real estate
foundation
BRITISH COLUMBIA

Understanding Our

IMPACT

How the Real Estate Foundation of BC makes

change, prioritizes funding, and gauges its impact.

Last updated: April 3, 2019

"

Why I Regret Pushing
Strategic Philanthropy

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

Table of Contents

1 ▶ Introduction

WE GIVE GRANTS. WE COLLABORATE ON PROJECTS. WE CONNECT THINKERS AND DOERS.

The Real Estate Foundation of BC aims to make a difference in the way people think about and approach land and sustainability.

We fund projects, connect people, and share knowledge to advance sustainable land use and real estate practices across BC. We have a mandate, mission, and vision that sets our overall course and ambition, and project strategies we believe will affect change in that direction.

Change is complicated

There is no simple formula for making change and achieving impact, particularly when working in complex systems with many players and dynamics.

We aspire to make a difference, while recognizing that transformative change is hard and unwieldy. It can take a long time. There are many contributors, links, and influences. No organization – no matter how well staffed, funded, or connected – has the formula for change completely figured out. And change will happen anyway – whether you have an impact model or not!

However, organizations can study theories of change to better understand the triggers, patterns, and contributing forces that direct

Our Interest Areas

The Real Estate Foundation of BC supports sustainable practices in:

Land Use

Built Environments

Fresh Water

Food Lands

Real Estate Profession

change towards a desired outcome. And they can use an impact model to identify and understand their role and realm of influence within larger systems.

Understanding, learning from, and explaining what we do and why is an important part of organizational effectiveness and accountability, especially when acting as collaborators and stewards of resources for the public and professional good.

Our impact model, interest areas framework, and impact assessment initiative, described in this guide, help us to do that in a way that is transparent and shareable – among our staff, Board of Governors, and the many organizations and people we work with.

Moving forward, together

No organization can tackle change alone. The non-profits we grant to are at the heart of what we do. Their projects generate outcomes that bring us closer to the sustainable future we envision. We are fortunate to work with community partners, Indigenous and non-Indigenous governments, academics, non-profits, and other funders who share our commitment to building strong communities and protecting our land and water.

By documenting the work we fund, impact assessment helps us to explain, prioritize, and make connections. In turn, this helps us share success stories and increase our collective impact and influence.
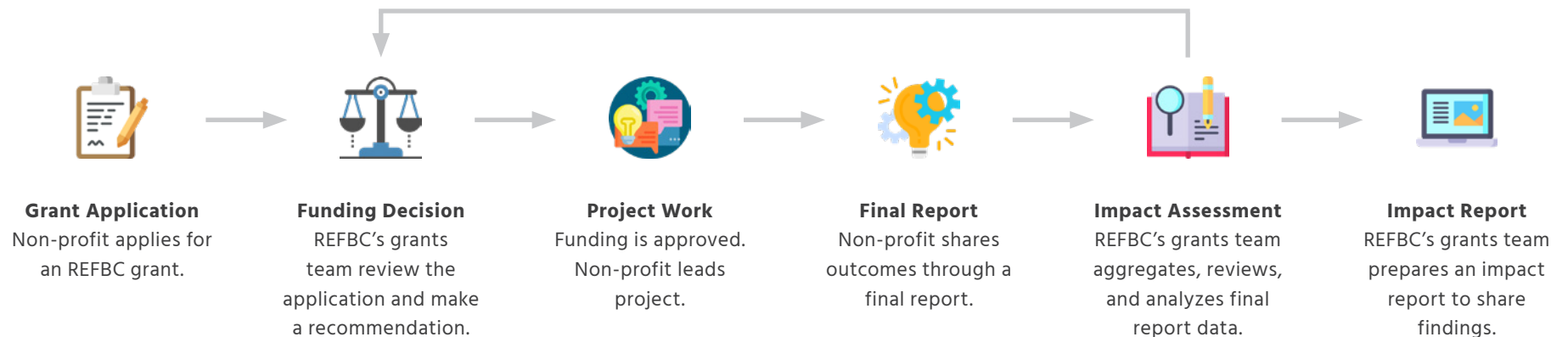
"

An issue every foundation must grapple with is how to distinguish its impact from the full range of other contributing forces and factors: the political environment, related initiatives by other public and private funders, and so on....

