Foundations should have clear goals based on a substantive understanding of issues and a strong sense of what drives change. They must track whether plans deliver results. They must use intelligence to course-correct. They must focus — and persist.

But they must do all of this while making greater investments in institutions and leaders instead of projects. Above all, they must respect the strategic insights of others and learn to keep a light hand on the process and reporting buttons.

HAL HARVEY
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Introduction

The Real Estate Foundation of BC (REFBC) is a philanthropic organization that helps advance sustainable land use in BC.

Our work supports land use and real estate practices that contribute to resilient, healthy communities and natural environments through research, education, and law and policy reform across five interest areas:

- Sustainable Land Use
- Built Environment Sustainability
- Freshwater Sustainability
- Local and Sustainable Food Systems
- Professional Excellence in Real Estate

At the Real Estate Foundation of BC, we’re on a mission to transform land use attitudes and practices across these areas.

The verb in our mission statement – transform – is central to what we do. As a foundation, we exist to make change towards a more sustainable future where the needs of humans and our environment are in balance.

So, what does it mean to be a ‘changemaker’? And – more importantly – how do we go about this business of making change in a meaningful and effective way?

No organization – no matter how well funded, staffed, or connected – has the formula for change completely figured out. There are theories we can borrow from, experiences we can draw from, and educated guesses we can make. As we do more, we learn from our successes (and failures) and become more effective in matching our work to our intended outcomes.

And no organization can tackle change alone. We’re fortunate to work with community partners, Indigenous and non-Indigenous governments, academics, non-profits, and other funders who share our interests in sustainable communities and natural environments.

For a foundation, one grant maker explained, a theory of change is a powerful way to promote “accountability and transparency. It’s a way to explain why we fund what we are funding.” Applied to evaluation, it can help grant makers and grantees alike know if their work is achieving the changes they intend.

Theory of change is one tool grant makers use to help themselves and their grantees understand change, manage the change process, and assess the effects of their work.
Why theories of change and impact models?

Theories of change and impact models are recognized as valuable tools for organizations that want to make a difference, because they help to:

- Understand and identify how positive change happens; to help guide our work and priorities.
- Understand the relationship between the activities and approaches we fund, and the outcomes and impacts we’re trying to achieve in support of our vision and goals.
- Build shared understanding among our staff, Board, and partners of what we are trying to do and why.
- Focus and align our efforts, with greater transparency and intention (using common principles and vocabulary, and making implicit assumptions explicit).
- Identify how and where to measure impact, for accountability, reflection, and adaptation.
- Measure and assess progress; learn and adapt.

Theories of change help explain why we fund what we are funding. By understanding how change occurs, it helps us identify what type of activities and approaches are likely to have the greatest influence in achieving our intended goals.

When these are described and articulated as part of an impact model, we create a tool for understanding the relationships between our activities and intended outcomes (that flow from our work), and the ultimate goals we’re trying to achieve. This helps us identify how and where we will measure impact, so we can be accountable, reflective, and adaptive.

Theories of change and impact models are part of an ongoing adaptive strategic planning process. There is no one ‘perfect’ theory of change. These theories are a best guess of how to have influence now, that we would continually test, learn from, and adapt.

Our process

2015 to 2016

2017

June: impact model, theories of change.

November: impact measures, evaluation framework.

2018

March: introduce externally, test.

May: adapt measures, framework based on feedback.

2019

January: launch externally.
REFBC’s current ‘working model’ is new and we expect it to evolve as we learn, test, and make changes. It has two major components:

**Overall Impact Model**

This model illustrates the ways our team works, together with our grantees and other partners, to set criteria and priorities for our activities and funded projects that achieve outcomes leading to positive change in land use and real estate practices.

This, in turn, gets us closer to our overall vision – for healthy, resilient communities and natural environment.

**Strategic Interventions**

For each of our five interest areas, we’ve identified more specific goals, desired impacts, and strategic interventions.

The strategic interventions represent approaches we believe will be most influential in achieving the desired impacts and outcomes, based on our research, experience, and understanding of theories of change such as systems theory, social network theory, force field theory, and market transformation theory (discussed further along).
1 • Our Vision

“Our Vision

“Healthy, resilient communities and natural environments.”

That’s our vision, and it’s the goal we keep in mind for every decision we make about grants to fund, projects to begin, and working groups to join.

We also know that we can’t get there alone. We’re a small foundation, and we play a modest role in the land use and real estate communities. To make change that lasts, we need to work with partners, listen to people with experience and expertise, and to match our efforts to bigger social movements.

2 • Our Assets

When starting any major, strategic effort, it’s crucial to list all your assets. Resources – time, money, people, knowledge – are the currency of change. Accounting for these assets also helps organizations set reasonable short-term goals and make sound decisions.

As a foundation that makes grants, our most obvious asset is money. In the last few years the Real Estate Foundation of BC has granted an average of $3.5 million per year. We also have a reserve fund of around $14 million, which helps to generate investment income for our grants program and operations.

Other assets include our team (nine staff members and seven governors), who bring energy and knowledge, and do the work of building relationships, evaluating grant applications, conducting research, bringing partners together, and sharing our findings.

We’ve been making grants since 1988, so we also have experience on our side, and relationships with non-profits, project partners, First Nations, government, and industry.

Our experience and relationships help us to link partners together, leverage resources with other funders, and contribute ideas to project proposals - together we hope this strengthens project impact.

The world doesn’t change one person at a time. It changes as networks of relationships form among people who discover they share a common cause and vision of what’s possible.

This is good news for those of us intent on changing the world and creating a positive future. Rather than worry about critical mass, our work is to foster critical connections.

MARGARET WHEATLEY
3 • Activities

We use our assets – money, time, connections, experience – to carry out activities like making grants, convening working groups, communicating with partners, leading research projects, or making impact investments.

The Real Estate Foundation of BC was created in 1985 through changes to the Real Estate Services Act.

Under legislation, we’re mandated to support “real estate public and professional education, real estate law reform, real estate research and other projects intended for the public or professional good in relation to real estate activities.”

That means that we use our financial assets to fund grants and activities that include land use and real estate related areas of research, education, policy and law reform, or other projects in the public interest.

THE FOUNDATION CAN:

- Make grants to non-profits
- Lead special projects
- Make impact investments
- Convene experts and decision makers
- Communicate ideas

IN ONE OF OUR MANDATE AREAS:

- Professional development and education
- Public education
- Policy and / or law reform
- Research
- Other projects for the public good

“Related to land use and real estate in British Columbia.”
4 • Decision Frameworks

When we’re allocating our assets, we want to fund projects that incorporate strategies and approaches that are useful and influential. To help guide our funding criteria and priorities, we use frameworks and theories of change to identify which activities and approaches are likely to be most impactful.

Theories of Change

There are several models for predicting the kinds of activities that will influence social change. In our work, we’ve borrowed elements from market transformation theory, systems theory, force field theory, and social network theory (see sidebar). We draw from these in our effectiveness criteria, and in choosing strategic interventions we believe are best placed to influence change in each of our interest areas.

Effectiveness Criteria

Another framework we use in reviewing grants is referred to as our effectiveness criteria. (On our website, we call these “elements of a good project.”)

When making funding decisions, we choose projects that:

➤ Respond to significant need or opportunity
➤ Demonstrate leadership and apply new ideas or approaches
➤ Foster collaboration and partnerships
➤ Are sustainable and long-lasting
➤ Can be scaled up or replicated by another group

These criteria have been chosen from theories of change and from experience.REFBC has funded projects for more than 25 years and we’ve seen how these qualities can affect the success of a project.

Strategic Interventions

For each of our interest areas, we’ve also identified strategic interventions to help guide the specific type of work we want to prioritize our activities around (see Appendix A). These actions work towards higher level desired impacts and goals. Identifying these strategic interventions has been a big part of our work over the past year. It has helped us better articulate our interests and focus our efforts within our grants program.

Some of our strategic priorities or interventions have been informed by very in-depth research, collaboration, and theories of change (as is the case with the built environment, fresh water, and food systems) and the others have been informed at a higher level by our general knowledge, experience, and Board direction (as is the case for real estate and land use).

We believe these strategic interventions are well positioned to target action in three main outcome areas that are key to making change and getting us closer to our vision and goals:

➤ Engagement and collaboration
➤ Innovation and implementation
➤ Governance and leadership

### Theories of Change We Draw From

**MARKET TRANSFORMATION THEORY**

Different players, opportunities, and barriers at different market stages. Tailor interventions to suit the most relevant market segments and stage. (e.g. Right now we need to ‘scale up’ adoption of green building practices with incentives and training.)

**SYSTEMS THEORY**

We are part of a complex web of relationships. Influential points of leverage within a complex system can have ‘ripple effects’ on the whole. (e.g. better integrate land use and transportation.)

**FORCE FIELD THEORY**

Political, economic, social/cultural, technical, and environmental forces at play; these make certain interventions particularly effective at certain times. (e.g. sudden drought = public concern about climate change = timely opportunity for public education.)

**SOCIAL NETWORK THEORY**

Many orgs working in tandem; actions may be complementary or conflicting. Coordinating and aligning efforts is key (e.g. BC Water Funders Collaborative).
5 • Outcome Areas

So far we’ve covered what we have (our assets) and what we do (activities) and how we do it (theories of change, effectiveness criteria, strategic interventions). These fall well within our sphere of control. Our activities and how we do them generate outcomes that we believe will increase community capacity and knowledge and transform attitudes and practices in ways that lead to significant change. We think of outcomes as the ‘result’ of the work we fund: the deliverables and impacts our grantees achieve, the community benefit from an impact investment, or new policy directions stemming from our research.

