



30 Years of Proving the Possible

Impact Report **2024**

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○ Executive Summary

In 2024, Ecotrust Canada continued to deepen its partnerships with rural, remote, and Indigenous communities. While each program team pursued distinct goals—whether supporting fisheries policy reform, advancing energy equity, improving food systems infrastructure, or strengthening climate resilience—our work was grounded in shared commitments to community leadership, equity, and ecological sustainability.

Together, our programs:

- Unlocked access to funding and financing tools for climate resilience, housing governance, community retrofits, and food production.
- Supported co-development of place-based solutions through toolkits, strategies, and planning frameworks grounded in Indigenous knowledge systems.
- Increased decision-making capacity through digital resources, participatory research, training, and policy advocacy.
- Laid foundations for long-term systems change, including new supply chains, licensing models, stewardship hubs, and governance frameworks.

Across all areas, Ecotrust Canada prioritized relationship building, knowledge sharing, and storytelling to amplify local leadership and shift broader narratives around *building an economy that provides for life*.



Our Evolving Approach to Impact

In 2024, we began laying the groundwork for a more integrated and consistent approach to understanding and communicating our impact. This work sets the stage for our 2025 shift to reporting through our shared *Impact Pathways*, moving beyond project-based updates to a more holistic, systems-oriented view of impact.

These pathways reflect the different ways our work contributes to long-term environmental and economic transformation. They also help us track the connections between our diverse program areas—from climate resilience to fisheries policy—and the common strategies we use to support community-led solutions.

Our Shared Impact Pathways

Our work focuses on five core strategic activity areas we call Impact Pathways. Together, they guide and organize the full scope of our activities and drive systems change:

- **Relationship Building:** Creating trusted partnerships with communities that reflect their priorities, leadership, and values.
- **On-the-Ground Projects:** Supporting the co-creation and implementation of practical, community-led solutions that address local challenges.
- **Knowledge Systems:** Developing tools, research, and resources that improve decision-making and empower communities with data and stories.
- **Capacity Sharing:** Facilitating reciprocal learning, mentorship, and skill-building opportunities within and between communities, partners, and Ecotrust Canada staff.
- **Policy Innovation:** Engaging decision-makers to align policies, programs, and investments with community-led solutions and priorities.

These core activities are supported by two enabling functions:

- **Telling the Story:** Sharing successes and learnings through accessible, community-centred storytelling and public engagement.
- **Finance and Funding:** Mobilizing and aligning funding and investment to unlock and sustain community-led projects and priorities.

Impact Measurement Approach

The Learning Agenda Framework is a new approach that supports our ability to link inputs, activities, outputs, and outcomes. While we continue to refine baseline data for certain outcomes, this approach allows us to focus on the most material impacts rather than attempting to measure everything.

Each program section table in this report includes:

- **Annual Goal:** Everything we hope to achieve with our activities during the year.
- **Impact Pathways:** Strategic activity areas that collectively advance community-led environmental and economic solutions.
- **Partners:** Communities and organizations involved as co-developers or clients.
- **People Reached:** Who directly or indirectly benefited from the program (e.g. trainees, households, policy audiences).
- **Key Activities:** Specific work performed by the Ecotrust Canada team throughout the year.
- **Output Goals:** Our associated output goal or estimated result.
- **Output Progress:** Tangible results of our activities during this reporting period.
- **Short-Term Outcomes Goals (Annual):** Our associated outcome goal or estimated change.
- **Short-Term Outcomes:** Changes real or projected occurring across short, mid, and long-term periods of time.
- **Mid-Term Outcome Progress (5-Year):** Emerging results that may be influenced by our work.
- **Long-Term Outcome Progress (5- to 10-year):** Sustainable transformation in communities and ecosystems that may be influenced by our work.
- **What We Learned:** Key insights and changes we made in response.
- **Comparing Outcomes and Outputs 2021-2024**

○ What We Learned

In 2024, each program area implemented feedback loops to improve practice and outcomes. Across programs, several core themes emerged:

- **Direct community engagement is essential.** The most durable and trusted partnerships occur when community members—not just government or organizational staff—are directly involved in project development and decision-making.
- **Face-to-face collaboration builds trust and momentum.** Site visits, in-person workshops, and long-term relationship-building were shown to accelerate learning and improve project outcomes.
- **Policy change is most effective when informed by lived experience.** Whether advocating for fisheries licensing reform or natural climate solutions funding, grounding policy development in the real-world experience of communities proved crucial for relevance and uptake.
- **Co-developing tools and knowledge strengthens long-term outcomes.** From housing toolkits to climate data models, tools built with and for communities increased local control and improved alignment with both ecological realities and community needs.
- **Learning requires flexibility and humility.** In several cases, new information revealed unexpected barriers (e.g., regulatory or operational), leading teams to adapt strategies, slow down timelines, or revise expected outputs in favour of more durable outcomes.

○ Looking Forward

As we continue implementing the Learning Agenda Framework across all programs in 2025 and beyond, we anticipate further refinements to our measurement approach. We welcome feedback from our partners, funders, and evaluators as we strengthen our ability to demonstrate meaningful impact and continuously improve our effectiveness.

Note: This Impact Report reflects our commitment to transparency, including acknowledgment of measurement limitations. We are actively working to develop more comprehensive baseline information across all program areas.

Community Fisheries

The Problem

Wholesale values for fisheries are growing dramatically around the world, including in Canada, and yet commercial fish harvesters in British Columbia are seeing the landed value of their efforts decline, all while the costs of fishing skyrocket. In particular, incomes are stagnant or declining for small-scale, community-based harvesters, and fewer and fewer young people are filling the boots of older harvesters retiring from the business. As a result, small-scale, community-based owner-operator fishers are being systematically replaced by large, corporate, industrial fishing fleets. This transition is having a devastating effect on coastal communities and raises questions about the sustainability of fisheries on the West Coast of Canada as they move more and more towards large, corporate industrial fleets.

Key measures include:

- From 2000 to 2019, jobs in BC commercial fishing declined by one-third, from 7,330 to 4,900
- Between 2010 and 2022, the Gross Domestic Product from commercial fishing declined by 38%.
- Average age of BC harvesters grew from 43.3 years in 2000 to 47.8 years in 2019
- 40% of BC harvesters at or beyond traditional retirement age in 2019, and 16% were 65 years or older

A major cause of the decline in small-scale, community-based harvesters participating in, and making a good living from, is the cost of fishing licenses and quota, which have risen dramatically over the last few decades. Unlike the East Coast, the West Coast of Canada has no policy requiring the licences and quota owners to be active harvesters. Instead, licences and quota in BC can be bought or sold by anyone, domestic or foreign, with or without ties to fishing. This has led to rampant speculation and the accumulation of fishing licence and quota into the hands of a wealthy few, at the expense of small-scale, community-based fish harvesters. What is needed is strong policy and legislation that requires the owners of licences and quota to be the actual people who do the fishing. To this end, Ecotrust Canada has been working alongside fish harvesters, coastal First Nations and coastal communities in advocating across federal and provincial governments for the creation of an owner/operator policy regime on the West Coast of Canada.

According to the most recent data available from DFO (2022), there are 55,390 commercial fishing licences issued on the West Coast of Canada, and each fishery they participate in requires monitoring. As incomes for many commercial fish harvesters decline, fisheries monitoring costs add to their

financial challenges. Monitoring can cost tens of thousands of dollars each season. On the Pacific Coast, there are a limited number of monitoring providers available, which drives costs up. In addition, many monitoring programs involve bringing monitors from urban centres, which can increase expenses and result in underutilizing local expertise. While these non-local monitors do important work, they may lack the intimate knowledge of the surrounding environment that local people, who are deeply familiar with the ecosystem and have a vested interest in its sustainability, possess. Ecotrust Canada is working to address this by partnering with communities and Nations to build a model for monitoring that is rooted in local hiring, training, and capacity sharing. This approach strengthens regional economies, is cost-effective, and improves stewardship by placing responsibility where it belongs—with the people who know and care for the waters.

How We Measure The Problem

Success with licencing policy change will be defined by the design and implementation of a made-in-BC owner-operator policy on the West Coast of Canada. With that in place, we will continue to measure the number of owner-operators remaining in the fleet, the average age of harvesters, and the landed value of their catch in comparison to other jurisdictions. Measuring the availability of effective monitoring programs requires an evaluation of the number of fisheries



A commercial fishing vessel on the Hecate Strait, northern BC.

accessible to community-based harvesters and First Nations, the number of those that we are able to service, and the number of fishing days undertaken. Perhaps the most important measure of the effectiveness of the fisheries monitoring program is our organization's ability to train, hire, and support local community members to work and manage these programs, as they have the most knowledge of and investment in the adjacent marine ecosystems.

Theory of Change

The lands and waters of Canada hold immense but often unrecognized value for local communities, the country, and the world.

IF - Ecotrust Canada can create innovative opportunities for local communities to develop and directly benefit from this value,

AND IF - Ecotrust Canada supports the efforts of local communities to manage those values fairly and sustainably,

AND IF - Ecotrust Canada can demonstrate success at the community level and then scale out that success regionally and nationally,

THEN - local economies across Canada can create opportunities for meaningful work and good livelihoods; support vibrant communities and cultures; and protect the environment for current and future generations.

The People Impacted By Our Work

The program directly impacted 13,036 people associated with the fishing industry.



A fishing family from Mowachaht/Muchalaht First Nation spent the day catching salmon in Gold River, on Vancouver Island. An Ecotrust Canada observer was on site to collect data and validate the catch.

Learnings

What We Learned

- We learned that building cohesion across a geographically dispersed team takes dedicated time and structure. In 2023, our first in-person fisheries team retreat since the pandemic reaffirmed the importance of face-to-face connection for relationship-building, collaboration, and overall morale. We also saw that moving to a four-day work week required strong coverage systems and staff redundancy to avoid bottlenecks. This highlighted the importance of cross-training and role clarity, particularly during high-demand periods. These insights were reflected in metrics related to team support and program delivery, including improved staff retention and reduced delays in reporting.
- We deepened our understanding of the complexity involved in designing fisheries monitoring programs that reflect federal regulatory requirements alongside Nations' regulatory and management requirements. Meeting both requirements requires flexibility, time, and strong collaboration. We also recognized that, over time, our program delivery has naturally evolved in different regions based on geography, fishery type, and community relationships. While this adaptability is a strength, it can make cross-regional coordination and knowledge-sharing more difficult. These insights were reflected in program delivery metrics, including data consistency across regions and the time required to develop new monitoring plans.