No matter how successful the foundation's efforts, it would have been disingenuous — not to mention implausible — for us to take full credit for those gains.

MARK ZEZZA + MAUREEN COZINE

Impact Assessment and Grantmaking

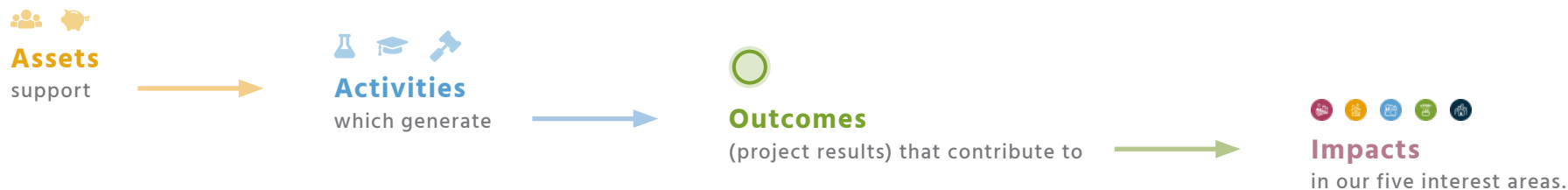| **Grant Application**	**Funding Decision**	**Project Work**	**Final Report**	**Impact Assessment**	**Impact Report**
Non-profit applies for an REFBC grant.	REFBC's grants team review the application and make a recommendation.	Funding is approved. Non-profit leads project.	Non-profit shares outcomes through a final report.	REFBC's grants team aggregates, reviews, and analyzes final report data.	REFBC's grants team prepares an impact report to share findings.

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Impact Model

THE LOGIC BEHIND OUR WORK.

Our impact model illustrates the logic behind our work. This model acts as our organization's theory of change and is the framework we use for thinking about our work and assessing whether we've been effective.

In this model, we list our assets and describe the activities we can do or support. These activities generate results and outcomes that contribute to positive impacts towards our vision for a more sustainable BC.

From Assets to Impacts: The REFBC Impact Model

Assets
support

Activities
which generate

Outcomes
(project results) that contribute to

Impacts
in our five interest areas.

Assets

When starting any major, strategic effort, it's crucial to list your assets. Resources – time, money, people, knowledge – are the currency of change. Accounting for assets and understanding their capacities helps organizations make clear decisions about how best to deploy them to achieve their goals.

At the Real Estate Foundation of BC, we have:

- **Staff and Board members** who build relationships, form partnerships, make funding decisions, conduct research, and share what we've learned.

- **Financial resources** including our operating funds and grants budget, revenue from real estate trust accounts, and income from investments.

- **Knowledge** accumulated through research, collaboration, and over 30 years of experience in making grants.

- **Partnerships** with non-profit and non-governmental organizations, universities and colleges, governments, and other funders that enable us to combine, share, and leverage resources by working together.

- **Networks and relationships** that support peer learning, communities of practices, exchange of ideas and information, and collective progress towards common goals.

We're a small organization and we don't achieve progress or make change on our own. We are part of a larger system of land use and real estate organizations and influencers. We contribute to change by working with others towards common goals and by combining efforts through "multipliers": opportunities that leverage our combined assets and outcomes to greater effect.

Mandate, Mission, Strategic Plan

The Real Estate Foundation of BC has a mandate, set by provincial legislation. We also have an organizational mission and strategic plan, approved by our Board of Governors. Together, they set boundaries and expectations on how we can use our assets.

Legislated mandate: To undertake and carry out 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. (*Real Estate Services Act*)

Mission: We fund projects, connect people, and share knowledge to advance sustainable land use and real estate practices in BC.

Strategic plan: Our strategic priorities for 2019-2021 are to assess and maximize impact, build organizational resilience, and strengthen relationships and advance understanding.

