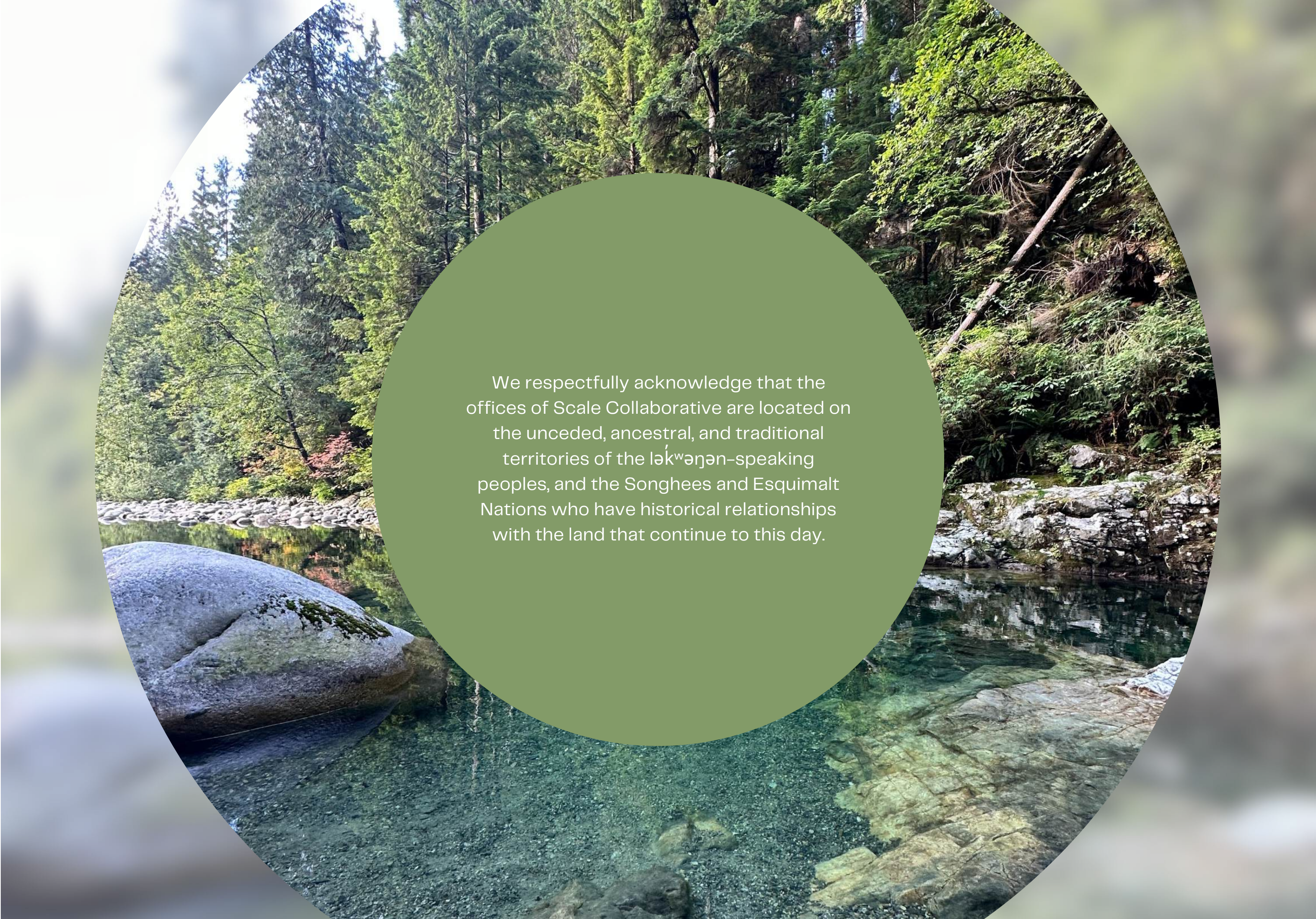




# Our Impact







We respectfully acknowledge that the offices of Scale Collaborative are located on the unceded, ancestral, and traditional territories of the ləkʷəŋən-speaking peoples, and the Songhees and Esquimalt Nations who have historical relationships with the land that continue to this day.



# Message from the Directors



## We are so pleased to share Scale Collaborative's 2024 Impact Report.

At Scale Collaborative, 2024 was a year of momentum, deepening, and evolution. We continued to grow our family of organizations and strengthen the impact sector by supporting leaders, building capacity, and shifting systems.

Our coaching and consulting work expanded across Canada. Thriving Non-Profits welcomed nine national cohorts and launched new learning offerings. Thrive Impact Fund neared its \$10M capital raise goal and welcomed ten new investees. theDock continued to grow into a thriving community hub, hosting more than 160 events. Scale Institute continued working on community wealth, launched access to capital, and expanded the catalytic capital lab.