These outcomes happen at different geographic scales (local, regional, provincial, national), and in three key ways:

<table>
<thead>
<tr>
<th>Engagement and collaboration</th>
<th>Innovation and implementation</th>
<th>Governance, decision making, and leadership</th>
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<tr>
<td>Networks and collaborations that facilitate coordinated action on new policies or practices.</td>
<td>Research, training, education, and pilots that support development and implementation of innovative new tools or approaches.</td>
<td>Improved land use processes and decision making.</td>
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<td>For example:</td>
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<td>» Pembina’s Thought Leaders Forum</td>
<td>» Adoption of the BC Energy Step Code</td>
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<td>Mobilized action around a shared vision and goals.</td>
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<td>Community engagement and involvement in land use governance, management, and decision making.</td>
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<td>For example:</td>
<td>» Affordable housing through New Market Fund and Small Housing models</td>
<td>For example:</td>
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<td>» Coquitlam River Watershed Roundtable’s watershed planning process</td>
<td>» REEP workshops for REALTORS</td>
<td>» Cowichan community based watershed governance pilot</td>
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<tr>
<td>Building capacity and knowledge to develop and deliver new tools and approaches.</td>
<td>» Richmond’s pilot training on building energy benchmarking for property managers</td>
<td>» Wildsight’s citizen water monitoring project</td>
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<tr>
<td>For example:</td>
<td></td>
<td>» Coquitlam River watershed plan</td>
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<td>» Watersheds 2016, 2018 forums</td>
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<td>Effective and progressive new laws, polices, and regulations.</td>
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<td>» REFBC’s Building Change report</td>
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<td>» Water Sustainability Act and regulations</td>
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<td>» BC Law Institute’s Strata Property Act law reform project</td>
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And Back to: I • Our Vision

If we’ve judged correctly, the activities and approaches we identified as most influential will lead to outcomes that bring us closer to our vision of healthy, resilient communities and natural environments supported by:

- Sustainable Land Use
- Built Environment Sustainability
- Freshwater Sustainability
- Local and Sustainable Food Systems
- Professional Excellence in Real Estate
THE PATH TO CHANGE
REAL ESTATE FOUNDATION OF BC • IMPACT MODEL

ASSETS (WHAT WE’VE GOT)
- PEOPLE
- $ MONEY
- RELATIONSHIPS
- KNOWLEDGE

ACTIVITIES (WHAT WE CAN DO)
- GRANTS
- CONVENING
- COMMS
- SPECIAL PROJECTS
- IMPACT INVESTMENTS
- REAL ESTATE + LAND USE RELATED
- PROF. DEV. / EDUCATION
- PUBLIC EDUCATION
- POLICY / LAW REFORM
- RESEARCH
- OTHER

OUTCOMES (WHAT WE WANT TO HAPPEN)

VISION (WHAT WE WORK TOWARDS)
- HEALTHY, RESILIENT COMMUNITIES & NATURAL ENVIRONMENTS
- INTEREST AREA GOALS

FRAMEWORKS (HOW WE PRIORITIZE)
- THEORIES OF CHANGE
- EFFECTIVENESS CRITERIA
- STRATEGIC INTERVENTIONS

Described on pages 6 to 11
Theory of Change: Goals, Desired Impacts, and Strategic Interventions

The Real Estate Foundation of BC is a philanthropic organization that helps advance sustainable land use in British Columbia.

**Mandate**
Real estate public and professional education, real estate law reform, real estate research, and other projects intended for the public or professional good in relation to real estate activities.

**Mission**
To transform land use attitudes and practices through innovation, stewardship, and learning.

**Vision**
To support land use and real estate practices that contribute to resilient, healthy communities and natural environments.

---

**SUSTAINABLE LAND USE**

**BIG GOAL**
Land use decisions and practices promote thriving, resilient communities and natural environments for current and future generations.

**DESIRED IMPACTS**
- Sensitive natural areas, biodiversity, and natural capital are valued, protected and conserved.
- Ecosystem and environmental health are at the forefront of planning for development and natural resource activities.
- Community-to-community engagement and collaboration, between Indigenous and non-Indigenous peoples, supports well-informed and appropriate uses of lands.

**STRATEGIC INTERVENTIONS**
1. Inform land use decision-making with assessments and benchmarking of ecosystems and environmental health, including evaluation of natural capital assets.
2. Improve understanding of natural capital and how it can support community amenities, infrastructure, ecosystem services, and values through research and education initiatives.
3. Foster new models and approaches to land use planning and policy development, including community engagement and collaboration, so that diverse interests and knowledge are reflected in land use decisions, programs, policies, codes, and designations.

---

**BUILT ENVIRONMENT SUSTAINABILITY**

**BIG GOAL**
Built environments support a high quality of life without undermining natural systems.

**DESIRED IMPACTS**
- Integrated smart growth communities - compact, complete, mixed use development and land uses with:
  1. Protected green space and natural environments
  2. Efficient infrastructure, renewable energy, natural capital, and sustainable transportation
  3. Good access to housing, amenities, jobs, and services
  4. Comfortable, well designed places and spaces
- Housing that meets the full spectrum of needs related to age, access, affordability, and livability.
- Buildings, energy systems, and infrastructure that are green, efficient, healthy, and renewable.
- Transportation systems move people and goods within communities and regions in ways that are healthy, efficient, and fair. Public transit, active transportation (walking, cycling), and road networks support equitable mobility, reduced emissions, and better health outcomes.

**STRATEGIC INTERVENTIONS**
1. Build public awareness and support for sustainable built environments.
2. Build understanding of Indigenous peoples’ interests.
3. Integrate land use and transportation planning in ways that reflect smart growth principles and achieve social, economic, and environmental benefits.
4. Support NGOs and other change agents through funding, shared research, monitoring, and collaboration.
5. Make a clear case for government funding and other investments in sustainable development (e.g. transit and active transportation, green buildings and infrastructure, affordable housing, climate action).
6. Align financial tools (fees, pricing, taxes, accounting, asset management) with sustainability objectives to reflect long-term costs and benefits.

---

**FRESHWATER SUSTAINABILITY**

**BIG GOAL**
Freshwater ecosystems in British Columbia are healthy, sustainable, and valued.

**DESIRED IMPACTS**
- All fresh waters in BC are in good health.
- The Water Sustainability Act is fully implemented, regulated, financed, and enforced.
- People, organizations and communities act with a shared stewardship ethic to ensure the health of fresh water and land.
- Communities engage in effective collective decision making and exercise authority towards strong freshwater protection.
- Freshwater protection, governance, and management are driven by progressive community leadership.

**STRATEGIC INTERVENTIONS**
1. Inform land use decision-making with assessments and benchmarking of ecosystems and environmental health, including evaluation of natural capital assets.
2. Improve understanding of natural capital and how it can support community amenities, infrastructure, ecosystem services, and values through research and education initiatives.
3. Foster new models and approaches to land use planning and policy development, including community engagement and collaboration, so that diverse interests and knowledge are reflected in land use decisions, programs, policies, codes, and designations.

---

**LOCAL AND SUSTAINABLE FOOD SYSTEMS**

**BIG GOAL**
Land is protected and enhanced to support thriving, local, sustainable food systems now and in the future.

**DESIRED IMPACTS**
- Land is protected and accessible for increasing food production.
- Decision makers, practitioners, and the public have the knowledge and capacity to support local, sustainable food systems.

**STRATEGIC INTERVENTIONS**
1. Increase land access and tenure options through tools, research, and innovative models coordinated and implemented at local and regional levels.
2. Work with all levels of governments to enhance land use policies, planning, and decision-making in ways that integrate sustainable, local food systems with broader community planning.
3. Conduct research, economic analysis, and modelling to inform decision making on agricultural and food land planning.

---

**PROFESSIONAL EXCELLENCE IN REAL ESTATE**

**BIG GOAL**
Real estate professionals and industry partners demonstrate leadership and innovation in contributing to sustainable land use and real estate practices, and improved quality of life for BC residents.

**DESIRED IMPACTS**
- Highly knowledgeable real estate professionals are equipped to serve the public interest and advise on real estate, land use, and built environment trends, laws, and standards.
- Industry leaders collaborate with researchers, planners, and policy makers to support sustainable land use and real estate practices.
- Professionals contribute to real estate and land use practices that enable resilient, healthy communities and natural environments.

**STRATEGIC INTERVENTIONS**
1. Build real estate professionals’ knowledge of sustainable land use and real estate practices.
2. Correct real estate industry organizations with other partners to collaborate and build support for sustainable land use practices amongst real estate professionals, the public, and policy makers.
3. Support real estate professionals in their role as advisors on real estate, land use, and built environment trends, laws, and standards that help foster a high quality of life and/or serve the public interest in other ways.

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Described on pages 26 to 52
Impact Assessment Framework

Based on our overall impact model and theories of change, REFBC is working to develop a framework and process to measure, evaluate, and report out on our grant-funded projects (activities, progress, and impacts). This will help us be accountable, learn from our experiences, and support strategic conversations.

Our draft evaluation framework is structured to identify indicators, measures, and methods of reporting out for three areas of our impact model:

1. Overall project activities, interest areas, funding investments
2. Desired impacts and strategic interventions
3. Outcome areas

These are the areas that REFBC and its partners have the most direct influence over in the change process, in terms of the amount of funds we contribute and leverage, the extent and type of projects and organizations we support, and the activities and impacts they achieve.

Guiding Principles

- **Doable** – Impact assessment can be challenging. We want our approach to be simple enough so as not to burden our grantees and ourselves.

- **Meaningful** – We want it to be useful – to inform our strategies, programs, and decision-making. We are seeking both quantitative and qualitative measures, recognizing that stories of impact are often as telling and powerful as numbers and data.

- **Flexible** – We want to be realistic – Impact Assessment is one of many ways to gain insight and direction. We work in five complex interest areas on projects of varied size, and we plan to adapt and customize our approach as needed.

- **Collaborative** – We want to design and implement it in collaboration with grantees and others.

- **Transparent** – We want to use it as a learning process – with results and lessons shared among grantees and partners.

