelton
Stacey Sobell
Alex Speaks
Ofelia Svart
Jocelyn Tutak
Yveline Wilnau

Angela Hedstrom
Whitney Winsor

Ecotrust Forest Management

Sam Baron
Bettina von Hagen
Will Hart
Tim Herms
Carla Hudson
Rudy Murgo
Amrita Vijay Kumar

Point 97

Wil Black
Jennifer Bloeser
Cheryl Chen
Dan Crowther
Scott Fletcher
Stacy Fogel
Ruby Gates
Tim Glaser
Edwin Knuth
Shaunna McCovey
Charles Steinback
Jenny Walsh
Leanne Weiss
Tim Welch

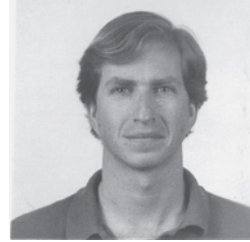


OUR TEAM

The Ecotrust family is now **75 strong**, and in 2013, we celebrated 10 employees who have been here for a decade or more. Together, this cohort has given more than **170 years of service** to the organization.

This year, we bid farewell to some of our nearest, dearest, and longest serving staff members: Ed Backus (*a.*), our Vice President of Fisheries. Ofelia Svart (*b.*), Executive Assistant to the President and Chair, and Sydney Mead(*c.*), Director of Events at the Natural Capital Center.

a.



Ecotrust Boards

A group of about ten people are sitting on wooden benches around a campfire in a forest. The fire is burning brightly, casting a warm glow. In the background, there is a river and snow-capped mountains under a twilight sky. The scene is peaceful and scenic.

ECOTRUST

Gerald Amos *Kitamaat Village, BC*

Spencer B. Beebe, chair *Portland, OR*

Gun Denhart, vice-chair *Portland, OR*

Mark Edlen *Portland, OR*

Robert E. Friedman, vice-chair *San Francisco, CA*

Ron Grzywinski *Chicago, IL*

Susan Hammer *Portland, OR*

William T. Hutton *San Francisco, CA*

Antone Minthorn *Adams, OR*

William H. Neukom *Seattle, WA*

Nell Newman *Aptos, CA*

Ofelia Svart, secretary emeritus *Portland, OR*

Kat Taylor, vice-chair *San Francisco, CA*

Robert C. Warren *Portland, OR*

Dan Wieden *Portland, OR*

ECOTRUST FOREST MANAGEMENT

Spencer B. Beebe, chair *Portland, OR*

John E. Earhart *Portland, OR*

Dr. John Gordon *Portland, OR*

David Pollock *Portland, OR*

Bettina von Hagen *Portland, OR*

*Ecotrust board, staff, and friends at Kawesas.
garyfoto.com*

Donors and supporters

Corporations

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Alima Pure	Calvert Foundation
Capella University	Giving Fund
Cascade Corporation	The Cambia Employee
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Campaign	Deborah J. and Peter
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Foundations

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Arntz Family Foundation
The Barkley Fund

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Family Foundation	State Office
M.J. Murdock Charitable	California Sea Grant
Trust	Combined Federal Campaign
Marisla Foundation	NOAA Coral Reef
Meyer Memorial Trust	Conservation Program
Money/Arenz Foundation,	NOAA Office of Habitat
Inc.	Conservation
Moving Kids Forward	North Pacific Research
Foundation	Board
The Nell Newman	Oregon Department of
Foundation	Agriculture
Newman's Own Foundation	Oregon Watershed
Oak Foundation	Enhancement Board
The Oregon Community	Pacific Coastal Salmon
Foundation	Recovery Fund
Phyllis and Walter Malzahn	State of Washington
Charitable Trust	US Fish & Wildlife Service -
Pisces Foundation	Alaska Region
Raymond James Charitable	US Fish & Wildlife Service -
Endowment Fund	Pacific Region
Rockefeller Foundation	USDA Forest Service -
Rose E. Tucker Charitable	Pacific Northwest Region
Trust	USDA Natural Resources
The Saint Paul Foundation	Conservation Service
San Francisco Foundation	
The Seattle Foundation	Nonprofits
The Swigert-Warren	Baxter Credit Union
Foundation	Greater Douglas United
Temper of the Times	Way Combined Federal
Foundation, Inc.	Campaign
The Tim and Karen Hixon	JustGive.org
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Thendara Foundation	National Farm to School
Tides Foundation	Network, A Project of
TomKat Charitable Trust	Tides Center
Tyler Rigg Foundation	National Fish and Wildlife
Weyerhaeuser Family	Foundation
Foundation	National Fish and Wildlife
Wiancko Charitable	Foundation-Portland
Foundation	Office
The Nature Conservancy of	The Nature Conservancy of
South Carolina	South Carolina
The Nature Conservancy of	Washington
Nike's Matching Gifts Program	