Assets

REFBC has:

- Staff and Board Members
- Financial Resources
- Knowledge
- Partnerships
- Networks and Relationships

Legislated Mandate

Mission and Strategic Plan

"

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.

MARGARET WHEATLEY + DEBORAH FRIEZE

Activities

We use our assets to carry out work we believe can help achieve the results or outcomes we're looking for in land use and real estate.

The Real Estate Foundation can:

- **Give grants** to support work led by non-profit organizations.

- **Make investments** in funds and projects that generate financial returns as well as social and environmental impacts.

- **Initiate projects** to fill gaps in research and collaboration.

- **Convene partners** to align efforts and collaborate through working groups and task forces.

- **Share stories** to attract attention and build momentum.

- **Celebrate successes** to recognize leaders and show appreciation for organizations making a positive impact.

These actions should align with one or more of REFBC's mandated activities: research, public and professional education, policy analysis and law reform, and other projects in the public or professional good.

Activities

REFBC can:

- → Give Grants
- → Make Investments
- → Initiate Projects
- → Convene Partners
- → Share Stories
- → Celebrate Successes

For:

- Research
- Public Education
- Professional Education
- Policy Analysis
- Other Public Good

RELATED TO LAND USE / REAL ESTATE

Prioritized By:

INTEREST AREA

- Project Strategies
- Desired Impacts

REAL ESTATE FOUNDATION OF BC

- ✓ Effectiveness Criteria

Our Interest Areas

We focus our work in five areas of key importance to sustainable land use and real estate practices across BC:

- Land Use
- Built Environments
- Fresh Water
- Food Lands
- Real Estate Profession

For each of our interest areas, we've identified a framework with goals, desired impacts, and project strategies for achieving them (see pages 14 to 45).

Prioritizing

When deciding between possible activities and grants, we rely on our interest areas framework and our effectiveness criteria to prioritize projects we believe will have the greatest chance of succeeding.

Effectiveness criteria

When considering grant applications, REFBC looks for projects that:

- Respond to a significant need, gap, or opportunity

- Demonstrate leadership and apply new ideas or approaches

- Foster collaboration and partnerships among diverse groups

- Are sustainable and long-lasting

- Can be scaled up or replicated by another group or community

These criteria have evolved over time and are based on experience as a grantmaker, ongoing research, and existing theories of change.

"

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

Outcomes

The activities and project strategies we fund are intended to influence change in positive ways, through results, which we call "project outcomes".

In our research and experience as an organization, we have identified key ways we think change happens – in terms of what, where, and how.

We believe that effective and lasting change is driven at community, regional, provincial, and national scales, primarily through shifts (or advancements) in land use attitudes and thereby practices.

These shifts and new practices happen by increasing community capacity and knowledge in three significant ways:

We aim to increase community capacity and knowledge in ways that advance land use attitudes and practices across BC.

Project outcomes in engagement and collaboration, innovation and implementation, and leadership and good governance at community, regional, provincial, and national scales lead to positive change towards desired impacts.

Engagement and collaboration

- Building knowledge and capacity to develop and deliver new tools and approaches.

- Networks, collaborations, and working groups that facilitate new policies or practices.

- Community-based action around a shared vision and goals.

Innovation and implementation of new tools, models and practices

- Applied research and pilots of new tools, models, partnerships, or approaches.

- Training and education to increase adoption and implementation.

- Implementation, applied practice, communities of practice, and scaling up.

Leadership and good governance

- Improved land use processes and decision-making.

- Community engagement in land use governance, management, and decision-making.

- Effective and progressive new laws, policies, and regulations.

These project outcomes contribute to the desired impacts we've identified for each of our interest areas.

Impacts

If we've judged correctly, the project strategies we support will lead to outcomes that contribute to impacts in each of our interest areas:

- Land Use
- Built Environments
- Fresh Water
- Food Lands
- Real Estate Profession

... that get us closer to our vision for:

A healthy environment that supports thriving, resilient, livable communities across BC.