In 2018, we will be testing and getting feedback on this draft framework with our grantees and other partners. This will help us to further develop, refine and adapt questions or measures which will become part of our final reporting process for grant funded projects. Insights and findings from these final reports will form the basis for higher level reports on REFBC or project activities and impacts.

We are a small grant funder (Foundation) and we want to make the biggest impact we can. We are seeking meaningful insights on the relationship between the activities and approaches we fund, and the outcomes and impacts we’re trying to achieve in support of our vision and goals. Learning from our projects’ impacts will help us make better decisions.

Impact assessment is new for REFBC. We see it as a learning process, with results shared among grantees and other partners.
A • Overall Project Activities, Interest Areas, Funding Investments

Reporting Questions/Measures [DRAFT]

1. Describe the key project objectives and results.
   Narrative summary which shares your story (usually ~250-500 words, as appropriate to the project). Include photos if appropriate.

2. Which of the Foundation’s mandate areas apply to your project?
   You may choose more than one option.
   - Research
   - Law / Policy Analysis and Reform
   - Professional Education
   - Public Education

3. Which of our interest areas does the project focus on?
   Only select the areas that apply to your project significantly. You may choose more than one option.
   - Built Environment Sustainability
   - Freshwater Sustainability
   - Local and Sustainable Food Systems
   - Sustainable Land Use
   - Professional Excellence in Real Estate

4. What were the total cash costs for the project?

5. What was the amount of the REFBC grant funding for this project?

How We’ll Use This Data

Narrative examples of the types of projects we fund.

Percentage and dollars ($) of REFBC funding dedicated to each of our mandate areas.

Number of REFBC projects (by interest area).

Percentage and dollars ($) of REFBC funding by interest area.

Extent of REFBC funding leveraged with dollars ($) from other funders to support overall project investments. (REFBC grants overall and by interest area.)
### Reporting Questions/Measures [DRAFT]

6. What is the duration of this project?

- [ ] Short term (less than 2 years)
- [ ] Multi-year (2 years or more)

7. At what scale(s) is this project primarily operating?

You may choose more than one option.

- [ ] Community / Local
- [ ] Regional / Bioregional / Watershed
- [ ] Provincial
- [ ] National

8. Please indicate in which region(s) this project operates.

You may choose more than one option.

- [ ] Cariboo & Northern BC
- [ ] Fraser Valley
- [ ] Kootenay Region
- [ ] Lower Mainland & Howe Sound
- [ ] Okanagan & Southern Interior
- [ ] Vancouver Island
- [ ] Victoria & Gulf Islands
- [ ] All regions of BC

### How We’ll Use This Data

Not reported out directly but could be used to group other responses by shorter term projects vs. multi-year projects.

Could report out # of projects and $ value for each scale and region of BC.

For other measures, responses could be grouped by geographic scale (e.g. were certain types of strategic interventions or outcomes more/less likely to happen at certain scales? What type of innovation is happening in which areas of BC? Where and at what level is engagement and collaboration happening? Did projects involving collaboration and partnerships most often happen at a community/regional scale? Other scales?)
# B • Strategic Interventions and Desired Impacts

### Reporting Questions/Measures [DRAFT]

9. How has the project directly contributed toward the Foundation’s land use and real estate mandate, and our mission to transform land use attitudes and practices through innovation, stewardship, and learning?

10. Which strategic interventions were employed by your project? (please select up to 4)
   Depending on the scope of your project, select 1-4 of the strategic interventions listed in REFBC’s Theory of Change that best reflect the most influential strategies employed in your project.
   
   Checkboxes: Theory of Change / strategic interventions

11. Which strategic intervention(s) do you think had the greatest impact? In what way? Why?

12. Which desired impacts did/will your project contribute to most significantly?
   Choose from list of REFBC desired impacts from our Theory of Change. You may choose more than one option and you made add impacts we hadn’t anticipated in our Theory of Change.

   Checkboxes: Theory of Change / desired impacts

### How We’ll Use This Data

Narrative examples of the types of how the projects we fund are contributing to our mandate and mission.

Quantitative / qualitative assessment of which strategic interventions are considered most influential in our grant funded projects. Could group by larger / multi year projects vs smaller / shorter term projects. Could also group by geographic scale.

Qualitative / anecdotal – for each of our strategic interventions, REFBC staff could identify, list, or illustrate ‘highlights’ of what was implemented and achieved through REFBC grant funding.

REFBC could show amount of our grant dollars ($) working most directly towards each of the desired impacts (and identify other ‘unanticipated’ impacts as well).

Could list or describe projects contributing towards a given impact.
B • Strategic Interventions and Desired Impacts (continued)

Reporting Questions/Measures [DRAFT]

13. Please tell a story that illustrates the most significant change (in relation to your project’s desired impacts) that your project has created/inspired. See REFBC’s desired impacts and consider a change that may be related to those impacts in any of REFBC’s five interest areas. Choose the change you feel is most significant and explain why you chose this particular change. Why is this story significant for you? Feel free to include testimonials from project participants or end users.

• What were contributing factors to the change?
• Who was involved? Where, when, how?
• Why is this significant to you? How did it influence an important outcome / impact?

14. What is a major challenge or barrier to this project’s desired impacts that you feel will need to be addressed for further progress?

How We’ll Use This Data

REFBC staff could look for themes, and capture key impacts and insights achieved through our grant funded projects.

Could share these stories for each interest area.

REFBC staff could group and capture key themes and insights for each interest area.

Could help us identify needs / gaps for future funding or to share with grantees and partners working in this area.

Helps identify system barriers. Could be a reason to collaborate with other groups to address.
C • Outcome Areas

Reporting Questions/Measures [DRAFT]

15. Please refer to your list of partners from your application. Which partner organizations were directly engaged in your project? Please include any from your original application plus any others added during the project.

How We’ll Use This Data

Could report out on the number and type of organizations/partners engaged or involved in REFBC funded projects.

Could report out for REFBC grants as a whole and/or by interest area.

Showing by total shows the extent of our projects’ reach.

Showing proportion shows the nature, diversity or ‘mix’ of groups directly engaged/collaborating through REFBC funded projects.

Showing by interest area helps us understand if there are trends or gaps in engagement by interest area.

Provides insight into engagement and collaboration outcome area.

16. Please indicate how many of your partners fit into each of the categories below.

- NGO
- Industry Groups & Associations
- First Nations
- Academic / School / Post-Secondary Education
- Local / Regional Government
- Media / Communications
- Provincial or Federal Government
### Reporting Questions/Measures [DRAFT]

<table>
<thead>
<tr>
<th></th>
<th>Reporting Questions/Measures</th>
<th>How We’ll Use This Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>17.</td>
<td>Please refer to your list of deliverables from your REFBC grant funding agreement (listed in Schedule A). List (with web-links, when available) the key project deliverables that have been achieved during the grant period for the project. These may be the same, similar or different to the grant agreement list, as appropriate.</td>
<td>This will help us understand the type, extent, and mix of activities and deliverables coming out of REFBC grant funded projects. Feedback on what type of deliverables are most impactful could offer valuable insight and direction for REFBC, our grantees, and other partners. May help us better understand how project deliverables affect change by increasing community capacity and knowledge, and/or transforming land use attitudes and practices (or through other ways identified by the grantee). REFBC can gain/share insights from this.</td>
</tr>
<tr>
<td>18.</td>
<td>Which project deliverable(s) do you think had the greatest impact? In what way and why? How did they increase community capacity and knowledge? How did they transform attitudes and practices?</td>
<td></td>
</tr>
<tr>
<td>19.</td>
<td>Please quantify how many of each type of deliverable were produced by this project. If you do not have deliverables in a category, please leave it blank.</td>
<td></td>
</tr>
</tbody>
</table>
### C • Outcome Areas (continued)

#### Reporting Questions/Measures [DRAFT]

| 20. Please list the number of *individual participants* impacted by the deliverables in this project. |
| If you do not have deliverables in a particular category, please leave it blank. |
| __________ |
| __________ |
| __________ |

| 21. Please list the number of *organizations* impacted through the deliverables in this project |
| If you do not have deliverables in any category, please leave it blank. |
| __________ |
| __________ |
| __________ |

| 22. In which region(s) do you think your project had the greatest impact? |
| You may choose more than one option. |
| Cariboo & Northern BC | Okanagan & Southern Interior |
| Fraser Valley | Vancouver Island |
| Kootenay Region | Victoria & Gulf Islands |
| Lower Mainland & Howe Sound | All regions of BC |

#### How We’ll Use This Data

- This may be challenging to track for some projects. If it can be tracked, it could be used to report out on the total number of individuals or organizations engaged in REFBC grant-funded projects. This could be broken down by interest area, mandate area, geographic scale, etc.

  *Will need to test the practicality of these measures.*

- Provides insight into engagement and collaboration outcome area.

- Proportion of REFBC funds invested in impactful work in each region of BC (could be for REFBC overall, and / or by interest area, and / or by mandate area). Areas of BC where impactful work is happening.

  Could help us understand needs, gaps, and opportunities for scaling up or sharing influential work.

- This is similar to, but slightly different from, question 8 (it may seem redundant).
## Reporting Questions/Measures [DRAFT]

<table>
<thead>
<tr>
<th>Question</th>
<th>How We’ll Use This Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>23. At which scale(s) do you think your project had the greatest impact?</td>
<td>Insight into what level the most significant impacts are happening at (could be by interest area, and/or by mandate area).</td>
</tr>
<tr>
<td>You may choose more than one option.</td>
<td>REFBC staff could look for themes, and capture ground-breaking impacts achieved through our grant projects in each of the outcome areas. Could share these stories for each interest area.</td>
</tr>
<tr>
<td>□ Community / Local</td>
<td></td>
</tr>
<tr>
<td>□ Regional / Bioregional / Watershed</td>
<td></td>
</tr>
<tr>
<td>□ Provincial</td>
<td></td>
</tr>
<tr>
<td>□ National</td>
<td></td>
</tr>
</tbody>
</table>

24. Please describe ground-breaking or influential outcomes in these areas:

- Engagement and Collaboration.
- Innovation and Implementation; and/or
- Governance, Decision Making, and Leadership.