What We Changed

- We made targeted internal investments to improve coordination and workload management across the team. This included developing clearer backup structures for key roles, expanding cross-training opportunities, and creating dedicated spaces for knowledge exchange across regions. These changes helped ensure better coverage during staff absences and supported more seamless collaboration. We also began exploring systems to support long-term staff development and improved internal communications. Together, these adjustments have contributed to stronger staff retention and consistent program delivery.
- In 2024, we launched a more structured internal alignment process across our fisheries monitoring programs. One key development was having staff from different regions support trainings outside their home areas, which helped surface opportunities to streamline materials and workflows while maintaining regional flexibility. We also improved cross-program coordination through regular check-ins and joint planning sessions. In parallel, we continued to deepen engagement with Nations and DFO in co-developing monitoring plans that reflect Nations' regulatory and management requirements alongside federal obligations. These efforts have led to more efficient program delivery and strengthened collaboration across both internal teams and external partners.



Community Fisheries Impact Chart

Goal #1: Deliver comprehensive fisheries monitoring services through dockside and at-sea observer programs in three Pacific Coast regions (Prince Rupert, Haida Gwaii, and West Coast of Vancouver Island), serving 680 fish harvesters across 12 fisheries while employing and training at least 20 community members and conducting 10 at-sea biosampling trips by December 31, 2024.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">Five Nations fish harvestersHa'oom Fisheries SocietyFive Nations Fishery LeadershipDFOArea A Crab AssociationArea A harvestersArea A licence holdersBC Crab AssociationTeem Fish MonitoringNorth Coast Skeena First Nations Stewardship SocietyMetlakatla First NationLax Kw'alaamsArea C Harvest CommitteeUFAWUNorthern Native Fishing CorpPrince Rupert community membersDEMO fish harvestersArea C Fish Harvesters	<p>1) Directly:</p> <ul style="list-style-type: none">Approximately 680 fish harvesters,28 dockside and video monitors hired <p>2) Indirectly:</p> <ul style="list-style-type: none">The wild salmon industry employed over 6,600 people made of over 4,000 fish harvesters and crew and provided approximately 2,600 positions in the salmon processing sector in BC.Approximately 20,000 people living in Prince Rupert, Tofino, Ahousaht, Ucluelet, Gold River, and other communities touched by the fishery. Multiple restaurateurs, fish mongers, and end users who buy from Five Nations fishers.Thousands of customers who buy the fish that has been exported.	<ul style="list-style-type: none">Deliver high quality dockside and at-sea observer services and video monitoring.Recruit, train, employ local community members.Work with fishing fleets to ensure monitoring services are being delivered in an appropriate manner – regulatory, culturally, etc.Work with fleets/ communities and regulator to apply regulations in fair, affordable and transparent manner.	<ul style="list-style-type: none">Provide dockside and at-sea observer services for 12 fisheries and 680 harvesters.Employ and train 28 community members.Conduct 10 at-sea biosampling and survey trips.Conduct 6 days of gear recovery.Provide timely and accurate data to DFO and clients to assist in fishery management.

Impact Pathways: Relationship Building | On-the-Ground Projects | Capacity Sharing

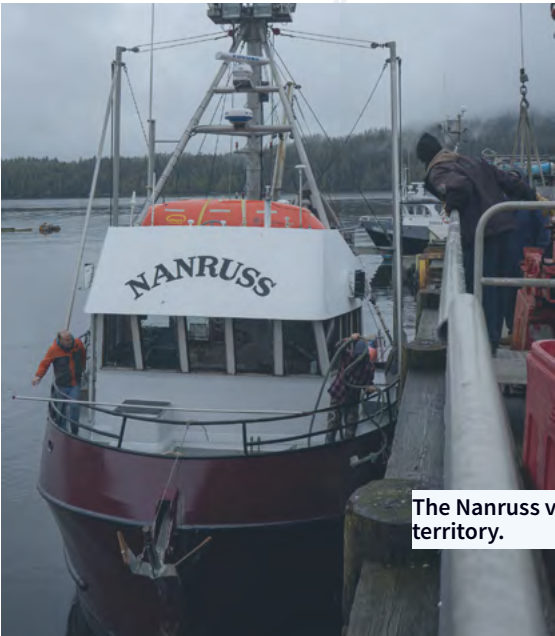
Status: ● On Track

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">12 fisheries and 680 harvesters served.28 community members employed and trained.10 at-sea biosampling and survey trips conducted.6 days of gear recovery completed.Timely and accurate data to DFO and clients to assist in fishery management completed.	<ul style="list-style-type: none">Ensure we provide effective fisheries monitoring in a culturally sensitive manner—allowing harvesters to fish commercially and feel confident in their fisheries data.Train and hire local community members in jobs that are rewarding and worth coming back to.Run fisheries monitoring programming that allows harvesters to play an active role in the collection of fisheries data—gear recovery program and softshell surveys.Harvesters and community members are able to take part in culturally relevant fisheries, providing employment and delicious, healthy food.Harvesters get support for monitoring costs.	<ul style="list-style-type: none">First Harvesters were able to fish commercially, supporting more financial security in the communities where they live.Local community members directly engaged/hired in monitoring work.Regional Coordinators from local First Nation communities conducted work on the traditional territory of the Tla-o-qui-aht First Nations (Tofino), the traditional territory of the Mowachaht/Muchalaht First Nation (Gold River) and increasingly took on leadership roles in the monitoring program.Created diversity of employment opportunities by including monitoring of the recreational fishing fleet for staff on the traditional territory of the Mowachaht/Muchalaht First Nation (Gold River) in our monitoring programming.Acted as a source of accessible information to harvesters about their fishery and regulations.North Coast communities participated in a socially, culturally, environmentally and economically significant fishery.	<ul style="list-style-type: none">Fish harvests have choice, agency, and leverage in fisheries monitoring services.Innovative, community-based approaches to monitoring are developed and deployed.A sustainable salmon fishery is supported by timeliness and accuracy of data collection.	<ul style="list-style-type: none">Establishing a framework for locally-led monitoring programs along the North and South Coast of BC.Strengthening capacities for monitoring and management of local fisheries. These programs include training courses for human observers as well as data collection to ensure all federal fisheries data standards are met, while fish harvesters have the data they need to make informed decisions on the water.



Goal #2: Advocate for fisheries licensing policy reform through research, coalition building, and government engagement by conducting at least 12 meetings with federal and provincial politicians and bureaucrats in Ottawa, producing at least one op-ed, and co-creating a comprehensive policy roadmap with First Nations, harvester organizations and allies by December 31, 2024.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">DFOCoastal First NationsCoastal Nation FisheriesTBuck Suzuki FoundationFisheries for Communities NetworkCommercial Fishing CaucusFederation of Independant Fish HarvestersUFAWUSlow Fish CanadaSlow Fish USASlow FoodSkipper OttoCodfather's Seafood MarketUniversity of Guelph	<p>1) Directly:</p> <ul style="list-style-type: none">4,000+ commercial fish harvesters and crew <p>2) Indirectly:</p> <ul style="list-style-type: none">5 million people in BC who benefit from food security that the fishing industry provides	<ul style="list-style-type: none">Convene and coordinate communities and local fish harvesters for policy advocacy.Research and analyze data and identify best practices on licence valuation and beneficial ownership.Support the Fisheries for Communities Network to maintain website, social media posts, and media relationships.Developed informative 2-pager on Fisheries Modernization Process.	<ul style="list-style-type: none">Convene and coordinate communities and local fish harvesters for annual gathering.Research and analyze data and identify best practices on licence valuation and beneficial ownership.Supported the Fisheries for Communities Network to develop its new website.Wrote report for Federal Government re: access, ownership and socio-economic outcomes of commercial fisheries.Create policy recommendations for owner operator and fleet separation in BC.A socioeconomic analysis of predicting future forecast of the fishing economy.



The Nanruss vessel returns to harbour in Prince Rupert, BC, on Ts'mysen territory.

Impact Pathways: Policy Innovation | Knowledge Systems | Telling the Story

Status: ● On Track But Delayed

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">4 media articles2 op-edsFederal government responds to 19 recommendations by the Standing Committee on Fisheries and Oceans on Foreign Ownership and Corporate Concentration.DFO begins West Coast Fisheries Modernization process.1 letter from BC Premier to PM Trudeau endorsing a made-in-BC Owner Operator fisheries licensing policy.BC's new Coastal Marine Strategy includes support for a made-in-BC Owner Operator fisheries licensing policy.	<ul style="list-style-type: none">Federal Government meaningfully responds to engagement with the Fisheries for Communities Network.Commitment by initiating the West Coast Fisheries Modernization Process.BC Provincial Government supports Federal fishing licensing policy reform that supports First Nations, fish harvesters, and coastal communities.	<ul style="list-style-type: none">BC government includes federal fisheries licensing policy reform in the new BC Coastal Marine Strategy.Premier David Eby sent Prime Minister a letter encouraging the federal government to implement a made-in-BC owner operator framework.	<ul style="list-style-type: none">New policies implemented (10-year outcome).Owner-operator fish harvesters able to fish and make a living.Fisheries regulatory environment that contributes to the well-being of First Nations and coastal communities.	<ul style="list-style-type: none">Research and analysis with harvester organizations and allies is helping to develop a federal and provincial road map for fisheries policy change using an inclusive and transparent consultation process. Specifically, this work with community partners is informing policymakers on the value of implementing owner-operator and fleet separation policies tailored to the unique needs of BC fisheries.



Harvesters drop crab traps into the Hecate Strait, between Prince Rupert and Haida Gwaii, BC.



Goal #3: Combat illegal, underreported and unregulated (IUU) fishing by expanding the Spyglass database from 8,000 to over 9,000 criminal fishing activity records, and training 50 people across four countries on database usage and IUU identification by December 31, 2024.

PARTNER	PEOPLE	ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">• UBC• TEDx India	1) Direct: <ul style="list-style-type: none">• 100 unique visitors to Spyglass• 9,000 boats in database• 200 individuals interviewed/ workshop participants• Training: 120 people 2) Indirect: <ul style="list-style-type: none">• 1,500 reach during public speaking in India	<ul style="list-style-type: none">• Fully functioning fish crimes database being accessed for research and enforcement.• Increased number of decision-makers equipped with approaches to tackling fish crimes.• Public audiences educated on the perils and complexities of fish crimes.	<ul style="list-style-type: none">• Spyglass fish crimes database updated• A regional workshop in West Africa, including 7 countries – attended by 30 people from 7 countries for data collection on crimes that impact the fishing sector.• 2 field work investigations in Senegal and Sierra Leone to research crimes that impact the fishing sector and fishing vessels that were caught with offences onboard.• TEDx Gateway in India (1,500 in attendance).• Training in Indonesia, Timor Leste, and Malaysia (90 people).• 6 features in newspapers, Radio, TV, and other media.