> "
>
> *Under complex conditions, where many partners are working towards the same outcomes, it is more reasonable to look at a program's* **contribution** *to outcomes rather than causation of outcomes.*

ANNE BERGEN

> "
>
> *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

REFBC Impact Model

Assets support ⟶ **Activities** which generate ⟶ **Outcomes** (project results) that contribute to ⟶ **Impacts** in our five interest areas

REFBC has:
- Staff and Board
- Financial Resources
- Knowledge
- Partnerships
- Networks and Relationships

REFBC's Legislated Mandate
To undertake and carry out 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.
(*Real Estate Services Act*)

REFBC's Mission
We fund projects, connect people, and share knowledge to advance sustainable land use and real estate practices in BC.

REFBC's Strategic Plan
1. Assess and maximize impact.
2. Build organizational resilience.
3. Strengthen relationships and advance understanding.

REFBC can:
- Give Grants
- Make Investments
- Initiate Projects
- Convene Partners
- Share Stories
- Celebrate Successes

For:
- Research
- Public Education
- Professional Education
- Policy Analysis
- Other Public Good

RELATED TO LAND USE / REAL ESTATE

Prioritized By:

INTEREST AREA
- Project Strategies
- Desired Impacts
- Effectiveness Criteria

DETAILS IN INTEREST AREAS FRAMEWORK
⌄ FOLLOWING PAGE ⌄

Outcomes circle
COMMUNITY · REGIONAL · NATIONAL · PROVINCIAL

INCREASES COMMUNITY CAPACITY + KNOWLEDGE

ADVANCES SUSTAINABLE LAND USE ATTITUDES + PRACTICES

- Leadership + Good Governance
- Engagement + Collaboration
- Innovation + Implementation

REFBC aims to increase community capacity and knowledge in ways that advance land use attitudes and practices across BC.

Project outcomes in engagement and collaboration, innovation and implementation, and leadership and good governance at community, regional, provincial, and national scales lead to positive change towards desired impacts.

Impacts
- Land Use
- Built Environment
- Fresh Water
- Food Lands
- Real Estate Profession

REFBC's Vision
A healthy environment supports thriving, resilient, livable communities across BC.

April 3, 2019.

REFBC Interest Areas Framework
Big Goals + Desired Impacts + Project Strategies

real estate foundation
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Land Use

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

DESIRED IMPACTS • change we want to see
- Sensitive natural areas, biodiversity, and natural capital are valued, protected, and conserved.
- Ecosystem and environmental resiliency are at the forefront of land use planning and practices, natural resource services, climate action, and values through research, education, policy, and planning initiatives.
- Community-to-community engagement and collaboration, between Indigenous and non-Indigenous peoples, supports well-informed and appropriate governance and use of lands.

PROJECT STRATEGIES • how we get there
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, climate action, and values through research, education, policy, and planning initiatives.
3. Foster innovative models and approaches to land use planning, policy, practices and governance that reflect diverse interests and knowledge (e.g. Indigenous-protected areas, community land trusts, conservation strategies and other land codes, designations and programs).
4. Build understanding of Indigenous peoples' interests. Support Indigenous leadership in land use planning, governance, and management.

Built Environments

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

DESIRED IMPACTS • change we want to see
- Mixed-use, smart growth communities are compact, complete, green, and livable.
- Housing meets the full spectrum of needs related to age, access, affordability, and livability.
- Buildings, energy systems, and infrastructure 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.

PROJECT STRATEGIES • how we get there
1. Build public awareness and support for sustainable built environments.
2. Build understanding of Indigenous peoples' interests.
3. Integrate land use and transportation planning and practices to reflect smart growth principles and achieve social, economic, and environmental benefits.
4. Support NGOs and other change agents through funding, shared research, monitoring, education, 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.

Fresh Water

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

DESIRED IMPACTS • change we want to see
- All fresh waters in BC are in good health.
- Freshwater sustainability is supported through strong legislation, policies, and regulations that are implemented, financed, and enforced.
- Diverse 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.