We are proud of what's possible when we support each other and co-create change. We remain deeply grateful to our passionate team, our Board, the partners who believe in our shared vision, and the incredible organizations we work alongside. Together, we are building a thriving, connected, and abundant social change sector.

We look forward to continuing this journey in 2025, with new team members, stronger collaborations, and innovative programs and ideas that centre equity, possibility, and community.

With appreciation,

Kristi Fairholm Mader,  
Kristi Rivait  
& Lee Herrin



# Impact Highlights

about  
Scale

p.1



p.2



p.7



p.13



p.16



p.18

our team

p.22

partnerships

p.23

contact

p.24



# Scale works at the Intersection of Culture, Capacity, and Capital



## MISSION

Scale Collaborative helps organizations transform through coaching, consulting, programs, and capacity building, and creates system-level change by increasing access to resources and capital.

## VISION

Scale Collaborative envisions a thriving, connected and abundant social change sector.

## CULTURE

Supporting organizational cultures that embrace curiosity, enterprising approaches, and a shift from scarcity to abundance.

## CAPACITY

Building capacity in organizations and systems to innovate, strengthen, and expand their impact.

## CAPITAL

Removing barriers to capital and mobilizing resources that place the community at the centre of the economy.

## THE SCALE COLLABORATIVE FAMILY



# Scale Collaborative





# Scale Collaborative in Community

Scale Collaborative's work remains deeply rooted in local communities. We value strong relationships and meaningful partnerships, and we actively contribute to sector-wide conversations through events, gatherings, and leadership roles. We are committed to showcasing and supporting the work of social change organizations and to building new pathways forward. Here are just a few of the ways we contributed in 2024.



## **Ownership Matters: Community Ownership and Wealth Convening**

Scale Institute Society and Royal Roads University co-hosted a two-day event that brought together leaders from across sectors to explore how communities can collectively own and benefit from wealth-generating assets like businesses, real estate, and infrastructure. With support from the Social Sciences and Humanities Research Council and the Vancouver Foundation, the event featured national and international speakers, and offered both policy discussions and practical case studies on community wealth building, including Indigenous partnerships, social enterprise acquisition, and community-owned real estate.



## **Blended Finance Summit**

Thrive Impact Fund partnered with Spring and the Ontario Trillium Foundation to host a national, one-day event focused on mobilizing catalytic capital and strengthening Canada's social finance ecosystem. With over 80 attendees, the gathering provided a valuable opportunity for funders and social entrepreneurs to connect, share stories, and explore how blended finance is being successfully used to fund impactful community projects across the country.



# Events (CONT'D)



## Social Enterprise Conversations

Scale hosted another event in the Social Enterprise Conversations series in Powell River as part of its ongoing community-focused series highlighting the work of social enterprises in smaller communities across Vancouver Island. Co-hosted with Inclusion Powell River, the event brought together nonprofit and for-profit leaders for a candid discussion on the realities of launching and running a social enterprise.



## Revenue Diversification Workshops for Nonprofits and Charities

In 2024, our Thriving Non-Profits team delivered a series of one-hour revenue diversification workshops across Canada, both in-person and online. Designed for nonprofits and charities looking to build financial resilience and increase their impact, these sessions cover the what, why, and how of revenue diversification, offering practical strategies to develop new revenue streams that support programs, strengthen teams, and sustain long-term operations.



## Committees and Board leadership

Kristi Fairholm Mader is Board Director with the Vancouver Island Economic Alliance (VIEA). VIEA's Board of Directors comprises a cross-section of public and private representatives, drawn from across Vancouver Island, who provide a wealth of business, community, and local government experience.



## TEDx Victoria

TEDxVictoria returned on May 15, 2024, bringing together a sold-out crowd for a day filled with thought-provoking talks and meaningful conversations. Among the 12 featured speakers was Scale Collaborative's very own Kristi Rivait, who shared a powerful and deeply personal talk about how the stories we believe shape the economy, and how the nonprofit sector can help us write a better one.

Through personal stories, examples from her leadership roles, and insights gained over two decades in the sector, Kristi challenged the outdated view that nonprofits are under-resourced, peripheral players. Instead, she positioned them as essential economic drivers, contributing 8.3% of Canada's GDP and employing one in ten Canadian workers.

Kristi made the case that when nonprofits are well-resourced, they create ripple effects that strengthen communities, support equity, and help build an economy that works for more of us. She called on leaders, funders, businesses, and governments to rethink their roles and partner with nonprofits to build this new narrative.

Her message resonated with the TEDx audience and reinforced what Scale Collaborative has long believed: the nonprofit sector isn't separate from the economy, it's a crucial part of it.