**END OF SECTION**
## Feedback on Process

### Feedback Questions [DRAFT]

1. Do you think these questions are too much for grantees to report out on?

2. Do you have any feedback on which questions you would suggest eliminating or changing and why?

3. Do you have any suggestions for valuable questions that we are missing?

4. Approximately how long did it take you to report out on these questions/measures?

5. Compared to other final reporting forms you have filled out, how does this one compare?
   - Clarity?
   - Meaningfulness?
   - Time and effort required relative to its purpose/function/importance?

### How We’ll Use This Data

Answers will help us understand the effort needed from grantees to complete the impact assessment survey.

Answers will help us understand which questions were useful, repetitive, and/or missing.

Answers will help us understand the effort needed from grantees to complete the impact assessment survey.
<table>
<thead>
<tr>
<th>Feedback Questions [DRAFT]</th>
<th>How We’ll Use This Data</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>6. How interesting or helpful was the explanatory information provided?</strong></td>
<td></td>
</tr>
<tr>
<td>• REFBC Impact Guide</td>
<td>Answers will help us understand where grantees look for information. We’ll also learn about which communications formats work best and which formats need improvement.</td>
</tr>
<tr>
<td>• REFBC Theory of Change website information</td>
<td></td>
</tr>
<tr>
<td>• Webinar</td>
<td></td>
</tr>
<tr>
<td>• Explanatory info contained within the reporting form/questions?</td>
<td></td>
</tr>
<tr>
<td>• Any suggestions for improvements or additions?</td>
<td></td>
</tr>
</tbody>
</table>
Conclusion: Moving Forward

We see this guide as a starting point for a larger conversation about the use of impact assessment to inform and improve both the impact of grant-funded work and the Foundation as a whole. The impact assessment function will continue to evolve, and we welcome feedback to help shape that process.

“Philanthropy is about making choices, and there are many right answers. It’s easy to be overwhelmed. And it’s easy to feel that no matter what you do, no matter how thoughtful you are, your efforts are small compared to the size of the problems in the world, for philanthropy can be a confounding mixture of power and powerlessness.”

KATHERINE FULTON

Moving forward

- We’re a small grantmaker and we want to make the biggest impact that we can.
- Evaluation and impact assessment is new for REFBC.
- More information about the projects we fund will help us to make better decisions (like, what areas need more funding, stronger partnerships, which are going through change, etc.)
- We’re starting small by testing and piloting with a small group of grantees in 2018. We hope to expand with a full launch for our whole grant program by 2019.
- We hope to learn and adapt as we go, and we’re interested in any (and all) feedback grantees share with us.

Kitimat, BC / Hedy Rubin
Appendix A: REFBC Goals + Priorities

Our mission is to transform land use attitudes and practices. That’s a big mission and a wide scope. To help narrow our focus, we’ve chosen five interest areas related to land use and real estate:

- Sustainable Land Use
- Built Environment Sustainability
- Freshwater Sustainability
- Local and Sustainable Food Systems
- Professional Excellence in Real Estate

For each interest, we’ve stated a big goal, outlined desired impacts, and listed strategic interventions. In the sections following, we’ve also highlighted strategies and projects that can act as examples of these interventions.

These strategies and examples have been identified through an adaptive process – they will continued to be reviewed, informed, and adapted by knowledge and insights from past grant funded projects, ongoing research and engagement with our partners, and the findings from our impact assessment work.

<table>
<thead>
<tr>
<th>Understanding our interest areas</th>
<th>The Real Estate Foundation of BC</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Big goal:</strong></td>
<td><strong>Mandate:</strong></td>
</tr>
<tr>
<td>Our vision of a better future.</td>
<td>Real estate public and professional education, real estate law reform, real estate research, and other projects intended for the public or professional good in relation to real estate activities.</td>
</tr>
<tr>
<td><strong>Desired impacts:</strong></td>
<td><strong>Mission:</strong></td>
</tr>
<tr>
<td>Evidence and specific examples of the change we’re working towards.</td>
<td>To transform land use attitudes and practices through innovation, stewardship, and learning.</td>
</tr>
<tr>
<td><strong>Strategic interventions:</strong></td>
<td><strong>Vision:</strong></td>
</tr>
<tr>
<td>Actions we expect will lead to the change we want to see. Whenever possible, we align REFBC’s work and grantmaking to these interventions.</td>
<td>To support land use and real estate practices that contribute to resilient, healthy communities and natural environments.</td>
</tr>
</tbody>
</table>
Sustainable Land Use

Big Goal
Land use decisions and practices promote thriving, resilient communities and natural environments for current and future generations.

Desired Impacts
» The change we want to see.

- Sensitive natural areas, biodiversity, and natural capital are valued, protected and conserved.
- Ecosystem and environmental health are at the forefront of planning for development and natural resource activities.
- Community-to-community engagement and collaboration, between Indigenous and non-Indigenous peoples, supports well-informed and appropriate uses of lands.

Strategic Interventions
» We want to fund projects that...

1. Inform land use decision-making with assessments and benchmarking of ecosystems and environmental health, including evaluation of natural capital assets.
2. Improve understanding of natural capital and how it can support community amenities, infrastructure, ecosystem services, and values through research and education initiatives.
3. Foster new models and approaches to land use planning and policy development, including community engagement and collaboration, so that diverse interests and knowledge are reflected in land use decisions, programs, policies, codes, and designations.
Project Strategies + Examples

» Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #1

Inform land use decision-making with assessments and benchmarking of ecosystems and environmental health, including evaluation of natural capital assets.

» Conduct research (which may include a combination of outreach, data collection, mapping, indicators, and/or monitoring initiatives) that supports informed land use decisions.

For example:

☞ Thompson Rivers University is establishing a Centre for Ecosystem Reclamation to establish biodiversity and ecosystem baselines before mining disturbances take place, and to use them as a monitoring tool to meet ecosystem recovery benchmarks.

☞ Peace River Regional District’s Regional Groundwater and Aquifer Baseline Project helps increase understanding of regional groundwater resources and water quality, and shares that information with PRRD residents.

» Conduct research on assessing the cumulative impacts of development that informs land use decisions at local, regional, and provincial levels.

For example:

☞ The University of Northern BC Cumulative Impacts Research Consortium is developing new tools and methods for assessing and monitoring environmental, social, and health impacts of resource development across northern BC.

» Outreach to share information and provide land use planners and policy-makers with knowledge and tools to make the best decisions.

BC Tomorrow (2017 • $31,500)

Has developed an education tool to help students, teachers and residents understand the impacts of land use decisions and explore options for balancing human and ecological needs.
Project Strategies + Examples (continued)

> Grant-funded projects that demonstrate strategic interventions.

### Strategic Intervention #2

**Improve understanding of natural capital and how it can support community amenities, infrastructure, ecosystem services, and values through research and education initiatives.**

> Develop assessment tools to evaluate the potential long-term impacts of land use development options and ensure land use planners and decision-makers have as much information as possible.

For example:

- The Ministry of Community, Sport and Cultural Development piloted and offered training on a Community Lifecycle Infrastructure Costing (CLIC) Tool, which compares long term infrastructure costs of land use scenarios.

**Implement asset management systems and processes that include natural capital.**

For example:

- "Smart Prosperity is creating pilot examples, a business case, incentives, and tools for municipalities to conserve and enhance the natural capital that supports civic services (e.g. storm water management, water purification, disaster risk reduction) by increasing the use of natural capital measurement within asset management systems at the municipal level."

**Analyze and pilot land use policies and programs that integrate social, environmental, economic, and cultural objectives. For instance, programs that help municipalities to conserve and enhance the natural capital that supports civic services (e.g. water use, flood protection).**

For example:

- The David Suzuki Foundation developed innovative funding mechanisms to help municipalities protect and enhance their green spaces.

- The Windermere District Farmers Institute researched and piloted a payment for ecosystems services program (Farmland Advantage) to help offset the cost of land management interventions that enhance ecological services on farmland.
Project Strategies + Examples (continued)

Grant-funded projects that demonstrate strategic interventions.

**Strategic Intervention #3**

Foster new models and approaches to land use planning and policy development, including community engagement and collaboration, so that diverse interests and knowledge are reflected in land use decisions, programs, policies, codes, and designations.

- Ensure that professionals and the public have the appropriate knowledge to make decisions that are informed by the latest research and understanding of issues.

For example:

- SFU’s Adaptation to Climate Change Team is researching and analyzing climate change adaptation policy, implications, and resources for municipal governments and First Nations, and recommending actions to drive policy, governance, and financing for urban, coastal, and watershed resilience. This includes delivering education and outreach resources for practitioners and professional associations on responsibilities for sustainability planning.

- Build public understanding of the relationship between land use and social, environmental, economic and cultural outcomes.

For example:

- The Fair Mining Collaborative created Fair Mining Practices: A New Mining Code for BC to support community education on land use and mining policies.

- Support innovative processes to ensure/enable community engagement in determining the future uses of lands and natural resources (particularly in Indigenous territories which may be under-served or under-represented).

For example:

- Yellowstone to Yukon (Y2Y) has worked with groups in the Peace Region to consider treaty rights and values in the context of cumulative effects from resource industries. A First Nations led working group engaged community members and partners to develop a cumulative effects framework for the Murray River watershed.

- Sierra Club of BC Foundation (2017 • $90,000) is working with residents to map endangered rainforest ecosystems and conservation values on South Vancouver Island. These maps will inform regional planning, support First Nations-led land use planning, facilitate financing options, and strengthen a shared conservation vision.
Sustainable Land Use

Project Strategies + Examples (continued)

Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #4

Build understanding of Indigenous peoples’ interests.

- Convene dialogue and capacity building to facilitate Indigenous leadership and governance in defining priorities and interests, and building their interests and perspectives into policies, plans, and programs affecting land, buildings, and infrastructure.