Impact Pathways: Knowledge Systems | Policy Innovation | Telling the Story
Status: ● On Track But Delayed

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5- YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10 YEARS)
<ul style="list-style-type: none">• New research into fish crimes and approaches to tackling them.• Increased, fair enforcement of fisheries regulations.• Increased public awareness about fish crimes.• Enhanced enforcement approaches targeting fish crimes by large-scale operators and reduced criminalization of small-scale operators.	<ul style="list-style-type: none">• 1 book chapter on ocean governance and fish crimes underway.• Enhanced maritime domain awareness methods developed for maritime law enforcement.• Education of greater public on the impacts of individual choices on fish consumption on the health of our oceans and the importance of avoiding fish crime products.	<ul style="list-style-type: none">• Enforcement entities have tools to take a fair and equitable approach to curtailing fish crimes.• Broad public support to put an end to fish crimes, while protecting the rights, livelihoods and lives of local fish harvester.• Broad public awareness of the impacts of their choices on the health of our oceans.	<ul style="list-style-type: none">• Expansion of global fish crimes slowed and major companies held accountable for their fleets' behaviour.• Thriving small-scale fisheries where local harvesters are able to fish legally and sustainably.• Informed consumers on the better choices that foster healthier and safer oceans.	<ul style="list-style-type: none">• Creating transparency around Illegal, Underreported and Unregulated fishing through Spyglass, our comprehensive online database that tracks criminal fishing activities worldwide. Our work is holding major companies accountable for their fleets' behaviour, while supporting thriving small-scale fisheries where local harvesters can operate legally and sustainably, and empowering consumers to make informed choices that contribute to healthier, safer oceans.

Comparing Outcomes/Outputs 2021–2024

OUTCOMES	OUTPUT	2021	2022	2023	2024
Local community members directly engaged/hired in monitoring work	# of local community members recruited, trained, and employed	21	25	30	28
Increased engagement by communities on policy issues	# gatherings	1 (Future of Salmon Harvesters, 2 days)	0	3 (Fisheries for Communities Gathering, 2 workshops on Basic Income Guarantee)	0
	#joint reports, submissions	1 (Blue Economy Strategy)	1 (launched new Network website)	4 (proceedings summary, academic paper, report for federal government on access, policy recommendations for BC government)	4 media articles and 2 op-eds
	# government meetings	1 (Network meeting with BC Government)	1 (Testimony to federal government)	14 (testimony to the federal government, 8 meetings with provincial senior public office holders, and 5 meetings with federal senior elective officials and staff)	16 meetings with politicians and bureaucrats in Ottawa
Increased transparency of illegal, underreported, and unregulated fisheries	Number of data entries in Spyglass	7,400	7,400	8,000	9,000



Lyndsey Bodgener at-sea observing aboard a crab vessel in the Hecate Strait, between Prince Rupert and Haida Gwaii, BC.



Climate Resilience

The Problem

The climate is changing and having direct and novel effects on land, water, and human communities. One of the most effective ways to both prevent further greenhouse gas emissions and maintain nature's adaptive capacity is to protect and restore Earth's best "carbon capture and storage" devices: natural ecosystems. According to recent science, lands with higher levels of biodiversity also store more carbon. Protecting the best quality habitats and restoring the places that have been degraded is a crucial way to achieve climate and biodiversity targets concurrently. Implementing natural climate solutions can also improve local food security and safeguard places of cultural importance. Our team works with Indigenous communities to conceptualize, finance and implement their own economic transition pathway to better landscape resilience by preventing the degradation of natural habitats and restoring lands and waters that have been affected by industrial development. Communities need capacity, tools, and funding to accomplish true climate resilience, and we work to support them in advancing this critical goal.

How We Measure The Problem

- Area, in hectares, of natural forest and wetland ecosystems in Canada protected
- Area, in hectares of degraded forest and wetland ecosystems in Canada restored
- # of community members directly engaged (professionally or as volunteers) in natural ecosystem protection and degraded ecosystem restoration

Theory of Change

IF communities have access to appropriate capacity, tools and funding, THEN they will deliver natural climate solutions projects that manifest their community priorities

BECAUSE communities need economic alternatives to industrial resource extraction in natural ecosystems.

The People Impacted By Our Work

The program directly impacted 9,860 community members from across at least 18 unique communities developing natural climate solutions projects in British Columbia and northern Ontario.

Learnings

What We Learned

- Strong partnerships with First Nations are key to implementing natural climate solutions, and engagement is the most effective when we work directly with members of the community. Our strongest relationships involve community members and not just only staff members, where there is often a high turnover rate.
- Face-to-face meetings lead to stronger relationships.

What We Changed

- We are intentional in how we engage with our partner communities by having regular correspondence and project meetings with members of the community. We ensure that our correspondence and meetings with First Nations include at least one community member, not just non-member staff.
- We ensure that we have regular face-to-face meetings with communities.



Relationship-building in the Central Interior of BC for the Climate Resilience Network.



Climate Resilience Impact Chart

Goal #1: Develop and launch ncstoolkit.org as a comprehensive online natural climate solutions toolkit to increase access and capacity for Indigenous communities and the public, publishing one complete multi-module resource platform with community pilot testing conducted through 2025.

PARTNER	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">Environment and Climate Change Canada	<ul style="list-style-type: none">First Nation Lands and Resource Department staffFirst Nation chief and councilIndigenous organizationsTownships and municipal governmentsCommunity organizations	<ul style="list-style-type: none">Researched and developed toolkit contentWrote toolkit modulesBuilt the websiteDeveloped and gathered case studies	<ul style="list-style-type: none">Develop and launch ncstoolkit.org and Natural Climate Solutions Community Dialogue Toolkit, and Community Values Tool

Goal #2: Create and launch a web-based greenhouse gas calculator tool to estimate the carbon and biodiversity impact of Improved Forest Management projects in BC, delivering one functional online calculator with a biodiversity emphasis component through established Environment and Climate Change Canada collaboration by December 31, 2024.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">Environment and Climate Change CanadaUniversity of British Columbia	<ul style="list-style-type: none">First Nation Lands and Resource Department staffFirst Nation governmentsIndigenous organizationsTownships and municipal governmentsCommunity organizations	<ul style="list-style-type: none">Developed tool methodology for Improved Forest Management activities.Researched carbon and biodiversity assessment, designed modelling scenario.	<ul style="list-style-type: none">Develop and launch Improved Forest Management GHG Quantification Tool with a Biodiversity Emphasis.

Impact Pathways: Knowledge Systems | Capacity Sharing | Reciprocal Partnerships

Status: ● In Progress - Piloting the toolkit with communities through 2025 to integrate feedback.

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">1 draft of NCS toolkit sent to ECCC to review.1 draft website uploaded to www.ncstoolkit.orgMultiple virtual meetings with ECCC to discuss progress.	<ul style="list-style-type: none">Developing a comprehensive online toolkit to support project development and plain language natural climate solutions resources and tools that support decision making on their specific territory.	<ul style="list-style-type: none">First Nations and public across Canada have access to open source, accessible natural climate solution resources and tools to support decision making on their land.	<ul style="list-style-type: none">Community capacity for land protection and restoration.Increased land stewardship by nations and communities.	<ul style="list-style-type: none">Economic benefit from natural climate solutions financing and public funding.Land management change: natural ecosystems protected, degraded ecosystems restored.GHG stored in natural ecosystems and restored ecosystems.

Impact Pathways: Reciprocal Partnerships | Knowledge Systems | Capacity Sharing

Status: ● On Track

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">Multiple meetings with potential contractors to discuss tool development.1 contract securing tool developer.5 meetings with tool developer to discuss tool, including usability and biodiversity emphasis component.3 meetings with Environment and Climate Change Canada to discuss desired outcome of tool.	<ul style="list-style-type: none">Developing an open access, easy to use online tool that makes high level estimates of the carbon and biodiversity impact their Improved Forest Management project can hope to deliver.	<ul style="list-style-type: none">First Nations and public utilizing the tool to help them make decisions on designing and pursuing their natural climate solutions project in a managed forest.	<ul style="list-style-type: none">Community-led natural climate solutions are developed.Increase of protection of primary forest.Land management change, secondary working forest managed differently.Increased authority and capacity for nations and communities over land use.	<ul style="list-style-type: none">Established pathway for communities to consistently access public and private funding/financing for land protection and restoration.Other people, organizations and communities doing work inspired by ours.GHG stored, along with an estimate of that amount of that carbon storage.

Goal #3: Support First Nations in securing federal funding by co-developing and submitting 3 high-quality Nature Smart Climate Solutions Fund applications representing 3 First Nations communities, and over 170,181-hectares of land, leveraging established community partnerships to meet the February 28, 2025 deadline.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">Wahkohtowin DevelopmentLheidli T'enneh First NationCarrier Sekani Tribal Council	<ul style="list-style-type: none">Chapleau Cree First Nation (pop: 498)Brunswick House First Nation (pop: 639)Missinaibi Cree FN (496)Chapleau Ojibwe FN (39)Taykwa Tagamou FN (440)Wahgoshig FN (144)Mattagami FN (700)Flying Post FN (267)Matachewan FN (1037)Moose Cree FN (144)Constance Lake FN (1600)13+ sister Nations (indirect)Green First Forest Products InterforGovernment of CanadaLheidli T'enneh community (700)Simpchw Nation (724)BCTS (BC Timber Sales)Carrier LumberCanfor3 applicant Nations associated with Carrier Sekani Tribal Council: Saik'uz (1000), Nadleh	<ul style="list-style-type: none">Virtually met with 3 applicant organizations multiple times over 6 months to conceptualize project ideas.Co-wrote 3 NSCSF applications with communities.Co-developed 3 NSCSF budgets.Travelled to Ontario to deepen relationship and have in person working session.	<ul style="list-style-type: none">Co-produce 3 high-quality, NSCSF applications that are competitive and projected to win NSCSF funding.