# Coaching and Consulting

Scale Collaborative's consulting team is a multidisciplinary group of experienced consultants specializing in empowering nonprofits, charities, and social enterprises. The team blends deep operational experience in social enterprises across multiple sectors, including healthcare, affordable housing, education, food security, community and youth, with skills in strategic planning, business development, financial modelling, and capacity building. Scale's approach is rooted in lived experience as leaders in the impact sector, ensuring that their coaching and consulting is practical, empathetic, and forward-thinking.

54

Organizations Served

22

Coaching Engagements

32

Consulting Engagements

In 2024, Scale completed **54 projects** between Consulting (strategic plans, business planning, feasibility, financial modelling, organization and operational review, etc.) and Coaching. This represents a 25% increase from 2023.



Sports & Recreation



Economic Development



Foundations & Volunteer Promotion



Social Services



Development & Housing



Business & Professional Associations



Arts & Culture



Education



Advocacy & Policy



Food Security



Health Services & Access



Environment

## SCALE CONSULTING OFFERS A COMPREHENSIVE SUITE OF SERVICES INCLUDING:

- 1 Strategic Planning
- 2 Business Planning
- 3 Financial and Operational Strategy
- 4 Social Enterprise Development
- 5 Organization Review
- 6 Financial Modelling and Budget
- 7 Employee Engagement Survey
- 8 Impact Measurement
- 9 Marketing and Communication Strategy
- 10 Coaching & Walk-Beside Support





## Consulting Case Study: Flourish School Food Society



In 2024, Scale Collaborative partnered with Flourish School Food Society to co-develop an open-source operational manual that captures and codifies Flourish's school food program model. Designed to support knowledge transfer and replication, the manual includes practical guidance on meal planning, logistics, food literacy, and financial strategies, empowering communities across BC and beyond to implement sustainable, stigma-free school food programs.

Scale Collaborative partnered with Flourish to develop a comprehensive, user-friendly operational manual that would both codify evolving processes and enable knowledge transfer to other organizations. Our team engaged deeply with their leadership and operational teams through interviews, site visits, and facilitated knowledge transfer sessions. This collaborative approach ensured the manual authentically reflected Flourish's proven model and core values, including equity, sustainability, and community empowerment. The resulting manual covers all essential aspects of the school food program, including meal planning, procurement, delivery logistics, staff onboarding, financial strategies, and program evaluation. Particular emphasis was placed on ensuring language clarity and adaptability, making the manual accessible for diverse organizations at various stages of program development.

The new manual now serves as a cornerstone resource for Flourish's internal operations and a replicable guide for other communities aiming to establish or enhance universal, stigma-free school food programs. It provides actionable guidance across critical domains such as meal preparation, logistics, funding, and stakeholder engagement. Beyond operational use, the manual represents a scalable tool for broader social impact: it empowers other organizations to adopt sustainable models that nourish students, remove stigma, and promote healthier food environments in schools. By making the manual open-source, Flourish significantly contributed to the wider movement advocating for universal school food access, enabling communities across Canada and beyond to strengthen local food systems while supporting student well-being and learning outcomes.

The manual is freely accessible for everyone to use and implement, [download it today!](#) Exceptional graphics and design expertise were provided by the talented [Ross Whelan](#).