Government

Bureau of Land
Management
Bureau of Land

Oregon State University
Regional Arts and Culture
Council
TisBest Philanthropy
United Way
United Way of Rhode Island
Vanguard Charitable
Endowment Program
Wild Rivers Coast Alliance

Individuals

Anonymous Donor
<i>In honor of my niece and</i>
<i>nephews—Elizabeth, Luke,</i>
<i>Nicholas and Dalton.</i>
<i>The future is for you.</i>
Anonymous Donor
<i>In honor of Edward</i>
<i>H. Backus: friend,</i>
<i>mentor, colleague</i>
Anonymous Donors
Will and Val Aitchison
Gordon Allen
<i>On behalf of Terri</i>
<i>Rottman-Allen</i>
Stan Amy and
Christy Eugenis
Lorraine Anderson
Samuel and Susan
Anderson
<i>In memory of Jack</i>
<i>Hood Vaughn</i>
William and Helen Aron
<i>In memory of John R.</i>
<i>Donaldson</i>
Jereme Axelrod
<i>Dedicated to Dr. Seuss</i>
Donald S. Baldwin
Nancy and
Howard Bales
Kenneth Barker
Douglas and
Maria Bayer
McPherson Beall and
JJ Heldmann

Mary L. Beebe and
Charles Reilly
Samuel M. Beebe
Jane M. and Spencer B.
Beebee
Tom Bie
Benjamen and
Anne Binger
Bowen and
Jennifer Blair
Doron Blake
Robert Block-Brown
Dr. Edith Borie
Keith Bowers
<i>In honor of Peter Munoz</i>
Elizabeth M. Brooke
Oakley Brooks, Sr.
Barbara L. Brown
Lisa Brown
Sara Butcher
Cory Carman
Melissa Carpenter
<i>In honor of Jonathan</i>
<i>De Haan</i>
David and Elizabeth
Carroll
Egon and Ursula
Carstensen
James Cassidy
Yvon and Malinda
Chouinard
Darley Clevenger
Seda Collier
<i>In memory of</i>
<i>Gaydell Collier</i>
Charles R. Conn III
Karen and James Cox
Ed Crouser
Bill “Milo” Cummings
and Margaret Chau
John Dagger and
Ellen Weissbrodt
<i>In honor of Joel Guren</i>
Barbara D'Autrechy
Alice and David
Davies

Brent Davies and John
Trombold
Mr. Durfee Day
Katherine Decker
Gun Denhart
Chris and Heather
Dennett
Theodore DeWitt
John Diamante
Carol Dolich
<i>In honor of Mary &</i>
<i>Scott Dolich</i>
Jeffrey Drzazgowski
Carol Edelman
William and Pauline Egan
<i>In honor of Spencer Beebe</i>
John and Jane Emrick
Steve Engel
Zachary Entenmann
<i>On behalf of Dalene</i>
<i>Entenmann</i>
Amy Fields
Bryan Finke
Janell Fischer
Carol Fisher
<i>In honor of Linda Bren</i>
Chris Fisher
<i>In honor of Nathan</i>
<i>Eikenberry</i>
Robert and Elizabeth
Fisher
Laurie Forsberg
Jason Michael Foster
Phyllis K. Friedman
Robert Friedman and
Kristina Kiehl
David Garcia
Mark Germyn
Susan and J Mark
Gibson
Robert Gould
Jim Green
Jere Grimm
Casey Grun
<i>In honor of Paul Grun</i>
Ron Grzywinski