...Continued



Impact Pathways: Reciprocal Partnerships | On the Ground Projects | Capacity Sharing

Status: ● On Track

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">3 drafts of high quality NSCSF applications were prepared by end of 2024, on track to be submitted by Feb. 2025 deadline.Relationships with 3 applicant communities deepened.	<ul style="list-style-type: none">High quality, Indigenous-led conservation and Improved Forest Management projects funded by NSCSF.Relationships deepened.2 potential NCS projects in BC's Central Interior.	<ul style="list-style-type: none">Relationships deepened with Nations through ongoing meetings and project collaborations, building trust and potential to collaborate on future projects.Applicant Nations have a clear natural climate solutions project idea.	<ul style="list-style-type: none">Millions of federal dollars put into the hands of First Nation climate leaders.Community-led climate solutions are developed.Increase of protection/restoration of habitat and ecosystem health.Land management change: area protected or restored.Increased stewardship by Nations and communities.BC Central Interior shifting away from logging high-carbon natural forests.	<ul style="list-style-type: none">Established pathway for communities to consistently access public and private funding/financing for community priorities.Other people, organizations and communities doing work inspired by ours.GHG stored and sequestered in natural and restored ecosystems.Biodiversity in intact areas protected.

The Climate team visited our partners, Wahkohtowin Development, in Chapleau, Ontario in the summer of 2024 for a youth and Elder's gathering. Wahkohtowin Guardians and community participants were instructed by master Algonquin canoe builder Chuck Commanda from Kitigan Zibi Anishinabeg First Nation.



Goal #4: Establish the Central Interior Climate Resilience Network by engaging 4 Indigenous groups, submitting 2 collaborative funding applications and conducting at least 7 community meetings to build regional climate adaptation capacity by December 31, 2024. Provide strategic carbon on-the-ground support to at least 2 Indigenous groups in 2025.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">We have worked independently to build relationships with each community* <p><i>Note on confidentiality: Details for confidential Climate Resilience projects are kept general, unlike our public-facing work which includes specific information.</i></p>	<ul style="list-style-type: none">Wet'suwet'en First Nation (250)Lheidli T'enneh (700)Nechako First Nations (3 Nations) (2,162)Simpchw Nation (724)Maiyoo Keyoh (20)Gwininitxw (Gitksan Nation house group) (150)	<ul style="list-style-type: none">Virtual meetings with community partners to discuss potential natural climate solutions projects.Attended community open houses on forest landscape planning in the Wet'suwet'en territory.Supported applying to funding for Maiyoo Keyoh (2 applications), Lheidli T'enneh (1 application), and Nechako Nations (1 application).Provided strategic carbon support for Simpcw's IPCA.Applied for funding to support the Hub (3 applications).Applied for funding to create tools to support the Hub (1 x application to create biodiversity maps).	<ul style="list-style-type: none">Build a network of Interior BC communities working together using similar tools and approaches to increase regional resilience to climate change via safeguarding natural ecosystems, restoring degraded ecosystems, and establishing economic transition pathways to support these actions.



Michelle Connolly, Director of Climate Resilience, in the Central Interior of BC during the early development of the Climate Resilience Network.

Impact Pathways: Reciprocal Partnerships | On the Ground Projects | Knowledge Sharing

Status: ● On Track

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">Deepened relationships with 7 Indigenous groups in Interior BC.4 funding applications to support Indigenous-led Interior natural climate solutions projects.1 application to support development of tools to support Hub.Multiple meetings to provide strategic carbon support, trip planning for 2025.	<ul style="list-style-type: none">Supports are in place to build a Central Interior Climate Resilience Hub that supports Interior communities in exploring alternative economic pathways, including funding, tools, and an initial cohort of participants.	<ul style="list-style-type: none">Interior BC natural climate solutions projects are funded and beginning to be implemented.Tools are being created to support Nations in the Interior of BC in selecting high-impact areas to conserve or restore.	<ul style="list-style-type: none">Tools are being used and Interior Nations are protecting and restoring high carbon ecosystems.GHG emissions reduced.	<ul style="list-style-type: none">Communities in Central Interior BC have clear opportunities to transition toward alternative economic pathways, reducing their reliance on logging natural forests.Intact ecosystems are protected, leading to emissions reductions.

Comparing Outcomes/Outputs 2021–2024

OUTCOMES	OUTPUT	2021	2022	2023	2024
Increased stewardship by Nations	Technology, practice, and tools developed (software, platforms, toolkits, protocols)	5 (2 workshops, 1 toolkit, 2 presentations)	3 (discussion paper, presentation, study)	7 (1 First Nations Carbon Toolkit website, 6 reports)	1 draft Natural Climate Solutions Toolkit for Indigenous and non-Indigenous communities (to be completed in 2025) 1 GHG calculator tool in progress for Improved Forest Management (to be completed in 2025)
Established pathway for communities to consistently access public and private funding/financing for community priorities	Applications/projects co-developed with partners, and funding/financing awarded	3 (2 letters of support, 1 webinar, 1 project idea document)	2 (1 Project Idea Note (PIN) builder as a project document template for communities planning forest carbon projects, 1 carbon offset evaluation template)	6 (4 NSCSF applications were successful, 1, PIN Tool, 1 biodiversity program application successful)	3 drafted applications with First Nations to Nature Smart Climate Solutions Fund for natural ecosystem protection (to be completed in 2025)



Food Systems

The Problem

Prince Rupert is a vibrant coastal town of 12,300 people, 50% of whom are Indigenous families who experience some of the highest rates of food insecurity in the province, and yet, it's one of the largest exporters of seafood in BC and is home to people with rich and abundant food traditions. Food is trucked into grocery stores from southern distribution centres and sits at the end of a long supply chain. By the time food arrives, its cost has skyrocketed, and it has lost much of its nutritional value. It's not uncommon for consumers to buy greens one day, only to have them go bad after one or two days in the fridge. During COVID-19, grocery store shelves emptied many times, and to this day, in 2024, Prince Rupert's supply chains have not fully recovered. Residents often find the produce section nearly empty once a month. Our history of colonial and extractive governments and markets has created these challenges, reducing food sovereignty and justice. If we do not work to intervene and find transformative solutions for our local food system, we will continue to see a decline in well-being.

How We Measure The Problem

Currently, the BC Centre for Disease Control (BCCDC) issues semi-regular updated reports on the status of food insecurity in the province. In 2023, [the report](#) indicated that 1 in 7 households (16.6%) in northern BC experienced food insecurity, compared to the provincial average of 1 in 10 or 12.4%. Much of their data is supported by reports and experiences of community members and Ecotrust Canada staff who reside in Prince Rupert. Ecotrust Canada is currently working with local partners to begin measuring this data at a more local level, rather than extrapolating the data from the whole northern region. In 2024, we will be conducting community engagements around food systems in Prince Rupert to determine what thriving and just food systems would look like for the region.

Theory of Change

IF we support food production and convene our community around food systems,
THEN food security and food sovereignty will improve in Prince Rupert and the North Coast
BECAUSE more community members will have a stake in building a resilient food system and will be motivated to participate in the food system as a whole.

The People Impacted By Our Work

The program directly impacted 300 community members from across the Northwest BC region.

Learnings

What We Learned

- In 2023, we learned by trial the importance of fine-tuning reliable and efficient infrastructure for processing and transporting farm goods. In 2023, we provided farms across the Skeena Bulkley-Valley region fresh kelp in bulk quantities to enhance their farm soil. However, transporting wet, bulk kelp was not efficient, and the farmers indicated that tilling fresh whole kelp was a difficult process for them as well. The boat for Metlakatla's regenerative ocean was also unable to provide the maintenance and harvesting activities required by the farm, which caused issues in providing stable employment for the crew and predictability for sales. This highlighted that logistics of infrastructure maintenance, processing and transportation need to become a core consideration for mariculture that supports sustaining livelihoods and food systems.
- Through engaging with community members as we evaluated our food systems projects, we learned how some community members felt there was no space for them in our food systems projects. This highlighted the need to refocus on meaningful and intentional, yet

open and exploratory engagement with the community that examines not only the work we do, but also how we go about co-creating it.

What We Changed

- We pivoted the kelp opportunities we explored with a more targeted focus on value-added goods. We performed trials with value-added goods for kelp, like kelp pickles, salt, and soap and researched the feasibility of producing high-quality sea-soil. After our trials, we opted not to pursue the food/ beauty market, given the amount of kelp actually used in value-added goods is quite small. However, we have continued to pursue sea-soil as a promising use for kelp, and a much-needed good for Prince Rupert and beyond, as indicated by our community engagements.
- We did not outplant any new kelp with Metlakatla in the fall of 2024 to allow our teams to focus on fundraising for and performing infrastructure upgrades, and focus on the shellfish side of the operation while we continue to fundraise for infrastructure to process the kelp once it's grown.
- Working with our partners, the City of Prince Rupert, School District 52, and Royal Roads, we prioritized hosting engagement sessions that support an intentional social-justice lens and community-driven facilitation processes. We also focused on creating a governance structure to guide how we undertake our shared food systems work.



Food Systems Impact Chart

Goal #1: Co-develop a Prince Rupert Community Food Action Plan for a just and sustainable local food system by facilitating at least 3 community food workshops and focus groups, establishing a Community Food Advisory committee by December 31, 2024, with completion extending into 2025 to allow more time to make the process inclusive.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">School District 52 (SD52)Royal Roads UniversityCity of Prince RupertProvincial Health Association of BC (PHABC)	<ul style="list-style-type: none">More than 35 residents participated in open space workshops about community food systems in Prince Rupert.175 of students received vegetables.	<ul style="list-style-type: none">Convene local steering committee for community food planning.Collaborate and coordinate on community food open spaces and workshops with Royal Roads, SD52 and the City of Prince Rupert.	<ul style="list-style-type: none">Support 3 food workshops, gatherings or focus groups.Community Food Action plan developed and implemented in a way consistent with our values of equity and justice.Support creation of a Prince Rupert Community Food Advisory committee.Facilitate northern trade route food exchanges.



Vegetables harvested and shared with students in Prince Rupert, BC, on Ts'msyen territory.

Impact Pathways: On the ground projects | reciprocal relationships

Status: ● In Progress. Timeline for community action plan has lengthened in order to ensure that the process is inclusive and thoughtful.