# Thriving Non-Profits

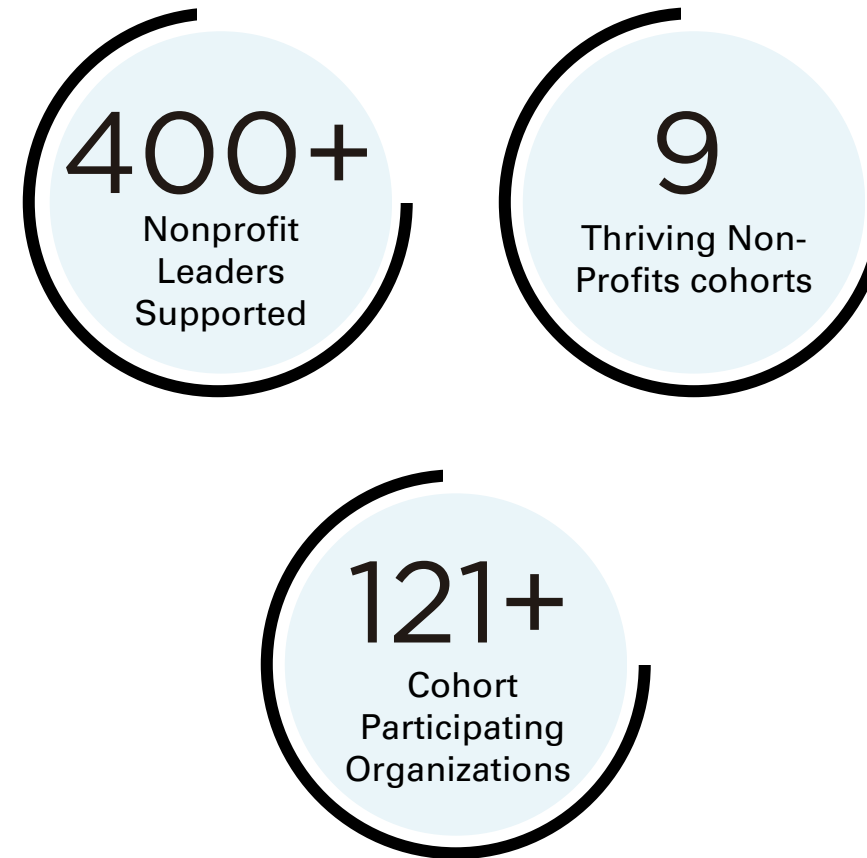


# Thriving Non-Profits

Thriving Non-Profits is Scale's transformative capacity-building program, designed to address the critical need for revenue beyond traditional grants and donations, this program gives organizations the mindset, knowledge, and strategies necessary to achieve financial sustainability and thrive in today's evolving economic and funding landscape.

In 2024, we hosted nine Thriving Non-Profits cohorts across Canada, supporting over 120 organizations and more than 400 nonprofit leaders through a combination of online learning, live sessions, and personalized coaching.

Thanks to the support of our presenting partner, Coast Capital Savings and Community Partners across Canada, bursary support was available for organizations who faced financial barriers to participation. In addition, the introduction of French-language options ensured greater accessibility for organizations.



## LEARNING ON DEMAND: THE ONLINE LEARNING HUB

Recognizing the need for flexible, accessible learning, the Thriving Non-Profits's online learning hub delivers asynchronous programming designed to meet nonprofit leaders on their schedules. In 2023, we introduced the self-paced version of our flagship Thriving Non-Profits program. Building on that success, 2024 saw the addition of two new offerings in the Learning Hub. These self-paced courses feature video lessons, interactive exercises, and downloadable resources, enabling leaders to access expert guidance whenever they need it.

## FREE COURSE: FUNDAMENTALS OF REVENUE DIVERSIFICATION

Launched in 2024, this free, one-hour course is designed to make foundational knowledge about revenue diversification easily accessible to more nonprofit organizations. By offering a concise, bite-sized overview, the course introduces key concepts, strategies, and mindset shifts needed to begin exploring alternative revenue streams. It's an ideal entry point for leaders who are new to financial sustainability work or who need a flexible, low-barrier way to build internal understanding within their teams.

## SOCIAL ENTERPRISE ACQUISITION COURSE

In 2024, we launched our Social Enterprise Acquisition Course to address the growing interest in nonprofits acquiring community businesses to generate unrestricted revenue. The course offers clear, step-by-step guidance, practical tools, and expert insights to help organizations navigate the complexities of acquiring an existing business and successfully transitioning it into a social enterprise. By embedding their impact goals within existing business models, nonprofits can develop sustainable funding streams closely aligned with their missions, providing financial resources and increased and long-term impact.



# THRIVING NON-PROFITS COACHING

Thriving Non-Profits coaching complements the coaching offered through Scale Collaborative by supporting the learning in the program and guiding participants to create and implement feasible revenue diversification strategies. Once participants have implemented their action plan, they may engage with Scale's coaching and consulting areas for deeper engagement.

In 2024, we significantly expanded our coaching platform into an accessible, bookable service open to cohort participants and the general public. Leveraging our team of experienced nonprofit coaches, this service delivers tailored, real-time guidance using a 'walk-beside' approach. Organizations can access personalized support to understand their options, foster a supportive organizational culture, and develop actionable revenue diversification plans to build long-term financial sustainability.




"Thank you to the Thriving Non-Profits team and our coach, for helping us to make the important topics from the program come to life. Being able to work through the specific theories and approaches specifically relate to our agency's circumstances has been invaluable. Thank you!!"

— Lori James, Making Changes Association.

# THE THRIVING NON-PROFITS COACHING PAGE:


## Book the right session for your needs

Four session types are available to meet your organization's needs. If you're new to Thriving Non-Profits coaching, start with an introductory session to explore what's possible and determine if your coach is the right fit to help achieve your goals.




### FREE Discovery Call

Explore your options with a complimentary discovery call, available with select coaches. Visit the booking page of your preferred coach to see if this option is offered.




### 60-Minute Introductory Session

For new coaching clients, this is the first step to explore opportunities and assess fit with your coach. Ideal for those seeking leadership guidance, strategic expertise, or support with revenue diversification.



### 60-Minute Coaching Session

Regular sessions for existing coaching clients to implement strategies, confirm action items, and advance goals. Perfect for current learners or those seeking ongoing guidance and leadership development.



### Workshops and Strategy Sessions

Customized workshops and strategy sessions tailored to your needs. Whether engaging your Board on organizational culture or seeking help with strategic planning, these sessions are designed to support your organization's growth.