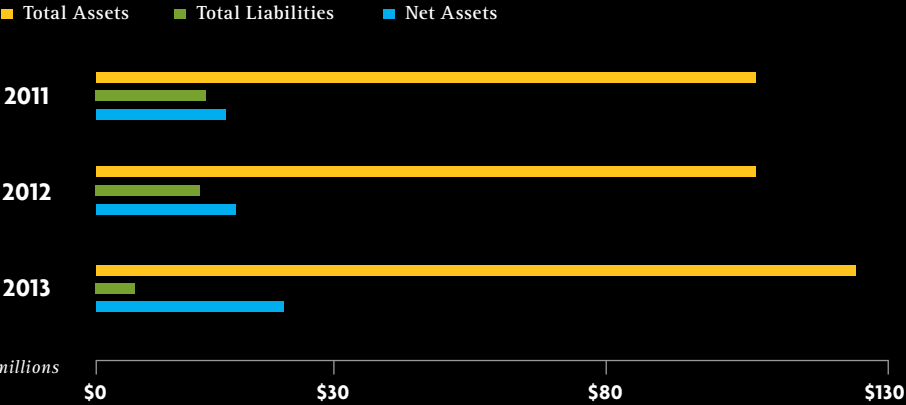
Diana Hadley and
Dr. Peter Warshall
David and Lauren Hall
<i>In honor of Jennifer Wells</i>
Susan Hammer
Paul Hannah
Ken Harada, D.D.S. and
Jane Harada
Gordon and Maria
Hargraves
Gordon Hargraves
Family
Erin Harrington
David Hawley
Siri Healy
Kevin Heck
<i>In honor of Mark Zimring</i>
<i>and Teal Brown's wedding</i>
Dick and Deanna
Helfrich
Paul Henson
Dena and Scott
Higgins
Mary Hirsch
Kenneth Ho and Jeanie
Takeshita-Ho
Diana Hoff
Rusten Hogness
Carolyn and Ryan
Holland
Joan L. Holup
Charles Houghten
Joyce Howard
Steven Huffman
<i>In honor of The Crusher</i>
Diane E. Jacobs
Dick and Mary Jaffe
Rae Ann Johnson
<i>On behalf of Jona Patterson</i>
Rees and Maryanne
Johnson
Silas Kachman
James Kelly
Dennis Kelso
<i>In honor of Michael S.</i>
<i>Burrelle</i>

Financials

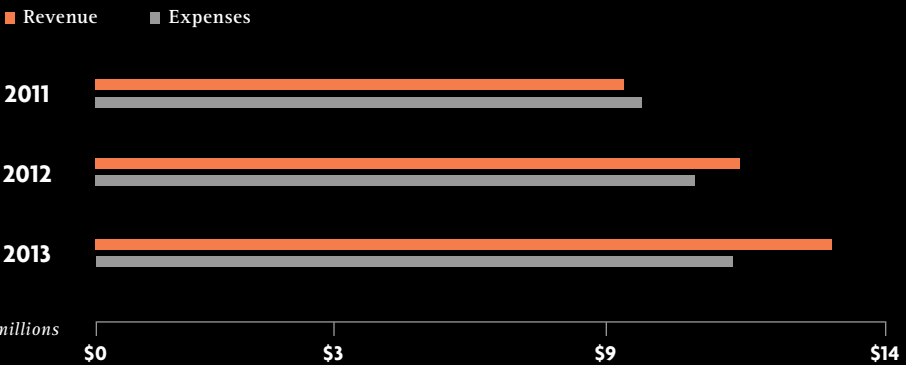
Assets	2012	2013	Revenues, Gains & Other Support	2012	2013
Cash	\$4,426,672	\$4,687,038	Grants & Contributions	\$6,259,788	\$5,969,899
Grants & Accounts Receivable	1,028,441	1,423,101	Contracts, Services & Special Events	3,387,153	3,742,373
Notes Receivable (net)	87,198,417	99,122,131	Investment Return	1,801,310	2,847,403
Investments	5,243,622	6,448,470	Total Revenues	\$11,448,251	\$12,559,833
Investment in Ecotrust Forests LLC	3,650,106	4,807,553	Expenses		
Prepaid Expenses & Other Assets	1,017,045	717,265	Fisheries	\$782,373	\$771,833
Property & Equipment (net)	9,912,711	9,819,347	Forests & Ecosystem Services	1,690,504	1,862,838
Total Assets	\$112,477,014	\$127,024,905	Food & Farms	847,930	357,404
Liabilites			Indigenous Leadership	472,975	134,274
Accounts Payable	\$234,089	\$335,299	Knowledge Systems	2,461,917	2,670,280
Accrued Liabilites	603,169	803,092	Natural Capital Fund	2,553,124	3,268,815
Deferred Revenue	225,498	137,994	Supporting Services		
Notes Payable	10,556,737	3,784,131	Development	407,661	387,001
Total Liabilities	\$11,619,493	\$5,060,516	Management & General	613,792	839,314
Net Assets			Total Expenses	\$9,830,276	\$10,291,759
Unrestricted Net Assets	\$11,615,192	\$13,358,491	Revenue in Excess of Expenses	\$1,617,975	\$2,268,074
Temporarily Restricted Net Assets	3,107,755	2,577,842	Investment Member Interest	(\$659,745)	(\$654,688)
Permanently Restricted Net Assets	3,942,759	4,342,759	Capital Contributions (net)	—	—
Total Net Assets	\$18,655,706	\$20,279,092	Increase in Net Assets	\$958,230	1,613,386
Investor Member Interest	\$82,191,815	\$101,685,297			
Total Liabilites, Net Assets & Member Interest	\$112,477,014	\$127,024,905			