For example:

- The Tahltan Band Council is coordinating a series of community meetings and an outreach strategy to develop, review, share, and ratify a community-created Land Code. The code will be developed and supported by a working group that includes elders, youth, local and off-reserve citizens.

- Research and engagement that enables better understanding of Indigenous issues and interests in relation to sustainable land use.

For example:

- The David Suzuki Foundation is working with First Nations communities on Indigenous land stewardship initiatives such as Tribal Parks and Indigenous Protected Areas. To help communities navigate these complex initiatives, they are documenting and profiling the work of First Nations communities who are leading on these types of initiatives. DSF is also leading on policy and technical tools, government relations, and public communication.

- In partnership with Indigenous community leaders and journalists at the National Observer, the Canadian Centre for Investigative Journalism will produce a series of stories and a short documentary on First Nations rights and title, which will help build public understanding of Indigenous traditions and interests in land use decision-making in British Columbia.
**Built Environment Sustainability**

**Big Goal**
Built environments support a high quality of life without undermining natural systems.

**Desired Impacts**
» The change we want to see.

- Integrated smart growth communities - compact, complete, mixed use development and land uses with:
  - Protected green space and natural environments
  - Efficient infrastructure, renewable energy, natural capital, and sustainable transportation
  - Good access to housing, amenities, jobs, and services
  - Comfortable, well-designed places and spaces
- Housing that meets the full spectrum of needs related to age, access, affordability, and livability.
- Buildings, energy systems, and infrastructure that are green, efficient, healthy, and renewable.
- Transportation systems move people and goods within communities and regions in ways that are healthy, efficient, and fair. Public transit, active transportation (walking, cycling), and road networks support equitable mobility, reduced emissions, and better health outcomes.

**Strategic Interventions**
» We want to fund projects that...

1. Build public awareness and support for sustainable built environments.
2. Build understanding of Indigenous peoples’ interests.
3. Integrate land use and transportation planning in ways that reflect smart growth principles and achieve social, economic, and environmental benefits.
4. Support NGOs and other change agents through funding, shared research, monitoring, and collaboration.
5. Make a clear case for government funding and other investments in sustainable development (e.g. transit and active transportation, green buildings and infrastructure, affordable housing, climate action).
6. Align financial tools (fees, pricing, taxes, accounting, asset management) with sustainability objectives to reflect long-term costs and benefits.
**Project Strategies + Examples**

» Grant-funded projects that demonstrate strategic interventions.

---

### Strategic Intervention #1

**Build public awareness and support for sustainable built environments.**

Many green practices have been proven locally, nationally, and/or internationally but have yet to reach the mainstream in BC. To scale them up, innovative or leading practices need to become commonplace. This requires public, industry, and non-partisan political support for new policies and practices.

The public needs to see that sustainable practices align (rather than conflict) with their values. Recent REFBC public opinion research shows opportunities and challenges in this area. There is strong alignment between many public views and sustainability goals but also conflicting views and values. Building public awareness and support for a sustainable built environment is a major effort that cannot be done by a single organization.

» Support policy change and implementation by creating understanding and connecting community values with built environment sustainability goals through coordinated communications, education, and engagement strategies.

For example:

- The **Collaborative for Advanced Landscape Planning** at UBC worked with Metro Vancouver to develop the **Community Energy Explorer**, an interactive, online resource to increase understanding of community energy issues and options. Through outreach and focus groups, the team created educational materials, mapping functions, storylines, scenarios, and resources that give municipal staff, local politicians, their constituents, and non-energy practitioners a platform to engage on energy concepts and strategies for a more local, renewable, low-carbon energy future.

» Create collaborative partnerships that draw on non-partisan coalitions of NGOs, government, business, and/or university groups to implement strategic actions and track progress across and within sectors.

For example:

- The **Smart Growth Task Force** brought a variety of stakeholders together to make recommendations on ways to integrate land use and transportation planning.

» Coordinate initiatives that radically improve market penetration of green retrofits.

For example:

- The **Canada Green Building Council** is working with existing building owners, operators, and trades to accelerate BC’s building retrofit economy through energy benchmarking, training and education, policy drivers, and financial instruments.
Built Environment Sustainability

Project Strategies + Examples (continued)

» Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #2

Build understanding of Indigenous peoples’ interests.

Recent legal recognition of rights and title, the signing of significant modern-day treaties, and a new vision of renewal and reconciliation put forward by the Truth and Reconciliation Commission put us at an important historical crossroads for building increased understanding of and engagement with Indigenous communities.

Approaches that build on and consider traditional values, laws, and customs provide an important foundation for collaborative and respectful governance, policy, and programs. Current capacity challenges identified by Indigenous-led organizations include funding, training, staffing, human resources, technical expertise, time, and government relationships. Further research is needed to understand issues and needs, and to collaborate effectively and respectfully towards systemic change.

There is strong alignment between Indigenous traditions and sustainability that offers a good foundation for moving forward.

» Lead research and engagement that enables better understanding of Indigenous issues and interests in relation to land use and the built environment, particularly Indigenous-led initiatives and partnerships.

For example:

» The Okanagan Nation Alliance is working with local governments across the Syilx territory to undertake a flood risk assessment for the Okanagan Basin. Depending on outcomes of the first year of work, ONA may pursue funding and resources to support and coordinating a flood risk mitigation strategy for priority areas within their territory.

» Convene dialogue and capacity building to facilitate Indigenous leadership and governance in defining priorities and interests, and building their interests and perspectives into policies, plans, and programs affecting land, buildings, and infrastructure.

For example:

» UBC’s School of Community and Regional Planning has developed an Indigenous Community Planning program to address the need for planners with practical knowledge of Indigenous priorities, worldviews, governance systems, and ways of planning.

District of Fort St. James (2016 • $20,000)
Created a Housing Task Force, which worked to create a housing action plan that meets the needs of people in Fort St. James and Nak’azdli First Nation.
Project Strategies + Examples (continued)

» Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #2 (continued)

- Establish initiatives which champion and support Indigenous-led pilot projects, peer learning, community-to-community cross-learning, and sharing of new and traditional knowledge.

For example:

- Fraser Basin Council is facilitating a province-wide network of First Nations communities and agencies working to reduce energy use in housing and community buildings through peer learning opportunities, one-on-one support and training, interagency coordination, and an energy use study.

- Establish initiatives which facilitate government-to-government relations, collaboration, and co-governance among Indigenous and non-Indigenous communities in areas relevant to land, buildings, and infrastructure.

For example:

- The Aboriginal Housing Management Association is working in partnership with BC Housing, the BC Non-Profit Housing Association, and the Aboriginal Housing Society of Prince George to design, develop, pilot, and launch a housing portfolio planning tool to support off-reserve Aboriginal non-profit housing providers in assessing and making decisions on the financial viability, planning, and renewal of aging housing stock.
Strategic Intervention #3

Integrate land use and transportation planning in ways that reflect smart growth principles and achieve social, economic, and environmental benefits.

Land use and transportation, taken together, have a strong impact on GHG emissions, energy use, and quality of life. Compact communities – with homes, workplaces, and services closer together – can reduce per capita GHG emissions and achieve other co-benefits such as reduced commute times, better health, community vitality, and quality of life.

Barriers to regional coordination have contributed to conflicting transportation and land use policies and investments, leapfrog development, sprawl, and inefficient development patterns. A clear role for regional planning with the authority to act would support greater regional alignment with sustainable development patterns.

> Support or develop policy or program initiatives that strengthen regional planning and better integrate transportation and land use planning.

- Mechanisms that enable multi-interest negotiations within regions coordinated at the provincial, regional, and local levels; mechanisms to share costs and benefits of development across jurisdictions; support for transit-oriented and location-efficient development; reforms to the Local Government Act or other related legislative changes.

- The Regional District of Kitimat-Stikine is working with the UBC School of Community and Regional Planning to analyze transportation and accessibility conditions in the widely scattered Gitxsan, Wet’suwet’en and Hazelton communities of the Upper Skeena, and offer recommendations to enable improved and safe access to economic and educational opportunities, jobs, medical care, banking, and other essential services.

> Coordinate collaborative initiatives that renew momentum on smart growth and communicate the value of compact, connected development.

- In partnership with Metro Vancouver and BC Housing, AHEAD is examining policy mechanisms that can be used to preserve and expand affordable housing along transit-oriented development areas.

> Produce research, policy, pilots, and programs that align local government enabling mechanisms and areas of authority with sustainability objectives and smart growth principles.

- The City of Kelowna is piloting a target-based approach to area planning in the Capri Landmark area that will guide development and growth towards urban infill and containment while meeting community goals for healthy, vibrant, livable urban centres.
Built Environment Sustainability

Project Strategies + Examples (continued)

Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #3 (continued)

- Lead initiatives that help increase market penetration of medium density, small-scale, and affordable housing forms in keeping with comfortable community character.

For example:

Small Housing BC is working with municipalities across BC to review small housing typologies as well as policy and zoning instruments to support small homes. The project includes outreach to industry and consumers to better understand local barriers and opportunities for small housing development as well as consumer preferences towards small housing typologies.

Strategic Intervention #4

Support NGOs and other change agents through funding, shared research, monitoring, and collaboration.

NGOs are important change agents but struggle with some key issues: funders’ focus on project funding (vs. core funding), the presence of many organizations with similar (sometimes overlapping) but uncoordinated mandates, and a lack of coherent information among the public, decision makers, and professionals.

- Initiate multi-year programs with clear strategic goals and targets, which provide ongoing support for built environment sustainability in BC.

For example:

Pembina is collaborating with industry, utilities, Indigenous communities, NGOs, experts, media, and all levels of government around a shared vision for climate action. Strategic research, analysis, program development, and communications on climate action solutions are focused on reducing emissions from BC’s building sector by 80% by 2050, and reducing climate and water impacts of oil and gas development.