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">300lbs of fresh veggies delivered from Tea Creek Farm to the Prince Rupert School Lunch Program"Workshop Report- Equity Planning for Community Food Systems Report" published by Royal Roads with support from Ecotrust CanadaJEDI in Food Systems Training Workshop heldPrince Rupert – Equity Planning Tool Workshop Report workshop heldTwo community open space food planning workshops heldTwo governance meetings	<ul style="list-style-type: none">Prince Rupert community is more engaged in and aware of their role in developing a just and sustaining food system on the North Coast.	<ul style="list-style-type: none">Increase in food grown, processed and consumed locally.Increase in participation in local food systems.	<ul style="list-style-type: none">Increased regional capacity in community food systems.Strong local food supply chain.	<ul style="list-style-type: none">North Coast communities working toward more resilient and sustainable food sovereignty.



A member from the Food Systems team attended a soil workshop in Telkwa, BC, led by a regenerative soils and living compost specialist.

Goal #2: Support Metlakatla First Nation in establishing a viable and sustainable Regenerative Ocean Farm by identifying products for kelp and shellfish production, distributing 12,000+ scallops to the community, completing market feasibility studies, and securing at least \$150,000 in new funding to finalize business model decisions by December 31, 2024.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">• Metlakatla First Nation• Dolly's Fish Market• Haida Wild• Coldfish• SeaWorld <p><i>Note on confidentiality: Details for confidential Food Systems projects are kept general, unlike our public-facing work which includes specific information.</i></p>	<ul style="list-style-type: none">• 300 members of Metlakatla First Nation, Gitga'at First Nation and Lax Kw'alaams receive scallops• 50 members of Metlakatla First Nation who participated in scallop shucking workshop• 10 crew who received work in clean up, processing and harvesting work• 2 local consultants for feasibility studies• 3 Metlakatla Development Corporation Staff (access to increased funding)• 2 Metlakatla Stewardship Society staff (access to increased funding)	<ul style="list-style-type: none">• Experiment with kelp stabilization & product development• Fundraising• Plant and harvest kelp lines• Support market studies and best use feasibility analysis• Support general farm operation leading to kelp and scallop sales, and community distributions	<ul style="list-style-type: none">• Branded farm• MVP in kelp identified• MVP in shellfish identified• Market study showing pathway for viable additional species and business models• Clear pathway for direct-to-consumer sales• Funding applications (boats, infrastructure, clean up, skills)• Lbs or Kg of food grown and distributed• Lbs or Kg of product made into commercial products• Kgs of ghost gear cleaned



Impact Pathways: On-the-ground projects

Status: ● In Progress: Progress has been made in securing funding, supporting farm activities, and assessing market feasibility for kelp and shellfish products. However, new regulatory and market challenges have emerged, and operational issues like unreliable boats continue to affect project momentum. Further problem-solving is needed before confidently identifying a viable minimum viable product (MVP).

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">• Stabilization pilots completed with 4 different product avenues for kelp (kelp pickles, salt, soap, and furikake/rice seasoning).• \$50,000 of new fundraised for a highest and best use feasibility study for mariculture market opportunities.• \$100,000 of new funds raised for boat upgrades.• 12,000 scallops distributed to community members.• 2 shucking workshops held.• Scallops sold to processors and retailers on the North Coast and across the province.• Kelp pickles and soap shared 100 people.• 36,000kg of ghost gear removed.• Sm'algyax name given to the ocean farm by the Sm'algyax Language Authority.	<ul style="list-style-type: none">• ROF pilot farm has clear path toward being financially self-sustaining.• Increased food access and affordability.• Farm infrastructure, logistics, and systems are sustainable.	<ul style="list-style-type: none">• ROF has consistent, though seasonal, revenue.• Community members gain increased skills to handle shellfish and kelp.	<ul style="list-style-type: none">• Increased economic opportunities in food systems created by and for the local community.	<ul style="list-style-type: none">• North Coast communities experience resilient and sustainable food sovereignty.

Goal #3: Establish community-based biotoxin testing and mariculture monitoring capacity on the North Coast by training 2+ people per community in testing kit use, conducting 2+ laboratory technician workshops, co-submitting monitoring framework grants, and securing \$250,000+ for 2025 monitoring activities to improve food safety and support increased shellfish harvesting by December 31, 2024.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
ROF: <ul style="list-style-type: none">Metlakatla First Nation, DFO, Khatada Environmental Services FSC monitoring: <ul style="list-style-type: none">Gitga'at GOLD, CHN Fisheries, CFIA, ECCC, Metlakatla Aquatic Resources, BCCDC, Heiltsuk HIRMD, Lax Kw'alaams Fisheries, Gitxaala.	ROF monitoring: <ul style="list-style-type: none">30 participants at the Cumulative Effects Management (CEM) gathering	ROF monitoring: <ul style="list-style-type: none">Convene research collaborators.Conduct community engagement.Perform research.Collect data. FSC monitoring: <ul style="list-style-type: none">Convene interested parties.Co-develop 2 funding proposals.Support articulation of shared purpose and drafting of MOUs.Coordinate trainings / workshops, test kit trials and distribution.	ROF monitoring: <ul style="list-style-type: none">Developed pilot values (shortlist).1 Community engagement session with CEM.Complete literature review.Submit 2 co-developed grant to draft and then implement framework. FSC monitoring: <ul style="list-style-type: none">2 Lab tech trainings / workshops.At least 2 people in every community is trained to use testing kits.Plan in place to develop CIFA approved PSP testing method in Prince Rupert.



Harvesting kelp grown on Metlakatla First Nation's regenerative ocean farm.

Impact Pathways: On-The-Ground Project | Knowledge Toolkit | Capacity Sharing

Status: ● On Track (Regenerative Ocean Farm, ROF, monitoring)
● In Progress (FSC): The project timeline is taking longer than anticipated due to delays in the biotoxin test kit development. The scope of this work has also expanded to include water quality and biotoxin testing with ECCC, in addition to CFIA, creating a new timeline for the work.

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
ROF monitoring: <ul style="list-style-type: none">Co-submitted two grant applications.\$250,000 new funds raised for monitoring activities in 2025 resulting from monitoring framework.Literature review completed.1 community engagement session with CEM. FSC monitoring: <ul style="list-style-type: none">Co-submitted 1 grant application.	ROF monitoring: <ul style="list-style-type: none">Community is aware of the sea farm operation, its potential impacts, and they are engaged in the early stages monitoring work. FSC monitoring: <ul style="list-style-type: none">Increased infrastructure, equipment, and 5 people trained to monitor shellfish biotoxins.	<ul style="list-style-type: none">Improve food access, safety, and sustainability for both FSC and commercial shellfish consumption.	<ul style="list-style-type: none">Reduced and / or improved environmental impact from ROF.Territorial stewardship capacity increased.Increased shellfish harvesting for FSC and commercial purposes.	<ul style="list-style-type: none">Communities achieving their economic, social, stewardship, and cultural goals.North Coast communities experience resilient and sustainable food sovereignty.

Comparing Outcomes/Outputs 2021–2024

OUTCOMES	OUTPUT	2021	2022	2023	2024
Increase in food grown, processed and sold locally	Kelp outplanting and harvesting	0 long lines of kelp outplanted 0 harvested	2,400 m of kelp outplanted (12 long lines) 1,560 lbs harvested	15 long lines of kelp outplanted 10,000 lbs kelp harvested 1,200 local scallops are available in the regional market	11,000 scallops distributed to community members 57,000 scallops sold to processors and retailers on the North Coast and across the province 4 kelp innovation pilots (kelp pickles, salt, soap, and furikake) Kelp pickles and soap shared 100 people
Reduced and/or improved environmental impact from farming	Ghost gear removal	0 removed	42,000 kg of ghost gear removed	52,640 kg of ghost gear removed	36,000 kg of ghost gear removed
Increased regional capacity (literacy, skills, investment in) in community food systems	Workshops delivered	0 workshops delivered	6 gardening workshops, 2 seed saving workshops = 8 total	3 workshops to develop a Food Justice Community Planning Tool, 2 scallops shucking workshops = 5 total	4 community food planning and justice workshops, 2 shucking workshops, 1 regenerative ocean farming presentation



Indigenous Homelands

The Problem

The National Housing Strategy Act declares that “the right to adequate housing is a fundamental human right affirmed in international law and recognized that having an affordable and safe place to live gives individuals and families the environment they need to succeed, grow and live in dignity.” Nonetheless, recent data shows that 17.1% of Indigenous people in Canada have inadequate, unsafe, or crowded housing, compared to 5.7% of non-Indigenous people. The average waitlist for Indigenous community members to receive new or adequate housing is 10-15 years. In 2015, it was estimated that 85,000 new homes needed to be built to accommodate Indigenous housing needs across Canada; that number has surely risen since. The Indigenous housing crisis — coupled with adjacent systemic barriers to employment, supply chains, governance, leadership, and decision-making structures that allow communities to make choices that align with their values — all contribute to making it near impossible for community members, particularly youth, to return to their ancestral lands and immerse themselves in their culture. The Indigenous Homelands Program is co-developing tangible and systemic solutions to address these complex issues.

How We Measure The Problem

Our measures of success include a mixed-methods, community-centred approach, as outlined in the draft Monitoring and Evaluation

Framework for the Homelands program. Such indicators include the following:

Qualitative indicators (informally every six months):

- We collect community feedback through regular surveys and interviews with representatives of partner communities, assess opinions about their project’s goals and visions, with specific attention to a) the process, b) project deliverables to date, and c) morale/hope for the future of housing in their community.

Quantitative indicators (annually):

- In contrast to baseline data (pre-project), assess various statistics within partner communities, such as a) number of “good” housing options on their reserve(s) and in their territories; b) stage of completion of certain benchmarks, such as a Housing Ecosystem Overview, holistic community Housing Policy, and others; and c) how much of the housing supply chain is sourced locally and regionally.

Specific measurement tools include:

- Housing Needs Assessments
- Housing Ecosystem Overviews
- Interviews and focus groups with our partner communities’ Chief & Council
- Interviews and focus groups with our partner communities’ Department Heads
- Community engagement sessions with our partner communities
- Landscape reports and literature reviews on the state of Indigenous housing regionally (across BC) and federally (across Canada)

Theory of Change

IF community well-being is seen as holistically social, cultural, environmental, and economic in a way that is rooted in one’s land, governance, and cultural laws, THEN community members will be able to return to and thrive on their homelands, BECAUSE they will have educational opportunities that will lead to stable and meaningful employment, while living in safe culturally and climatically relevant homes, all supported by a circular economy.