Total Assets, Liabilities, & Net Assets



Revenues & Expenses



Thank you

Volunteers

Zach Allan
Camille Bales
Michelle Barry
Jordan Behr
Ian Best
Trey Bo
Matt Bode
Kyle Christy
R.J. Cullen
Emma Deans
Craig Graugnard
Derek Harn
Margaret Jane Harris
Andrew Howard
Chris Johnson
Corey Lunn
Ruth Maier
Jennifer Murray
Tanya Murray
Colleen O'Brien
Justine Pope
Vanessa Rubin
Talena Sword
Neil Trumpy
Aliza Tuttle
Patrek Ulring
Betsy Ulyak
Alex Wong
Dawn Youmans

Interns

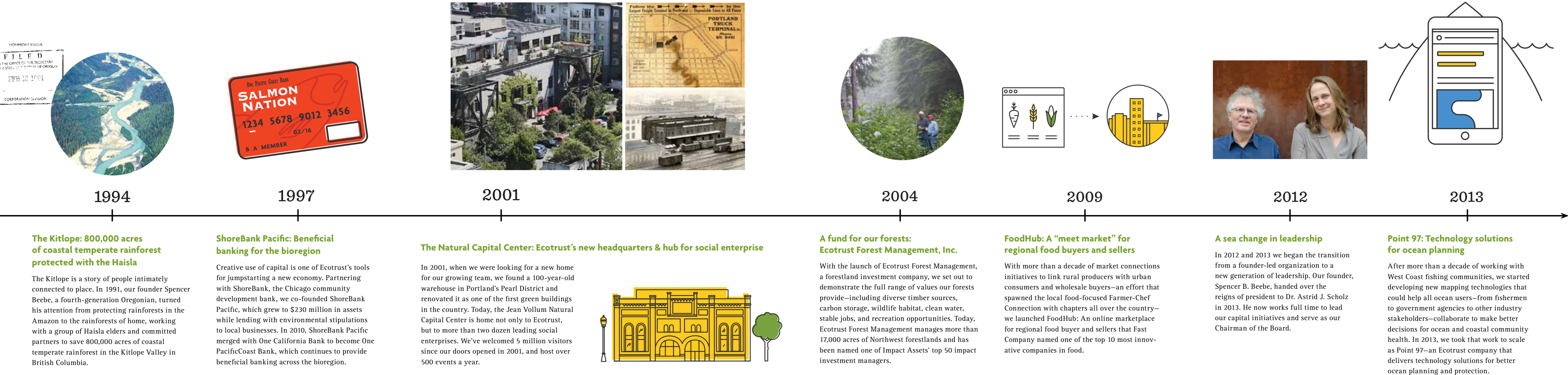
Zoe Bluffstone
Pamela Booth
Emi Brizuela
Emma Deans
Katelin Hanson
Tessa Millhollin
Sabin Ray
Anna Richter
Sofie SherBurt
Ulrich Strötz
Carolyn White

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“Human beings
exist wholly
within nature,
as part of the
natural order in
every respect.”

—Jane Jacobs

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