Convene collaborative partnership initiatives that coordinate and draw on non-partisan coalitions of NGOs, government, business, and/or university groups to implement strategic actions and track progress across and within built environment sectors.

For example:

Through Moving in a Livable Region, the SFU Centre for Dialogue brought business, labour, health and civil society together to better understand the role transportation plays in land-use decision-making, health, economics and quality of life for Metro Vancouver residents. The project included education and outreach to advance a viable framework for transportation funding, governance, and planning in the region.
Project Strategies + Examples (continued)

» Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #5

Make a clear case for government funding and other investments in sustainable development (e.g. transit and active transportation, green buildings and infrastructure, affordable housing, climate action).

Research indicates in key areas, built environment sustainability is dependent on increased levels of senior government funding. Private and non-profit investments can also be stimulated where a clear case can be made for new approaches. Funding and investments benefit communities and can reduce public costs in other areas.

For example, investments in active transportation lead to better health and lower health care costs, and access to affordable housing close to jobs supports economic prosperity and reduces homelessness.

» Clearly communicate and document the costs and co-benefits of sustainable development to support decision making among senior government, and the private and non-profit sectors.

For example:

❖ UBC’s Health and Community Design Lab is working with land use decision-makers to research the effects of transportation investments, development decisions, and walkable built environments on health outcomes and healthcare costs.

❖ SFU Centre for Dialogue worked with Clean Energy Canada to research the costs of congestion in Metro Vancouver under different land use and transportation planning scenarios.

❖ Renewable Cities at the SFU Centre for Dialogue is collaborating with NGOs, universities, government organizations, and utilities to demonstrate how GHGs can be reduced through smart growth strategies and integrated land use and transportation planning.

» Develop research and tools that integrate the full long-term social, economic, and environmental costs/benefits of development and infrastructure choices, and associated funding and investments.

For example:

❖ The City of Richmond is working with government, utilities, NGOs, and industry to develop a building energy benchmarking program that includes sample bylaws, training materials and reporting templates. Benchmarking tools will help building owners, governments, and the public to better understand how buildings use energy. With this knowledge, they can make smarter and more costs-effective improvements and programs that better manage energy and reduce pollution.

❖ Ministry of Community, Sport and Cultural Development’s Community Lifecycle Infrastructure Costing (CLIC) Tool.
Project Strategies + Examples (continued)

Strategic Intervention #5 (continued)

- Institute programs, policies, and tools that help guide and prioritize senior government infrastructure funding and criteria around sustainability objectives and other co-benefits.

For example:

- As part of the regional flood management strategy for the Lower Mainland, the Fraser Basin Council is working with local, provincial and federal governments, First Nations, ENGOs, other stakeholders and the public to integrate environmental values into flood mitigation strategies for the Lower Mainland.

- BCNPHA supported implementation of the 2017 Metro Vancouver Homeless Count, including new methods, analysis, and policy briefs for 2017. Findings are used to inform policy and planning decisions related to land use and housing development, capital funding allocations, and the built form required to meet the needs of specific population groups.

Strategic Intervention #6

Align financial tools (fees, pricing, taxes, accounting, asset management) with sustainability objectives to reflect long-term costs and benefits.

Financial considerations are powerful shapers of behavior. Individuals and organizations often make financial choices to minimize costs or maximize profit. Fiscal policy reform that accounts for long-term environmental, social, and economic prosperity can help reshape behaviour in a market system towards desired values and outcomes.

For example:

- The New Commons Development project team is working in partnership with local non-profits, co-operatives, and municipalities to develop affordable housing and non-profit or community-owned real estate projects. This innovative new model of affordable housing development differs from usual approaches to development of community housing assets because it brings front-end capital to projects through impact investment funds, combined with education, training, policy coordination, risk management, and development expertise.
Project Strategies + Examples (continued)

Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #6 (continued)

- Develop research, policy, pilots, and program initiatives that demonstrate the viability and value of re-investing fees or taxes generated through market mechanisms into related areas of built environment sustainability.

  For example:

  - Community Social Planning Council of Greater Victoria worked on innovations in community investment to support the development of community real estate assets.

- Create initiatives that help embed life-cycle accounting and eco-asset management practices into development planning to ensure long term social, ecological, and economic costs and benefits are integrated into decision making.

  For example:

  - Through Salmon-Safe BC, the Fraser Basin Council is scaling up a voluntary peer-reviewed certification and accreditation program that links site development and land management practices with the protection of agricultural and urban watersheds. The certification process takes a holistic approach to site assessment that addresses potential and existing water quality and habitat impacts from stormwater runoff, pesticides and chemical use, sediment generated from site design, construction, or ongoing operations.
**Freshwater Sustainability**

**Big Goal**
Freshwater ecosystems in British Columbia are healthy, sustainable, and valued.

**Desired Impacts**
» The change we want to see.

- All fresh waters in BC are in good health.
- The *Water Sustainability Act* is fully implemented, regulated, financed, and enforced.
- People, organizations and communities act with a shared stewardship ethic to ensure the health of fresh water and land.
- Communities engage in effective collective decision making and exercise authority towards strong freshwater protection.
- Freshwater protection, governance, and management are driven by progressive community leadership.

**Strategic Interventions**
» We want to fund projects that...

1. Revitalize freshwater policies, implement policy tools, and build community capacity for watershed management, planning, and governance.
2. Pool and expand freshwater knowledge through coordinated, robust, and credible community-based monitoring and reporting.
3. Build the freshwater movement through education and public engagement.
Freshwater Sustainability

Project Strategies + Examples

» Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #1

Revitalize freshwater policies, implement policy tools, and build community capacity for watershed management, planning, and governance.

Fresh water sustains us. All of us - governments, NGOs, funders, and citizens - share a responsibility to protect and conserve our fresh water for future generations. Water is central to ecological health and supports our communities and economies. Land use and real estate practices have significant impacts on the quality and supply of fresh water.

British Columbia is not immune to water scarcity, contamination, and associated impacts on ecological integrity. In response to these challenges, local governments and First Nations are taking a leadership role in identifying new solutions and approaches to watershed governance that can meaningfully integrate local knowledge with decision-making.

At the same time, the provincial government has introduced the new Water Sustainability Act, the first major reform to BC’s water laws in over a century. Implementation of the Act is expected to roll out over the next five years and will provide unique opportunities for communities to engage in watershed governance.

Successful outcomes depend on meaningful engagement with First Nations as co-leaders and active partners in new and emerging watershed governance initiatives.

» Develop and implement local policy, plans and regulatory tools to support innovative forms of freshwater protection relevant to land use decision making and watershed planning (groundwater, environmental flows, reporting and monitoring, water objectives, governance, and planning).

For example:

➤ The City of Coquitlam’s Lower Coquitlam River Watershed Plan.

➤ The Cowichan Watershed Society led a water governance pilot project to test capacity for local responsibility and accountability under a new Water Sustainability Act.

➤ The Mount Arrowsmith Biosphere Region Research Institute is working with the Regional District of Nanaimo on a wetland mapping and monitoring project across seven water regions, quantifying their relationship to groundwater recharge. Findings will inform a wetlands and groundwater action plan and policy recommendations.

Skeena Watershed Conservation Coalition (2017 • $18,875)
Collaborated with residents, community groups, and local First Nations to develop a revitalization strategy for the Skeena watershed.
Freshwater Sustainability

Project Strategies + Examples (continued)

» Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #1 (continued)

» Develop and support initiatives that build capacity and investments needed to pilot and scale-up collaborative community-based watershed management, planning, and governance.

For example:

» **POLIS** is helping to develop, pilot, and test innovative new watershed governance models and collaborative community-based governance initiatives through research, regulatory reform, capacity building, and engagement on water governance and implementation of the *Water Sustainability Act*.

» The **Sustainable Funding for Watershed Governance Task Force** is supporting *pilot projects* to test funding mechanisms (taxes, levies, social finance, etc.) as sustainable funding sources for collaborative watershed governance.

» **Cowichan Watershed Board** completed an ecosystem-based conservation plan for the Koksilah watershed and incorporated those findings into land use decision-making.

Strategic Intervention #2

**Pool and expand freshwater knowledge through coordinated, robust, and credible community-based monitoring and reporting.**

There is growing appetite to address opportunities and gaps in water quality and quantity monitoring and reporting in BC. Groups from many sectors recognize its key role in effective planning and decision-making. With the implementation of the *Water Sustainability Act* and other freshwater initiatives across BC, there are timely opportunities to develop a shared vision for effective water monitoring and reporting, identify challenges and opportunities at local, regional, provincial and national levels, and develop collaborative responses.

Community-based initiatives and regional hubs create opportunities to engage community members in the process of collecting data and monitoring the health of freshwater systems. This builds capacity and understanding of the relationship between land use and freshwater health (quality and supply), and contributes to land use decisions that support healthy freshwater ecosystems.

» Build capacity for coordinated, accessible, and credible water monitoring and reporting initiatives that use scientific, traditional, and local knowledge to monitor, assess, and report on freshwater health and integrate findings into land use decision making.

For example:

» *‘State of the watershed’ assessments* and innovative monitoring programs for assessing water quality and supply (e.g. blue-green algae occurrence, groundwater availability, natural resource extraction impacts; floodplain mapping, and holistic watershed-based management approaches).

» **Wildsight’s Citizen Science Series.**

» **Living Lakes Canada’s Water Data Hub dialogue** for a Columbia Basin water monitoring framework.
### Strategic Intervention #3

**Build the freshwater movement through education and public engagement.**

Strengthening the capacity of Indigenous and non-Indigenous community-based organizations to increase public awareness, understanding, and engagement around water and land use issues will help ensure the *Water Sustainability Act* and related regulations, governance and planning are implemented in ways that reflect community interests at a local watershed scale.

- Organize grassroots capacity building and training to keep water on the agenda of various levels of government and communities through communications and engagement.
  