The People Impacted By Our Work

The program directly impacted approximately 2500 community members across at least 3 Nations, with 3,690 visitors accessing our online toolkit and resources.

Learnings

What We Learned

- Our ability to be a good partner depends on having sufficient capacity and sustained resourcing. While still being open to emergent and adaptive processes, we need to have enough long-term staff (instead of short-term project consultants) who are experts and share aligned values in our wide-ranging holistic approaches, to tackle the complex systemic changes we aim to dismantle and positively impact. Additionally, to understand our capacity and abilities as

a program, our internal governance and organization need to be well-structured.

- Authentic relationships take time and do not follow a particular project or funder timeline. Scaling deep rather than wide, with deep, authentic understanding and relationships with both people and place, is what will make a meaningful impact.

What We Changed

- When deciding whether or not to take on new projects, we will view our program and partnerships in a holistic and systemic way.
- Our program is values-driven, guided by our seven key principles. With this in mind, our programs and projects can change and adapt, based on communities’ changing needs but will always be checked against our core values.
- We are learning to better balance our partner communities’ urgent, shorter-term needs with longer-term systemic change, so that we are contributing to tangible action that is needed now in communities while working to solve complex problems for future generations.
- We now prioritize internal governance and administrative clarity as essential to program health. This includes securing long-term financial stability and supporting team well-being and cohesion.



Indigenous Homelands Impact Chart

Goal #1: Advance national reach and uptake of the Indigenous Housing and Homelands Governance Toolkit by achieving over 3,000 online visitors, presenting at the Canada Mortgage and Housing Corporation (CMHC), and completing toolkit publication and national promotion to support Indigenous housing governance for communities experiencing > 17.1% inadequate housing rates by December 31, 2024.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">Canada Mortgage and Housing Corporation	<ul style="list-style-type: none">First Nations across Canada, community members, community leaders (Chief & Council, Department Heads), Indigenous funding agenciesNuxalk Nation, Xeni Gwet'in Nation, Yunešit'in Nation, Tsilhqot'in National Government (TNG)	<ul style="list-style-type: none">May trip to Bella CoolaPresentation at CMHC ShowcaseEdits to Toolkit and specific modules	<ul style="list-style-type: none">CMHC Final ReportPresentation at CMHC Showcase

Goal #2: Produce and publish a comprehensive national overview of the Indigenous housing ecosystem by completing one research report, mapping sector actors and recommendations, conducting literature reviews, and stakeholder interviews. Share findings through McConnell Foundation and Ecotrust Canada's website by September 2025 to help address systemic barriers where 85,000+ new Indigenous homes are needed nationally.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">McConnell Foundation	<ul style="list-style-type: none">First Nation communities across Canada; policymakers and decision-makers across Canada involved in Indigenous housing	<ul style="list-style-type: none">Research – literature review, interviews, systems mapping.	<ul style="list-style-type: none">Published report, shared publicly on McConnell's website and our website.

Impact Pathways: On-the-Ground Projects | Knowledge Systems

Status: ● On Track But Delayed

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">Toolkit was published nationally (100%)	<ul style="list-style-type: none">First Nations and funders know that the toolkit exists, know how to access it, know what it includes.Toolkit information helps First Nations in their governance.	<ul style="list-style-type: none">First Nations and funders know the toolkit exists, know how to access it, know what it includes (at least 50 FNs and institutions know about it).Toolkit information has helped First Nations in their governance (at least 4 have specifically commented that this is directly the case).	<ul style="list-style-type: none">Goal: Toolkit is known and used across Canada as the "wiki" of Indigenous housing (20% achieved).Goal: Community members have used it to establish decolonized governance models (Some yes; would like a lot more to do so. Not sure of numbers. Perhaps 5 Nations, 40 community members. Aim is for >30 Nations and 5,000 community members).Community members have used it to establish innovative land tenure and land management models (Same as above; some yes, would like to see more in future years).	<ul style="list-style-type: none">Community members have used the toolkit to implement innovative governance models that have supported them to return to their homelands.

Impact Pathways: Policy Innovation | Capacity Sharing | Knowledge Systems

Status: ● On Track But Delayed

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">Report has been completed, is now being reviewed by McConnell (90% done)	<ul style="list-style-type: none">A convening or gathering with all of the actors noted in the Systems Map, to be able to come together and dialogue about the collective changes that need to happen in the Indigenous housing sector.	<ul style="list-style-type: none">In early stages; outcomes will be assessed in 2025.	<ul style="list-style-type: none">That some of our recommended observations and changes are implemented by decision-makers, funders, and policy-makers, for a more community-led Indigenous Housing ecosystem across Canada	<ul style="list-style-type: none">That the Indigenous Housing sector across Canada is a model worldwide to follow, and is gaining momentum toward collective hope. It has pivoted from crisis to solution-oriented, due to collective complex problem-solving, systems thinking, and working together with community-led adaptive solutions—starting with implementing some of the tangible recommendations in this report.

Goal #3: Strengthen trust and alignment with the Nuxalk Nation through collaborative strategic planning by completing the Nuxalk Governance Policy, initiating the Holistic Housing Strategy, advancing the Economic Development Strategy to 50% completion, and finalizing a new 3-year Partnership Agreement to support community self-determination by December 31, 2024.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">Nuxalk Nation	<ul style="list-style-type: none">Nuxalk community members (2,500), Chief & Council, Department Heads	<ul style="list-style-type: none">May Bella Coola trip with 4 staff<ul style="list-style-type: none">Meetings with Chief & CouncilMeetings with Housing Department, Land AssetsCommunity Engagement Session for Housing StrategyEntire first draft of Governance PolicyEstablishing contract and parameters for Housing StrategyEstablishing contract and parameters for Economic Development Strategy (EcDev)	<ul style="list-style-type: none">Nuxalk Governance PolicyNuxalk Holistic Housing StrategyNuxalk Community-based Economic Development Strategy (co-developed with Urban Systems)Internally: new three-year Partnership Agreement with Nuxalk Nation



In May 2024, the Indigenous Homelands team engaged with Nuxalk Nation members on housing and governance.

Impact Pathways: Reciprocal Partnerships | On-the-Ground Projects | Knowledge Systems

Status: ● On Track But Delayed

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">Nuxalk Governance Policy – entire first draft complete; now in revision stage (90% complete).Nuxalk Holistic Housing Strategy (just beginning this contract; signing stage, completed first engagement – 5% complete).Nuxalk Community-based Economic Development Strategy (co-developed with Urban Systems – have completed 2 community engagements, most of the research; now onto writing stage; 50% complete).Internally: new three-year Partnership Agreement with Nuxalk Nation (not yet done – have gone through what needs to be changed, in draft process – 10% complete).	<ul style="list-style-type: none">Nuxalk Nation will be able to have an organized and united governance system in a way that they choose, and that everyone understands and is trained in.There is a long-term vision and fiscally responsible implementation plan to house all Nuxalkmc in a way that is culturally and climatically aligned with their values.Nuxalk Nation has a community-based economic development strategy that takes into account economic, cultural, social, and environmental wellbeing with all projects being considered on their land, and has a responsible and viable system to prioritize them in a way that abides by their cultural laws while still being economic resilient.Ecotrust Canada and Nuxalk Nation enter into second and slightly more comprehensive partnership agreement for the coming three years.	<ul style="list-style-type: none">In early stages; outcomes will be assessed in 2025.	<ul style="list-style-type: none">Governance: Everyone is trained in the Governance Policy, people understand their roles and responsibilities, and are starting to take stewardship over Governance – making changes and amendments to the policy itself.Housing: Most of the shorter-term projects have been completed, and the urgent aspects of the strategy have been implemented, supporting the most vulnerable populations.EcDev: Project priorities are clear, and there is a clear system to understand trade-offs. There is a long-term vision for Nuxalk EcDev that aligns with their Comprehensive Community Plan and housing strategy, and the first stage of it has already been implemented.	<ul style="list-style-type: none">Governance: Nuxalk Governance is working well enough that the Governance Policy is able to delve deeper into the types of decolonial ancestral systems Nuxalkmc would like to see as their governance systems.Housing & EcDev: Longer-term holistic housing and EcDev projects are now being implemented, with wrap-around services and collaboration across other departments.

Goal #4: Design a sustainable, community-led regional supply chain model through the “Routes to Roots” concept for a regional Indigenous supply chain network. Establish clear project definitions and build community partnerships by December 31, 2024, to support the implementation of the 2025-2029 pilot project.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">Nuxalk Nation	<ul style="list-style-type: none">Nuxalk Nation (1,200 community members living in the area; 2500 total); surrounding communities in the Central Coast and Central Interior of BC (approx. 6-8 Nations)	<ul style="list-style-type: none">Design Routes to Roots initial concept	<ul style="list-style-type: none">Design the initial concepts of a multi-year and multi-community program (with fiscally sustainable exit strategy) that is specific to a holistic regional supply chain network (economic, social, cultural, and environmental).

Comparing Outcomes/Outputs 2021–2024

OUTCOMES	OUTPUT	2021	2022	2023	2024
Develop new partnerships and strengthen existing ones	#First Nations governments and communities we worked with	5	12	8	3
Support Indigenous communities across BC and Canada by democratizing information	# of tools and reports created	8	5	3	4
Supported regional coordination and collaboration on housing and lands governance and Indigenous supply chains	# of regions	2 (TNG and Huu-ay-aht First Nations)	2 (TNG and SW Yukon First Nations)	2 (TNG and SW Yukon First Nations)	3 (Nuxalk, TNG, and Canada-Wide)
Indigenous Housing and Homelands Governance Toolkit	# of online visitors to the toolkit	--	65 Visits	1,163 visits	3,690 visits

Impact Pathways: Reciprocal Partnerships | On-the-Ground Projects
Status: ● On Track

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">100% complete	<ul style="list-style-type: none">Conduct Community Needs Assessments (and produce report)Establish Steering Committees and governance structure for project (and establish protocols/collective norms)Create collective work plan for pilot projectProject defined, described, and vetted as a compelling initiative around which community and funding support can be gathered.	<ul style="list-style-type: none">Completed the early design work for the Routes to Roots concept.	<ul style="list-style-type: none">Routes to Roots is complete. We hope the following will be accomplished at the pilot site:To launch an educational curriculum and mentorship program, empowering youth to work in relevant trades necessary to sustain the regional supply chain network, with the goal of increasing the human resource capacity and local employment opportunities in the region.Sustainably source at least 50% more local natural resources and raw materials that are needed for housing, food sovereignty, and other needs, while also innovatively using and trading excess materials for community- based economic development and cultural purposes.Facilitate dialogue, networking, and knowledge-sharing across communities and professions, including both Indigenous and non-Indigenous residents in the region, through a toolkit and other mechanisms of support.To foster the return of non-monetary economies and traditional trade mechanisms that nurture interdependence both within and across communities, which will support the regional supply chain from both an economic and social cohesion perspective.To increase pride and understanding of cultural identity within local youth through the nourishment and rediscovery of Indigenous ways of trading, knowledge-sharing, and being on the land. <p>We will also have launched a second pilot site and began the first stages of R2R in that site.</p>	<ul style="list-style-type: none">Goal: Routes to Roots is thriving without us, completely self-sustaining in both pilot sites – and a model for other communities across Canada.We are supporting others to build their own regional supply chain networks based on these two models, and based on our Circular Economies toolkit.