[Learn More →](#)

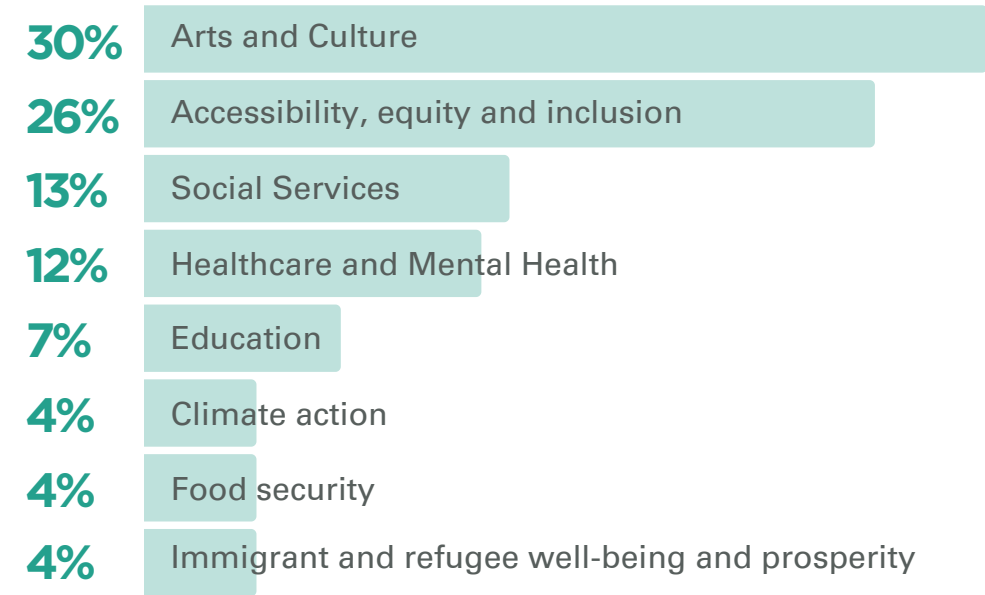
## Meet your Thriving Non-Profits coaches

Take your organization to the next level with the support of our seasoned coaches. With deep expertise in the nonprofit sector, they're ready to guide you. Explore their profiles and book your first session today.





**PARTICIPATING ORGANIZATIONS’ FOCUS AREAS IN 2024**



**REVENUE DIVERSIFICATION STRATEGIES ORGANIZATIONS ARE MOVING FORWARD\***



\*This graph represents Thriving Non-Profits program alumni up to and including 2023 who have implemented one or more revenue diversification strategies. Throughout the delivery of the program, over 50 organizations have also reported experiencing a significant culture shift.

“

The greatest benefit our organization received from the Thriving Non-Profits program was the invaluable opportunity to rethink our revenue generation strategies. Through the program, we were able to explore and implement innovative approaches, such as fee-for-service models, that have allowed us to diversify our income streams and create more sustainable, unrestricted revenue sources. This has not only increased our financial stability but also empowered us to expand our services and deepen our impact in the community.

— Cagla Azizoglu-Aslan,  
FCJ Refugee Centre





“Partnership is key to transforming the nonprofit sector. By working together, we empower organizations to achieve financial sustainability while staying true to their missions.”

— Kristi Rivait, Director Partnerships and Programs, Scale Collaborative

Thriving Non-Profits’s impact is amplified through strong partnerships with organizations who are committed to strengthening the nonprofit sector. Our partners play a crucial role in driving systems change, ensuring that nonprofits have access to the support needed to innovate and thrive.

We extend our sincere appreciation to our Presenting Partner, Coast Capital, and our Community Partners for their invaluable contributions to Thriving Non-Profits. Their support enables us to equip nonprofit leaders with the knowledge, skills, and confidence to embrace financial sustainability and build a stronger and more resilient sector for the future.

#### PRESENTING PARTNER



#### COMMUNITY PARTNERS



Conseil des Arts  
du Canada

Canada Council  
for the Arts



COMMUNITY FOUNDATION OF  
NEWFOUNDLAND AND LABRADOR



Thank you to our Thriving Non-Profits coaches and facilitators for sharing their expertise and guidance to help participating organizations build confidence and take meaningful steps toward financial sustainability: Alexia Riche, Anastasia Gaisenok, Stephanie Jacobs, Andy Telfer, Farah Nazarali, Janice Iverson, Josée Payant, Julia Grady, Kurt Archer, Leslie Dunning, Lisa Caton, Michelle Cho-Black, Susan Climie, and Yash Mehta.



## The Canadian Civil Liberties Education Trust (CCLET)



The Canadian Civil Liberties Education Trust (CCLET), the educational branch of the Canadian Civil Liberties Association (CCLA), provides essential programs on rights and freedoms in classrooms and communities across Canada. Through the Thriving Non-Profits program, CCLET recognized the value of distinct fundraising for its educational mission.