  For example:
  
  - **Canadian Freshwater Alliance’s Keeping Water on the Agenda project** to galvanize public support for freshwater protection.

- Engage communities in assessing lake, river, wetland, and aquifer health and utilizing freshwater goals, priorities, values, and principles that reflect Indigenous values in watershed protection.
  
  For example:
  
  - **The Okanagan Nation Alliance** has used Indigenous (Syilx) knowledge and practices to inform community watershed management plans.

- Operate experiential educational programs that foster leadership and water stewardship through designing and implementing community action projects.
  
  For example:
  
  - **Rivershed Society of BC’s watershed solutions project.**
Freshwater Sustainability

Project Strategies + Examples (continued)

» Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #4

Support Indigenous communities’ capacity for freshwater management, planning, and governance.

Recent legal recognition of rights and title, the signing of significant modern-day treaties, and a new vision of renewal and reconciliation put forward by the Truth and Reconciliation Commission put us at an important historical crossroads for building increased understanding of and engagement with Indigenous communities.

Approaches that build on and consider traditional values, laws, and customs provide an important foundation for collaborative and respectful governance, policy, and programs. Current capacity challenges identified by Indigenous-led organizations include funding, training, staffing, human resources, technical expertise, time, and government relationships. Further research is needed to understand issues and needs, and to collaborate effectively and respectfully towards systemic change. There is strong alignment between Indigenous traditions and sustainability that offers a good foundation for moving forward

Foster opportunities with Indigenous communities and organizations to advance their interests in watershed management and governance in their traditional territories and titled lands, and address capacity needs (human, technological, financial) in emerging water/watershed related planning and governance issues.

For example:

☞ First Nations Fisheries Council is leading on Water for Fish, a program to support water governance and stewardship amongst BC First Nations.

☞ Centre for Indigenous Environmental Resources partnered with POLIS to release Collaborative Consent and Water in British Columbia, a report on Indigenous watershed initiatives and co-governance arrangements.

☞ Using Syilx knowledge and methods, the Okanagan Nation Alliance is now piloting and incorporating the methodology and associated governance practices into the Kettle River Watershed Management Plan implementation process.

☞ The University of Victoria’s Environmental Law Centre conducted research on Indigenous and colonial water laws in the Similkameen, Cowichan, and Nemiah watersheds.
Local and Sustainable Food Systems

Big Goal
Land is protected and enhanced to support thriving, local, sustainable food systems now and in the future.

Desired Impacts
The change we want to see.

- Land is protected and accessible for increasing food production.
- Decision makers, practitioners, and the public have the knowledge and capacity to support local, sustainable food systems.

Strategic Interventions
We want to fund projects that...

1. Increase land access and tenure options through tools, research, and innovative models coordinated and implemented at local and regional levels.
2. Work with all levels of governments to enhance land use policies, planning, and decision-making in ways that integrate sustainable, local food systems with broader community planning.
3. Conduct research, economic analysis, and modelling to inform decision making on agricultural and food land planning.
Local and Sustainable Food Systems

Project Strategies + Examples

Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #1

Increase land access and tenure options through tools, research, and innovative models coordinated and implemented at local and regional levels.

BC communities are facing challenges – such as climate change, rising oil prices, and development pressure on agricultural land – which affect food security. There are a growing number of initiatives across British Columbia that address these challenges by helping create more local and sustainable food systems.

Increasing development pressures on limited farmland – such as non-farm use, speculation/rising costs of farmland, an aging farming demographic, and climate change are some of the key issues that need to be addressed.

It is important that food-producing land not only remains protected, but that it is accessible to farmers and remains actively farmed.

(See: “Farmland Access in BC” research report, UBC.)

Develop tools, research, and models to increase land access and tenure options, coordinated and implemented at local and regional levels. For instance, land linking programs, developing food lands trusts, development of regulations to support small farm co-housing developments.

For example:


Foodlands Cooperative of BC is creating a cooperative land trust for BC (starting with a pilot at Ceres Circle Farm, near Kelowna), designing a community governance plan, and developing resources (templates, plans, governance models) to support other farms in entering into trust, with a goal of having 10-12 properties engaged along the trust spectrum by project end.

Deer Crossing The Art Farm released The Smart Farm Project, a review of policy and regulatory options for creating affordable housing near farmland.
Local and Sustainable Food Systems

Project Strategies + Examples (continued)

➤ Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #2

Work with all levels of governments to enhance land use policies, planning, and decision-making in ways that integrate sustainable, local food systems with broader community planning.

Local and regional government are key players in food systems and are using food systems thinking to bring diverse players together to create food systems change.

There is a strong case and important role for local governments and community organizations in advancing local food system sustainability, but they require capacity and coordination support, and new models and organizational arrangements (Municipal Food Policy Entrepreneurs Guide).

Over the past 10-15 years, many regional and municipal governments have adopted Agricultural Plans, food strategies and associated goals. However, action stalls because of a gap between high level adoption and on-the-ground implementation. Initiatives lack teeth, resources, coordination and clarity on roles and responsibilities.

➤ Lead taskforces and other collaborative initiatives that implement actions that create a more sustainable food system - such as research and development of policy recommendations on the farm tax system, incentives to increase production, and limitation of non-farm ownership of agricultural land, as well as piloting approaches that recognize the role of ecological goods and services.

For example:

(od BC Food Systems Network - Finding Common Ground through Collective Impact.

(od Lil’wat Nation is developing a framework and pilot project for Payments for Ecosystem Services (PES) to support of food security for the Lilwat Nation that will specifically incorporate Indigenous perspectives and priorities.

➤ Participate in initiatives led by regional food policy councils that integrate local and sustainable food systems into land use planning and urban design.

For example:

(od The Central Kootenay Food Policy Council is developing and implementing a coordinated regional food systems strategy.

(od The Whistler Centre for Sustainability is helping convene, engage, and support food-related stakeholder groups in the Squamish Lilooet region to implement actions that promote farmland protection, local food production, distribution and consumption within the Squamish Lilooet sub-region of the Southwest BC Bioregion.
Local and Sustainable Food Systems

Project Examples (continued)

⇒ Grant-funded projects that demonstrate strategic interventions.

⇒ Develop foodland policies and agricultural plans, including climate change adaptation strategies, resource mapping, zoning, and bylaws.

⇒ The Delta Farmer’s Institute led a communications and public engagement project to strengthen understanding of local agriculture and climate change issues in Delta.

⇒ The Institute for Sustainable Food Systems at Kwantlen Polytechnic University researched and developed a searchable, online database of municipal food system policies in BC to help local governments, planners, and other interested individuals and organizations easily cross-reference emerging new municipal food system policies on everything from urban farm business licences to agricultural zoning.

⇒ Conduct research, economic analysis, and modelling to inform decision making on agricultural and food land planning.

⇒ Facilitate pilots to develop and implement bioregional food system approaches.

For example:

⇒ The Institute for Sustainable Food Systems at Kwantlen Polytechnic University undertook Southwest BC bioregional food system modelling, tools and policy work, and is now applying it to two new jurisdictions: the Okanagan and the Township of Langley. In the process, they will improve the model for easier use, add new parameters (e.g. water use, production methods), and scale up its use and application across the province.
Desired Impacts

» The change we want to see.

- Highly knowledgeable real estate professionals are equipped to serve the public interest and advise on real estate, land use, and built environment trends, laws, and standards.

- Industry leaders collaborate with researchers, planners, and policy makers to support sustainable land use and real estate practices.

- Professionals contribute to real estate and land use practices that enable resilient, healthy communities and natural environments.

Strategic Interventions

» We want to fund projects that...

1. Build real estate professionals’ knowledge of sustainable land use and real estate practices.

2. Connect real estate industry organizations with other partners to collaborate and build support for sustainable land use practices amongst real estate professionals, the public, and policy makers.

3. Support real estate professionals in their role as advisors on real estate, land use, and built environment trends, laws, and standards that help foster a high quality of life and/or serve the public interest in other ways.
Project Examples

Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #1

Build real estate professionals’ knowledge of sustainable land use and real estate practices.

Professional excellence in real estate can help equip the real estate community with skills, professional development opportunities, and knowledge about progressive real estate and land use practices. It builds professional and public awareness and advances the field towards trends, laws, and standards that help foster thriving and resilient communities.

Build understanding of and involvement in real estate related practices that contribute to resilient, healthy communities and natural environments through research and education among real estate professionals, policy and decision makers, and the public.

For example:

- Affordable Housing Education Awareness and Development – Transit Oriented Mixed Income Housing Study.
- Real Estate Institute of BC – Modular Housing Study.

Strategic Intervention #2

Encourage collaboration between real estate industry organizations and other partners, and build support for sustainable land use amongst real estate professionals, the public, and policy makers.

Real estate professionals and industry organizations can be important partners in establishing and implementing sustainable land use and real estate practices and policies. Through their knowledge and experience, real estate professionals and industry organizations can contribute to local and provincial policy reform.

Create programs and policy initiatives that encourage collaboration between real estate industry organizations and other partners and build support for sustainable land use.

For example:

- The Community Energy Association is building knowledge and capacity among consumers, realtors, trades/contractors, builders, and local government staff on home energy efficiency, in ways that stimulate the building industry to offer higher performance housing in the East Kootenays.
Project Examples (continued)

» Grant-funded projects that demonstrate strategic interventions.

Strategic Intervention #3

Support real estate professionals in their role as advisors on real estate, land use, and built environment trends, laws, and standards that help foster a high quality of life and / or serve the public interest in other ways.

All REFBC grants and initiatives are undertaken in the public interest. When the Foundation supports real estate industry organizations’ research, education, and law reform initiatives, it does so recognizing that it is in the public’s interest to deal with highly knowledgeable and competent professionals. As trusted advisors to their clients, REALTORS® and other related industry professionals can play a role in educating the public about real estate and land use laws and policies that build vibrant, sustainable communities and minimize the impact of real estate development on sensitive environments.