Community Energy

The Problem

In British Columbia, 300,000 households face energy insecurity. The lack of access to affordable fuels forces families to make heartbreaking choices—including whether to pay their utility bills or feed their families. Adverse health impacts, including cardiovascular and respiratory disease, frequently accompany energy insecurity. As economic and climate conditions worsen, more and more families in Canada are affected by energy insecurity and the health impacts of under- and over-heated homes. Households in disadvantaged rural, remote, and Indigenous communities are particularly vulnerable to energy insecurity and can pay up to 3X the provincial average for energy. These households are often the most overlooked by traditional programming and investment. To date, our program has enabled over 500 households to save \$12.5 million on energy costs, while eliminating over 18,000 tonnes of GHG emissions and providing lifesaving cooling during heat waves.

How We Measure The Problem

Energy insecurity is commonly measured in Canada as a proportion of household income. Households that spend more than twice the national median on energy costs are considered to be in energy insecurity. For BC, the jurisdiction we most frequently work in, this works out to about 6% of income. By this measure, nearly 300,000 households in BC experience energy insecurity. Across Canada, nearly two million households experience energy insecurity. Energy insecurity is also qualitatively measured in increased instances of asthma, heart disease, cold and heat deaths, and poor comfort in the home.

Theory of Change

IF we make home energy retrofits compelling, accessible, and equitable, THEN we will advance energy justice, BECAUSE home energy retrofits are a lasting and impactful solution for energy insecurity.

The People Impacted By Our Work

The program directly impacted 840 community members benefiting from home energy retrofit and upgrade work, as well as 5,558 low- and moderate-income BC residents who have already accessed cost-saving retrofits through the Energy Savings Program provincewide.

Learnings

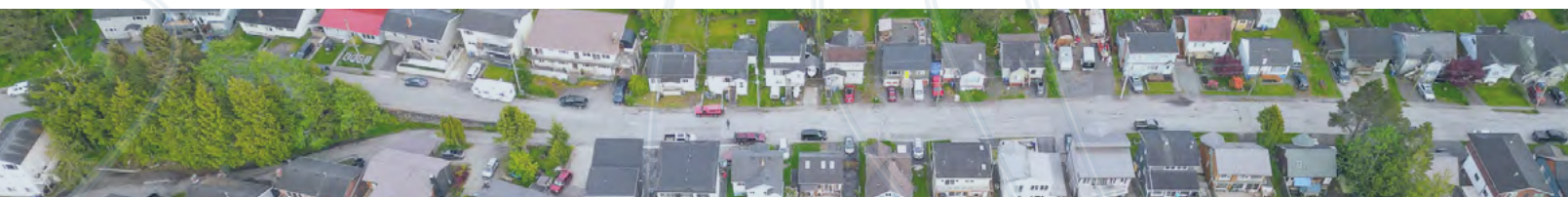
What We Learned

- By convening aligned groups, identifying common areas of interest or concern, and bringing those concerns to the government in a coalition, we have been able to achieve far-reaching policy wins that we would have previously thought were impossible. For example, the creation of the Energy Savings Program is now reaching over 16,000 lower and moderate-income households, and was only possible because of our work convening a range of aligned groups, bringing forward a sign-on letter from that group, arranging meetings with ministers and adopting shared messaging across aligned groups.

- Our partnership with NRCan supporting Energy Advisor training faced serious hurdles when the Federal Government decided to cancel its Greener Homes program and ended funding for training partners one year early.

What We Changed

- In 2024, following on the success of our collaborative engagement model, we began preparations for a second biennial Home Energy Justice Forum in spring 2025.
- In 2024, following the Federal Government's cancellation of the Energy Advisor training funding support, we wrapped up our training program and reduced emphasis on completing EnerGuide Home Energy Evaluations in our community projects (although we do still complete evaluations on an as-needed basis).





Community Energy Impact Chart

Goal #1: Advance energy security in Indigenous communities facing uniquely high energy cost burdens by implementing community-scale energy efficiency retrofits, installing 70+ heat pumps across 7 partner communities, generating \$1.7M+ in lifetime cost savings and achieving 1,090+ tonnes of GHG emission reductions while training at least 3 local community members by December 31, 2024.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">• Haíłzaqv Nation• 'Namgis First Nation• Quatsino First Nation• Hupačasath First Nation• Kwakiutl First Nation• T'it'q'et First Nation• Xaxli'p First Nation	<ul style="list-style-type: none">• About 200 people were positively impacted by retrofits in their homes, primarily households in on-reserve Indigenous communities.	<ul style="list-style-type: none">• Work with communities to better understand home energy efficiency and related opportunities.	<ul style="list-style-type: none">• New community efficiency reports completed.
		<ul style="list-style-type: none">• Raise funding to improve home energy efficiency.	<ul style="list-style-type: none">• Funds raised.
		<ul style="list-style-type: none">• Manage and coordinate energy efficiency retrofits.	<ul style="list-style-type: none">• Energy efficiency retrofits installed.
		<ul style="list-style-type: none">• Train and develop local skills and capacity in the energy efficiency sector.	<ul style="list-style-type: none">• 5 trainees

Impact Pathways: On-the-Ground Projects | Relationship Building | Finance and Funding

Status: ● On Track

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">• 2 new community efficiency reports were generated in—due to the mature stage of projects.• 74 heat pumps in 2024• 2 people trained	<ul style="list-style-type: none">• Community partners convey increased awareness / knowledge of home energy opportunities in the community.• Improvements to home comfort, safety, and affordability.• Reduction in fuel shipments, GHG emissions, air pollution	<ul style="list-style-type: none">• Awareness and contemplation of home energy opportunities are immediately increased.	<ul style="list-style-type: none">• Increased ability to develop strategic vision enables the community to develop community retrofit projects.	<ul style="list-style-type: none">• Home energy retrofits advance energy security, health, and climate resilience in the community.
<ul style="list-style-type: none">• \$504,000 funds raised.• 4 community installation projects.	<ul style="list-style-type: none">• Community partners successfully access funding to make home energy efficient improvements to their housing stock.	<ul style="list-style-type: none">• Funding is applied to develop and implement home energy retrofit projects	<ul style="list-style-type: none">• Communities realize retrofit project benefits.	<ul style="list-style-type: none">• Increased resilience to extreme heat events.• Improved energy affordability/household cost savings• GHG emissions reductions.
<ul style="list-style-type: none">• 74 heat pumps in 2024.	<ul style="list-style-type: none">• Improvements to home comfort, safety, and affordability.• Reduction in fuel shipments, GHG emissions, air pollution.	<ul style="list-style-type: none">• Improved safety• Improved energy affordability / household cost savings.• Reduced GHG emissions.• Improved air quality, ventilation, and safe temperatures.	<ul style="list-style-type: none">• Increased resilience to extreme heat events.• Reduced Energy Bills - \$1.7M 2024 project lifetime cost savings.• GHG emissions reductions – 1,090 Tonnes GHG Emission reductions from the lifetime of 2023 projects.• Healthier homes.	<ul style="list-style-type: none">• Fewer extreme heat deaths.• People can better afford to live in their homes.• Climate impacts are mitigated.• People live healthier lives with fewer health problems stemming from indoor air quality or unsafe temperatures.
<ul style="list-style-type: none">• 3 people trained	<ul style="list-style-type: none">• Local people gain marketable skills and certifications.• Communities increasingly take ownership of residential EE activities.	<ul style="list-style-type: none">• Trainees begin to apply knowledge in local community projects.	<ul style="list-style-type: none">• Energy knowledge and skills are localized and deepened.	<ul style="list-style-type: none">• Trainees support community energy projects through localized knowledge.

Goal #2: Shift the policy environment from energy poverty to energy security by influencing provincial and federal energy policies through research and advocacy, producing 1 research report, conducting 5 government meetings, submitting 2 regulatory submissions, and achieving 1 policy win to support low-income households by December 31, 2024.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">PembinaCEAEfficiency CanadaKamboDSFBCFEDBCGEUMoveUPBCPRCAcornPraxisTRACVCHProvince of BCFederal governmentCCIBuilding Decarbonization AllianceZEIC/B2EBC HydroBCUCCoVCoNVVictoriaSaanichNew West	<ul style="list-style-type: none">2,000-5,000 people	<ul style="list-style-type: none">Work with communities to understand policy gaps and needs.	<ul style="list-style-type: none">Phone callsResearchStaff time and expertise
	<ul style="list-style-type: none">Up to 5 million people (Entire population of British Columbia)	<ul style="list-style-type: none">Produce timely and relevant research to inform policymakers and the public.	<ul style="list-style-type: none">ResearchWritingMentorshipDisseminating resultsStaff time and expertise

...Continued



Impact Pathways: Policy Innovation | Relationship Building

Status: On Track

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">Community partners convey increased awareness / knowledge of home energy opportunities in the community.Improvements to home comfort, safety, and affordability.Reduction in fuel shipments, GHG emissions, air pollution.	<ul style="list-style-type: none">Initial meetings and discussions with community staff.	<ul style="list-style-type: none">Greater understanding of community needs and program gaps.	<ul style="list-style-type: none">No major changes occurred.	<ul style="list-style-type: none">Better funding programs and a more respectful relationship between the community and govt/utilities.
<ul style="list-style-type: none">Utility regulation webinarTenants' rights reportRate design explainerEnergy Affordability blogPresenting at Retrofit Canada conferencePositive partner feedback and significant media interest (x4) in Tenants' Rights Report.<ul style="list-style-type: none">CBCCBC FrenchNational ObserverVancouver SunMedia interest in HEES/gas:<ul style="list-style-type: none">National Observer (1)National Observer (2)	<ul style="list-style-type: none">Research and education materials influence policy decisions and public awareness.	<ul style="list-style-type: none">Communities realize retrofit project benefits.	<ul style="list-style-type: none">Municipal and provincial "Right to cooling" legislation/bylaws (in development).Full cost coverage for heat pumps in lower-income households (nearly fully achieved in 2024).Equitable rate structure for electricity in BC (partially achieved in 2024).Direct electricity bill support (no progress).Expanded free air conditioner program summer 2024.	<ul style="list-style-type: none">Enabling public policy change that addresses barriers to energy justiceImprove energy access, affordability, and home energy retrofit resources for the households that need them most.Address climate resilience and extreme temperature risks for vulnerable households.