To diversify revenue, they plan to focus on three strategies. First, they will expand grant funding in the short to medium term while building a base of individual donors for long-term sustainability. Second, they will develop a fee for service program around their education work, focusing on professional development for legal and community audiences. By using the CCLA's strong brand and network across Canada, this strategy will generate income while broadening their reach to mission-aligned audiences. Lastly, they aim to maximize organizational assets, such as their connections to prominent civil liberties organizations to enhance credibility and visibility. Next steps include developing a strategy for their fee-based offerings, identifying specific services to launch in 2025, increasing collaboration across departments and Board engagement.

**"A huge thank you to the entire team at Thriving Non-Profits because this has been a profound educational experience for us, and we've really enjoyed it. Also, I want to thank the Law Foundation of Ontario because this is not something we would have done on our own. There's no way we could have done this ourselves, and having this offered as something that we could participate in and have it fully funded, and we just had to commit and make the time for it, has been really tremendous."**

— Rosemary Oliver, Director, Advancement,  
Canadian Civil Liberties Association



## Big Brothers Big Sisters of Victoria Capital Region

For Big Brothers Big Sisters of Victoria Capital Region, the Thriving Non-Profits program offered a timely opportunity to strengthen their social enterprise. For 25 years, Big Brothers Big Sisters has collected donated goods from the community, selling them to Value Village in order to fund their programs for youth in the community. However, as the organization entered a period of strategic planning, they saw an opportunity to explore new revenue opportunities.

"We were in a time of change, like many nonprofits are right now," shared Annie Taal, Social Enterprise Business Manager. "The Thriving Non-Profits program came at just the right time, giving us fresh perspectives to refine and grow."

As a Coast Capital member, the organization learned about the program through Coast Capital's scholarship, which made participation possible. "We wouldn't have been able to access this program otherwise," Annie said. "Not only was it quick and easy to apply, but it's also a great benefit, especially for nonprofits operating with tight budgets."

Through the program, Big Brothers Big Sisters strengthened its social enterprise operations, renewed its contract with Value Village, and increased community engagement, which has already boosted revenue.



**"The program taught us to think differently about revenue and risk, focusing on what we were already doing well, and building upon it for greater impact. We've already seen an increase in revenue and are on track to grow our social enterprise by 10% this year!"**

— Annie Taal, Big Brothers Big Sisters Victoria





# Thrive Impact Fund



# Thrive Impact Fund

2024 was a year of meaningful growth for Thrive Impact Fund, despite economic uncertainty across Canadian communities. Thrive made 11 investments, spanning bridge loans, flexible term loans, and revenue-based financing, across a diverse portfolio of nonprofits, social enterprises, co-ops, and Indigenous-led organizations. Investments supported impact in areas such as arts and culture, food security, affordable housing, and cleantech innovation.

This year, Thrive launched a bridge financing product to provide working capital during tight cash flow periods, an offering that continues to evolve based on feedback and testing. In parallel, Thrive supported the sector through peer circles, All Thrive community gatherings, and one-on-one coaching that nurtures connection and learning across portfolio organizations.

Thrive also played a leadership role in strengthening the social finance ecosystem, contributing to national conversations on blended and catalytic capital, supporting the design of a national loan guarantee pool, and participating in sector-building initiatives such as the Catalytic Capital Lab and the SVX Impact Index. Key partnerships with organizations like Spring, Boann Social Impact, Definity Foundation, and Ontario Trillium Foundation helped advance this work.

Thrive's impact extends beyond capital. Investees reported that Thrive helped address barriers to financing through tailored support, responsive timelines, and values-aligned relationships. With over \$8.8M raised and \$3.4M deployed to date, Thrive remains committed to closing capital gaps and enabling organizations to grow their impact with flexible, mission-aligned financing.



In addition to the impactful support the original investment has had for Kitchen Connect to offer its services and develop operational capacity, the Thrive Impact Fund has significantly supported Kitchen Connect's growth by helping refine its membership model and providing targeted coaching...Thrive's coaching streamlined helped us examine client onboarding, reduce timelines, and enhanced operational processes, such as optimizing pricing for storage and rentals and implementing off-peak usage incentives...These efforts have strengthened Kitchen Connect's capacity to support local food entrepreneurs and community initiatives sustainably.

— Laura Gair, Director, Victoria Community Food Hub Society



“Thrive Impact Fund provided crucial growth capital that enabled us to scale our impact while offering valuable mentorship and connections within the social enterprise ecosystem. The combination of financial support and expert guidance helped strengthen our business model and operational capacity.”

— Jeff Ward, Founder and Chief Executive Officer, Animikii





# Propolis Cooperative Housing Society



Propolis Cooperative Housing Society is a new nonprofit housing cooperative, with a mission to establish a network of affordable, sustainable, net-zero multifamily buildings in Kamloops, BC over the coming decades. To support the acquisition of their first property while raising a \$1.1M community bond, Propolis secured a bridge loan from Thrive Impact Fund and another impact investment partner. This crucial financing allowed them to move forward with their vision for community-led housing, culminating in the successful purchase of the building in March 2024.