Create initiatives that support real estate professionals in their role as advisors on real estate, land use and built environment trends, laws and standards that help foster a high quality of life and/or serve the public interest in other ways.

For example:

- Tools, training and resources that support sustainability-related decisions; professional education on the latest legal, policy and/or regulatory information and best practices. These goals may be accomplished through means including online tools, home energy efficiency labelling, or permeable landscaping.

- South Okanagan Real Estate Board – REALTOR® education on riparian environments.

- Vancouver Island Real Estate Board – Real Estate Energy Efficiency Program.

Provide tools, training, and resources that promote understanding and support of the five principles of quality of life (as defined by BCREA) amongst real estate professionals. Ensuring economic vitality; Providing housing opportunities; Preserving the environment; Protecting property owners; Building better communities.

For example:

- BCREA coordinated implementation of a multi-stakeholder floodplain maps action plan. Flooding poses catastrophic risks to BC’s economic vitality, safety, environment, property owners and communities. BCREA’s flood protection work focuses on floodplain maps, a strong role for the provincial government and education for REALTORS® and their clients.
Appendix B: Impact Report Examples

Canadian Women’s Foundation
Impact Report 2015/2016

Grantmakers for Effective Organizations
Annual Report 2014

Law Foundation of Ontario
2015 Annual Report
In March 2015, the Ewing Marion Kauffman Foundation (EMKF) created a new department tasked with evaluating the Foundation's impact—through both its grant-making and the programs it operates directly. The purpose of this document is to describe and explain the Foundation's policies for measurement and evaluation, which have been drawn from the best practices of others in this field and tailored to the needs of EMKF. Our goal is to clearly describe—for associates, grantees, and the community—the purpose, values, and tools used in evaluation at EMKF.
Aboriginal or Indigenous – Both terms include First Nations, Inuit, and Métis peoples. While both are widely used, REFBC typically uses “Indigenous”, as it acknowledges legal rights under the United Nations Declaration of the Rights of Indigenous Peoples.

Active transportation – Active transportation is any form of human-powered transportation, including walking, cycling, skateboarding, rollerblading, and other forms. For many people, active transportation is combined with other travel modes (e.g. public transit). Community design that supports active transportation has been demonstrated to provide multiple transportation, environmental and public health benefits, including promoting physical activity, improving air quality, reducing contributions to climate change, and even improving community livability. Active transportation has also been shown to increase opportunities for social interaction which increases trust in one’s neighbours and involvement in local decision making.

Affordable housing – The Canadian Mortgage and Housing Corporation (CMHC) defines this as housing costing less than 30% of a household’s before-tax (gross) income. To be out of “core housing need”, the home must also be the right size (# bedrooms) for the household and in good repair. There are many ways to make housing affordable: through subsidies (rent-geared-to-income) and income supplements (housing benefits), building rental and non-market housing (co-ops, non-profits), and through affordable homeownership programs.

Built environment - The buildings and infrastructure that support where and how people live. It includes public spaces, housing, workplaces, roads, and other infrastructure that support human settlement and daily life. It is a complex system with many inter-related parts. The four areas with strong relevance to REFBC’s interests in sustainable land use and real estate practices are: integrated communities; housing; buildings, energy, and infrastructure; and transportation.

Community-based monitoring (CBM) - While CBM initiatives span a wide spectrum, they are consistent in so far as they are all community-directed. That is, the data collection is initiated from the community and it is accessible to the community afterwards, no matter who is collecting the data. It is important to note that CBM can be informed by multiple knowledge systems, all of which have inherent value. For example, local knowledge, Indigenous knowledge, and western knowledge all play an important role in helping us better understand the health of our waters. (Freshwater Shared Measurement project of the Canadian Environmental Grantmakers Network, 2016).

Complete communities – Complete communities have diverse housing options and access to a wide range of goods, services, and community amenities - shops, recreation, and cultural activities, employment opportunities, and a safe and attractive public realm. They are designed to support walking, cycling, and transit, and to foster healthy lifestyles. (Source: Metro Vancouver.)
Ecosystems-based management (EBM) - An environmental management approach that recognizes the full array of interactions within an ecosystem, including humans, rather than considering single issues, species, or ecosystem services in isolation. “...ecosystem management is integrating scientific knowledge of ecological relationships within a complex socio-political and values framework toward the general goal of protecting native ecosystem integrity over the long term.” (Grumbine, 1999)

Foodlands - Foodlands is a term that recognizes and respects Indigenous land rights and food practices, and acknowledges that access to “foodlands” is broader than farming and includes land and stewardship practices needed for gathering, hunting, fishing, etc. The shift from farmland to foodlands recognizes the diversity of food-harvesting systems and opens a dialogue between farmland access initiatives and Indigenous food sovereignty initiatives.

Green building – Green building refers to both a structure and the use of processes that are environmentally responsible and resource-efficient throughout a building’s life-cycle: from siting to design, construction, operation, maintenance, renovation, and demolition. (Source: Wikipedia.)

Indigenous or Aboriginal – Both terms include First Nations, Inuit, and Métis peoples. While both are widely used, REFBC typically uses “Indigenous”, as it acknowledges legal rights under the United Nations Declaration of the Rights of Indigenous Peoples.

Land use - Land use is the human use of land – the management, conservation, and change of natural environments, built environments, and semi-natural areas – to support settlement and communities.

Local food – For REFBC’s purposes, “local food” means food grown and consumed in BC.

Net zero building - A building with zero net energy consumption, meaning the total amount of energy used by the building on an annual basis is roughly equal to the amount of renewable energy created on the site, or by renewable energy sources elsewhere. These buildings consequently contribute less overall greenhouse gas to the atmosphere than similar buildings. (Source: Wikipedia.)

Organized real estate – REALTORS®, brokers, agents, and salespeople, working through real estate boards and associations.

Passive House design - High-performance building standard, focused on achieving the absolute minimum amount of energy use required to heat and/or cool a house (up to 90% less than a standard house of similar size). This is done through rigorous design standards, including thicker walls and insulation. Buildings designed to a Passive House standard are not only healthier, more affordable in the long run, and provide an exceptional level of thermal comfort in locations where the climate is more extreme, they are an important step towards creating resilient communities that contribute to provincial and national efforts to meet greenhouse gas emission targets.

Profession - A vocation founded upon specialized educational training, the purpose of which is to supply disinterested objective counsel and service to others, for a direct and definite compensation, wholly apart from expectation of other business gain. (Source: Wikipedia.)

Quality of life - Quality of Life is an approach the British Columbia Real Estate Association (BCREA) has adopted to demonstrate the commitment of the real estate profession to improve quality of life throughout the province. For BCREA, their approach is summarized in five principles:

- Ensuring economic vitality
- Providing housing opportunities
- Preserving the environment
- Protecting property owners
- Building better communities

Real estate - Real estate is property consisting of land and the buildings on it, along with its natural resources. (Source: Wikipedia.)

Regenerative design - Regenerative design is a process-oriented, systems-theory-based approach to design. The term “regenerative” describes processes that restore, renew, or revitalize their own sources of energy and materials, creating sustainable systems that integrate the needs of society with the integrity of nature. (Source: Wikipedia.)
**Smart growth** – An urban planning and transportation model that concentrates growth in compact, walkable urban centers to avoid sprawl. It also advocates compact, transit-oriented, walkable, bicycle-friendly land use, including neighborhood schools, complete streets, and mixed-use development with a range of housing choices. Smart growth values long-range, regional considerations of sustainability over a short-term focus. Its sustainable development goals are to achieve a unique sense of community and place; expand the range of transportation, employment, and housing choices; equitably distribute the costs and benefits of development; preserve and enhance natural and cultural resources; and promote public health. The term ‘smart growth’ is particularly used in North America. In Europe and particularly the UK, the terms ‘compact city’ or ‘urban intensification’ have often been used to describe similar concepts. (Source: Wikipedia.)

**Sustainable food system** – A sustainable food system links production, processing, distribution, consumption, and waste diversion together in ways that contribute to healthy, vibrant communities. A sustainable food system is economically viable, emphasizes foods that are appropriate for the region’s ecosystem and environmental goals, and places value in foods that are nutritious, culturally appropriate, and socially just.

**Sustainable land use** – Sustainable land use is land use that enables humans to **thrive within nature’s limits**. It integrates social, environmental, economic, and cultural objectives into policy and practice for the long-term well-being of communities and ecosystems.

**Traditional ecological knowledge (TEK)** - TEK describes Aboriginal, Indigenous, or other forms of traditional knowledges regarding sustainability of local resources. It refers to “a cumulative body of knowledge, belief, and practice, evolving by accumulation of TEK and handed down through generations through traditional songs, stories and beliefs. [It concerns] the relationship of living beings (including human) with their traditional groups and with their environment.” (Source: Wikipedia.)

**Watershed** - A watershed is an area of land that catches rain and snow and drains or seeps into a marsh, stream, river, lake, or groundwater. Homes, farms, cottages, forests, small towns, big cities, and more can make up watersheds. (Source: Conservation Ontario.)

**Watershed entity** - Refers to the organizations and governance arrangements that could exist at the watershed scale, and that may be necessary to move towards a new, more watershed-focused approach to planning, management, and governance. Watershed entities would include, but not be limited to, authorities, boards, trusts, regional bodies, or other watershed partnerships or arrangements. (Source: POLIS.)

**Watershed governance** - An emerging concept that involves reorganizing and nesting our decision-making approaches to better align with ecological boundaries and promote stewardship and protection of fresh water in its ecological context. Successful models of watershed governance are influenced by local priorities, geography, history, culture, and economics. The ultimate goal is healthy functioning watersheds, and to ensure sufficient, clean fresh water now and into the future as the foundation of both resilient communities and a robust economy. (Source: POLIS.)
In nature, change never happens as a result of top-down, pre-conceived strategic plans, or from the mandate of any single individual or boss.

Change begins as local actions spring up simultaneously in many different areas.

MARGARET WHEATLEY