Goal #2: Shift the policy environment from one that holds people in energy poverty to one that enables households to realize energy security. *Continued...*

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">• Pembina• CEA• Efficiency Canada• Kambo• DSF• BCFED• BCGEU• MoveUP• BCPRC• Acorn• Praxis• TRAC• VCH• Province of BC• Federal government• CCI• Building Decarbonization Alliance• ZEIC/B2E• BC Hydro• BCUC• CoV• CoNV• Victoria• Saanich• New West	<ul style="list-style-type: none">• Up to 5 million people	<ul style="list-style-type: none">• Participate in stakeholder engagement and directly advocate to government.	<ul style="list-style-type: none">• Research• Policy formation• Writing• Validating with partners• Staff time and expertise
	<ul style="list-style-type: none">• Up to 5 million people	<ul style="list-style-type: none">• Engage in advocacy and media availability, in coalition with aligned organizations where strategic	<ul style="list-style-type: none">• Relationship building• Emails and phone calls• Joint policy-making and prioritizing• Media availability and press releases• Staff time and expertise

...Continued



OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5-YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">• HEES regulatory submission• Participation in BC Hydro Residential rate options workshops (invite-only)• BCUC rate design engagement• Meetings with minister Osborne (at Retrofit Canada) and senior staff in BC Government• Meetings with NRCan regarding design of Canada Greener Homes Affordability Program (Dean Haslip, OEE director-general)	<ul style="list-style-type: none">• Present our perspectives to government and regulatory agencies.	<ul style="list-style-type: none">• Governments are better informed in their decision-making and consider our perspectives and those of our partners.• 2 regulatory submissions• 5+ government meetings	<ul style="list-style-type: none">• Municipal and provincial “Right to cooling” legislation/bylaws (in development).• Full cost coverage for heat pumps in lower-income households (nearly fully achieved in 2024).• Equitable rate structure for electricity in BC (partially achieved in 2024).• Direct electricity bill support (no progress).• Expanded free air conditioner program summer 2024.	<ul style="list-style-type: none">• Enabling public policy change that addresses barriers to energy justice.• Improve energy access, affordability, and home energy retrofit resources for the households that need them most.• Address climate resilience and extreme temperature risks for vulnerable households.
<ul style="list-style-type: none">• Greener Homes/ Federal Budget press release• New CleanBC Energy Savings Program press release• Engagement in Indigenous Clean Energy’s Health Homes Project• Engagement in Metro Vancouver’s Zero Emissions Climate Ready Buildings Policy Roadmap• Participation in Building Decarbonization Alliance’s Expert Advisory group	<ul style="list-style-type: none">• Government responds to advocacy, creating opportunities for relationship-building and policy influence.	<ul style="list-style-type: none">• Letters and press releases gain the attention of media, policymakers, and elected officials.• 2 press releases, 1 partner report	<ul style="list-style-type: none">• New federal and provincial investments in income-qualified retrofit programs• CleanBC – Energy Savings Program• Federal Greener Homes Affordability Program (TBC).• Expanded free air conditioner program summer 2024.	<ul style="list-style-type: none">• Enabling public policy change that addresses barriers to energy justice.• Improve energy access, affordability, and home energy retrofit resources for the households that need them most.• Address climate resilience and extreme temperature risks for vulnerable households.

Goal #3: Enable households in rural communities to accelerate their transition to affordable, clean home energy systems by operating the Home Energy Savings Program (HESP), achieving at least 50 workshop participants, completing 5+ home retrofits, reaching 1,500 residents through communications, and connecting 50+ contractors to the program while serving residents of Prince Rupert and Regional District of Mount Waddington by December 31, 2024.

PARTNERS	PEOPLE REACHED	KEY ACTIVITIES	OUTPUT GOALS
<ul style="list-style-type: none">NRCanGovernments (Province of BC, Regional District of Mount Waddington [RDMW], City of Prince Rupert, City of Powell River, First Nations partners noted in Goal #1)Community organizations (Vancouver Island Regional Library, Sointula Resource Centre)Contractors, Home Performance Contractor Network (HPCN)CLEAResultVancity	<ul style="list-style-type: none">56 workshop participants80 program participants1,287 residents reached with communications through web trafficOver 6,000 Interactions with social media contentIndirectly, the 23,139 residents of Prince Rupert and the RDMW	<ul style="list-style-type: none">Partner outreach, incl. 13 First Nations and Indigenous organizations, and many community service and health organizations contacted.Meetings with partnersMedia outreach & press releaseContractor outreachCommunications consultant feedback obtained, updated communications strategy.Public outreach, incl. tabling at 4 in-person events, materials placed in community, door knocking, pamphlet mail-out, social media ads.5 educational in-person workshops55 1-on-1 phone calls with participants>750 emails to participants2 conferences attended	<ul style="list-style-type: none">Home Energy Savings Program (HESP) launchPartner & news media sharing of launch / program informationRetrofits of participant homesClose cost gaps with top up funding for low-income participantsContinued and new connections with governments and community organizationsContinued and new connections with contractorsContractor surveyImproved targeting of audience and communicationsGeographic expansionBetter understand specific barriers



A heat pump outside a home in Port McNeill, BC, within the Regional District of Mount Waddington.



Impact Pathways: Capacity Sharing | Knowledge Systems | Relationship Building

Status: ● On Track

OUTPUT PROGRESS	SHORT-TERM OUTCOME GOALS (ANNUAL)	SHORT-TERM OUTCOMES	MID-TERM OUTCOME PROGRESS (5- YEAR)	LONG-TERM OUTCOME PROGRESS (5- TO 10-YEAR)
<ul style="list-style-type: none">HESP launched March 2025Articles in newspapers (2) & newsletters (1)Workshops had 56 of participants5 of retrofits completed3 of participants accessing rebates1 household top-up13 governments & organizations connected with50 contractors connected withConnected 3 contractors to HPCNContractor survey planning initiatedExperimented with different outreach media and contentPreparatory outreach for expansion initiatedImproved understanding of mobile park and strata-specific upgrade challenges, as well as electrical infrastructure issues.	<ul style="list-style-type: none">Increased awareness of rebate and retrofit opportunities among community members.More contractors registered and available to complete upgrades.Improvements to home comfort, safety, and affordability.Reduction in energy use and GHG emissions.	<ul style="list-style-type: none">Increased awareness of rebate and retrofit opportunities among community members.Improved home health & safety.Improved energy affordability / household cost savings.Reduced GHG emissions.Improved air quality, ventilation, and safe temperatures.	<ul style="list-style-type: none">Reduced emissionsLower costsBetter thermal comfort, air quality, and safetyHealthier homes & healthier individualsIncreased resilience to extreme heat eventsHealthier environmentCommunities have	<ul style="list-style-type: none">Supporting community aspirations around place-based energy economies by providing resources, guidance, and capacity-building.Sustainable energy economies.Reduced climate impacts.Improved climate resilience.Localized energy knowledge and skills.



Michael-Anthony Lutfy is the Regional Retrofits Project Manager for the Home Energy Savings Program. He ensures grants go to where they will have the greatest impact, both for the people receiving the benefits and comfort of energy-saving upgrades as well as removing polluting energy sources from their environment and communities.



Comparing Outcomes/Outputs 2021–2024

OUTCOMES	OUTPUT	2021	2022	2023	2024
Better thermal comfort and air quality	# projects, # homes, # upgrades	77 heat pumps installed in a partner community	191 heat pump retrofits installed across 4 partner communities	86 heat pumps installed across 3 partner communities	74 heat pumps installed across 7 partner communities & regions
Healthier environment	GHG reduction (tCO2e)	5,204 tonnes of CO2eq will be eliminated over the lifetime of installed equipment	5,492 tonnes of CO2eq will be eliminated over the lifetime of installed equipment	923 tonnes of CO2eq emission reductions over the lifetime of installed equipment	1,090 tonnes of CO2eq emission reductions over the lifetime of installed equipment
Home Energy Affordability	Cost savings	\$2.3M estimated over project lifetime	\$4.9M estimated over project lifetime	\$1.7M estimated over project lifetime	\$1.7M estimated over project lifetime
Communities have increased agency	# of people with increased knowledge & skills	450 hours of employment were generated for 4 local community members	828 hours of employment were generated for 5 local community members	48 hours of employment were generated for 5 local community members, plus future employment possibilities for 3 trained and certified energy advisors	230 hours of employment were generated for 3 community members
Policymakers aligned and activated; policies/ programs adopted	# reports, submissions, media	5 (1 blog , 1 webinar , 2 media, 1 press release , 1 report)	12 (1 joint submission , 6 engagements, 1 blog , 3 media)	18 (3 reports, 4 media, 3 submissions, 5 letters, 1 event, 1 blog , 1 press release)	20 (1 research report, 1 webinar, 2 blogs, 6 earned media, 1 conference presentation, 2 regulatory submissions, 5 government meetings, 2 press releases, 1 partner report)
	# programs adopted	1 new BC Government incentive program for low- and moderate-income households that makes it easier for them to do home retrofits	2 issues addressed in the new BC Energy Minister's mandate letter	3 desired BC Government responses to our work, including new BCUC Chair, BC Budget included our recommendations, and gas furnace rebates phased out	Major achievement – BC Government created the Energy Savings Program providing full-cost support for up to 16,000 low and moderate income households across BC to receive heat pumps



The Energy team visited St’át’imc Territory, the southwestern interior region of BC, in summer 2024. They engaged the communities of T’it’q’et First Nation and Xaxli’p First Nation about the safety, comfort, and affordability of their home energy systems.



Homes with energy efficient heat pumps installed in N’amgis Nation, on Cormorant Island, BC.



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