At Thrive, we are a hands-on investor that provides walk-beside support and coaching to investees alongside financing. As a member of Thrive's investment portfolio, Propolis also benefited from participation in mentorship, monthly peer groups, quarterly check-ins, and investor gatherings.

In November 2024, Propolis celebrated another milestone, having a steady and successful community bond raise and fully repaying their loan to Thrive Impact Fund. Co-founder and Executive Director Lindsay Harris reflected on the journey in a conversation with Morgan Brannon, who oversees Thrive Impact Fund's Portfolio Relations.

## What role did Thrive Impact Fund play in your impact journey to this point?

*"At the time, we had raised about 50% of our community bond target, and we needed a little bit more support, and Thrive stepped in in that role with a really flexible short-term bridge loan, really met us where we were at with the project, and really filled an important gap in our financing."*

Beyond funding, Thrive provided **capacity-building support, valuable networks, and a peer support community**, strengthening Propolis as an organization.

## What can you share about the vision for Propolis in the future?

*"I think that we're really holding the vision that community-led housing can be something that makes a difference. We hope that that's going to make a huge difference here in Kamloops, but we also hope that our project is going to have ripple effects that will inspire other people in other communities, too."*

## What advice would you give to an impact organization considering taking on a loan from Thrive?

*"Well, it has been really, in some ways, very intimidating for me as someone with a background in the nonprofit sector where we're not accustomed to taking on loans in this way. It's been a huge learning curve for me, and I've been so grateful for how supportive Thrive has been in changing my mindset around what it can be for our organizations and our communities if we are willing to take the risk."*

Watch the full interview with Lindsay [here](#).

**Get to know our other investees.** [Visit our portfolio page](#) to learn more about the other impact organizations and social enterprises in our investment portfolio that are solving today's most challenging problems. Is your organization interested in a bridge loan or other financing to support a project that will make a difference? Learn about our loans and other investment options [here](#).



*"We've been able to participate in Thrive's Peer Support Network, which has been a great venue for learning and sharing with other organizations that are doing similar kinds of work and also being supported by Thrive."*



# Scale Institute Society



# Scale Institute

Building a strong social economy ecosystem through research, education and innovation.

Scale Institute is an independent nonprofit with a purpose to build a strong social economy on Vancouver Island and beyond. The Institute provides research, development, educational programming, and testing of innovative solutions. In 2024, the Institute focused on these main initiatives:

- **Community Wealth-Building:** The Institute partnered with Royal Roads to host a 2-day Ownership Matters convening focused on both policy and practice to advance community wealth and assets.
- **Access to Capital:** Nonprofits and charities face barriers to accessing capital for a multitude of reasons. In 2024, Scale Institute compiled findings from various research, including lived experience from Scale clients and Thrive Impact Fund investees to create and launch an in-depth, practical workshop series designed to equip nonprofit leaders, Board members, and social entrepreneurs with the knowledge and tools to understand and access social finance opportunities confidently.
- **Catalytic Capital Lab:** This multi-year project, funded by Ontario Trillium Foundation, and in partnership with 10C Harvest Impact, is working with 30+ social finance intermediaries across Canada to develop pilot approaches to pooled loan guarantees, operational runway and portfolio building opportunities.

## The Scale Institute Board of Directors:



**JOANNA BUCZKOWSKA-MCCUMBER**

Chair



**JOLYNN GREEN**

Vice-Chair



**KARIANN AARUP**

Treasurer



**MICHELLE CHO-BLACK**

Director



**LAUREL SABUR**

Director





# theDock: Centre for Social Impact



# theDock: Centre for Social Impact

theDock – Centre for Social Impact, Scale’s social enterprise, provides flexible, downtown coworking and office space, meeting rooms and event space for Victoria’s social impact community and beyond. With a wide range of flexible work and event space options, theDock nurtures a vibrant, inspiring community that encourages collaboration. By offering various professional development opportunities, community-building events, and other impactful programming, theDock is creating a more connected social change sector.

In 2024, theDock provided values-aligned workspace to over 65 organizations and 245 individuals, fostering a vibrant community of changemakers in Victoria. With more than 160 events hosted throughout the year, theDock continued to deepen its role as a hub for connection, collaboration, and collective impact across the region.



\*theDock’s Community Business Partnership program offers Dockmembers discounts on products and services from local businesses. Community Business Partners also support events at theDock.



“There is nowhere quite like theDock. Thrumming with ideas, remarkable people, impactful work, and grand ambitions to bring the community together. This coworking space is unlike all others in Victoria. They go above and beyond for your needs and will celebrate your ideas! Not to mention all the events they host that are open to the public. I’ve never felt so at home in a workplace!”

— Savannah Barratt, Vancouver Island Organizing Coordinator, Dogwood BC



## theDock's MEMBER ORGANIZATIONS



“People who attend events hosted by the Victoria Downtown Residents Association at theDock find the space welcoming, and theDock’s staff are always super helpful. As one of the few neighbourhood associations in Victoria that does not have a community centre, it has been incredibly helpful to have access to space at theDock for putting on community events.”

— James Davis, Executive Director, Victoria Downtown Residents Association



# Polar Engineering: A Cooler, Cleaner Future at theDock



Since joining theDock in March 2021 with an initial arrangement of three hot-desk memberships, Polar Engineering's story is one of hard work and adaptability, leading to a strong and capable organization. Under the leadership of CEO Ian Welle, the company has expanded its presence to a cluster of eight dedicated desks on the third floor. It now includes staff working remotely at other coworking spaces on the Mainland. theDock has provided the environment for operational scalability and space to conduct their many onsite and hybrid team and client meetings efficiently. This growth reflects a thoughtful, scalable approach to operations, one that allows Polar to remain nimble while supporting a growing team.

## What Polar Engineering Does

Polar Engineering is a Victoria-based consulting firm specializing in the design, engineering, and commissioning of industrial refrigeration and energy recovery systems. Their work spans sectors such as food processing, recreation facilities, hospitals, and district energy networks, designing custom, future-proof systems that dramatically reduce emissions and operating costs.

At the heart of their mission is a commitment to transforming how communities use energy. "We are changing communities by helping our clients transition away from high greenhouse gas-emitting fuels to green alternatives," says CEO Ian Welle. "These projects will often reduce our clients' total greenhouse gas (GHG) emissions by 80% or 90%." Polar achieves this by capturing and reusing waste heat inside buildings or the surrounding community, rather than ejecting it outdoors.

To illustrate the impact: a single ice arena, traditionally a high-energy user, can provide enough recovered heat to warm an entire pool complex or over 30 homes in winter. Polar's solutions reduce fossil fuel use at scale while also delivering meaningful cost savings to their clients.

Their innovative work has earned recognition from industry and government alike, including the CleanBC Champion award and the Danfoss Envioneer Award.

But beyond accolades, their greatest achievement is measurable: tonnes of carbon avoided, systems future-proofed, and communities made cleaner, more efficient, and more resilient.



## Growth and Engagement at theDock

The flexibility of our coworking environment has enabled Polar to adapt its workspace to evolving needs, facilitate more in-person collaboration, and maintain a presence that aligns with its culture of innovation. They've used our shared resources, from hosting professional headshots to various after-work social activities like their famed PolarBeers on Friday afternoons or boardgame nights.

Polar Engineering has contributed meaningfully to our community fabric. Their active participation, openness to collaboration, and alignment with theDock's values have made them an ideal fit in our ecosystem of changemakers.



# The Scale Collaborative Team



**CECILIA LUNA**

Program & Executive  
Assistant



**COLIN RICHARDS**

Community Manager,  
theDock



**ERIC BUHNE**

Community Coordinator,  
theDock



**FERNANDA MARTINEZ**

Brand and Engagement  
Coordinator



**ISABELLA BRAUN**

Impact Consultant



**JADE CHICORELLI**

Dockhand Coordinator,  
theDock



**KRISTI FAIRHOLM  
MADER**

Director, Innovation  
& Initiatives



**KRISTI RIVAIT**

Director, Partnerships  
& Programs



**LEE HERRIN**

Director, Coaching  
& Consulting



**LISA SEEL-THOMPSON**

Impact Consultant



**PIERRE WIJDENES**

Impact Consultant



**ROB FISHER**

Program Manager



**STEPHANIE JACOBS**

Program Coordinator

## ASSOCIATES



**ALEC WHEELER**

Scale Institute  
Research Assistant



**CLELIE CHEVRIER**

Administrative Associate



**ERICA MATTSON**

Impact Consultant



**JANELL LUNDGREN**

Operational Systems  
Coordinator



**MARY WOLSKE**

Impact Consultant



**SARAH ADAMS**

Impact Consultant



**SARAH DOWNEY**

Impact Consultant



# Strength in Partnerships and Collaboration

Scale Collaborative approaches collaboration intentionally to increase impact. Together, we can create, combine, and leverage capacities and resources for long-lasting, impactful change. Scale Collaborative deeply values each partnership and would like to recognize our core partners in 2024.







100-722 Cormorant Street. Victoria, BC. V8W 1P8  
(778) 265 4745



Scale Collaborative



[@scalecollaborative](#)

[admin@scalecollaborative.ca](mailto:admin@scalecollaborative.ca)

[scalecollaborative.ca](http://scalecollaborative.ca)