PROJECT STRATEGIES • how we get there
1. Revitalize freshwater policies, implement policy and financial 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.
4. Support Indigenous communities' capacity for freshwater management, planning, and governance.

Food Lands

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

DESIRED IMPACTS • 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 lands.

PROJECT STRATEGIES • how we get there
1. Increase land access and tenure options through tools, research, and innovative models coordinated and implemented at local and regional levels.
2. Work with Indigenous and non-Indigenous governments and groups to inform and enhance land use policies, planning, and decision-making in ways that integrate sustainable, local food systems.
3. Conduct research, economic analysis, and modelling to inform decision-making on agricultural and food lands planning.

Real Estate Profession

BIG GOAL
Real estate professionals, industry groups and partners demonstrate leadership and innovation in sustainable land use and real estate practices that improve quality of life for BC residents.

DESIRED IMPACTS • 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.

PROJECT STRATEGIES • how we get there
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.

Effectiveness Criteria cut across interest areas and help us prioritize our funding decisions. We've found that projects with these qualities have a greater chance of making impact.

Need... significance of the issue or gap being addressed
Leadership & innovation ... shows leadership in a field and/or is an innovative approach
Partnership & collaboration... range of non-profit, government, business, individuals are participating/ partnering
Sustainability & longevity... outcomes that can be sustained and which have an ongoing legacy
Scalability & potential to replicate... project can be modeled, replicated, or scaled up by other communities, audiences, or practitioner groups.

3

Interest Areas Framework

BIG GOALS + DESIRED IMPACTS + PROJECT STRATEGIES.

REFBC is on a mission to advance sustainable land use and real estate practices in British Columbia. Given the wide range of disciplines relating to land use and real estate, that's a big mission and a wide scope. To focus our work, we've chosen five interest areas that reflect important themes in our field:

- Land Use
- Built Environments
- Fresh Water
- Food Lands
- Real Estate Profession

For each of these areas, we've stated a big goal, outlined desired impacts, and identified project strategies that support progress.

Big Goals describe the future we work towards. Together, our five big goals support REFBC's overall vision for a healthy environment that supports thriving, resilient, livable communities.

Desired Impacts illustrate the change we want to see along the way. These impacts provide evidence on whether progress towards a big goal is happening.

Project Strategies identify timely, relevant, and influential ways we think changes and impacts can be realized, within the scope of our mandate and

mission. They have been informed by research, collaboration, organizational knowledge, and theories of change.

Whenever possible, we align and prioritize REFBC's work and grantmaking around these strategies. These project strategies and desired outcomes are well positioned to achieve outcomes in the three areas we believe are key to making change:

- Engagement and collaboration
- Innovation and implementation
- Leadership and good governance

INTEREST AREAS FRAMEWORK

Vision: **A healthy environment supports thriving, resilient, livable communities across BC.**

Big Goal	Big Goal	Big Goal	Big Goal	Big Goal
Desired Impacts	Desired Impacts	Desired Impacts	Desired Impacts	Desired Impacts
Project Strategies	Project Strategies	Project Strategies	Project Strategies	Project Strategies

BIG GOALS

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

Built Environments
Built environments support a high quality of life without undermining natural systems.

Fresh Water
Freshwater ecosystems in British Columbia are healthy, sustainable, and valued.

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

Real Estate Profession
Real estate professionals, industry groups and partners demonstrate leadership and innovation in sustainable land use and real estate practices that improve quality of life for BC residents.

EFFECTIVENESS CRITERIA

To help decide between possible activities and grants, the Real Estate Foundation has identified effectiveness criteria that apply across our interest areas. When considering funding applications, REFBC looks for projects that:

- Respond to a significant need, gap, or opportunity.
- Demonstrate leadership and apply innovative new ideas or approaches.
- Foster collaboration and partnerships among diverse groups.
- Are sustainable and long-lasting.
- Can be scaled up or replicated by another group or community.

Exploring Theories of Change

Theories of change are models or "best guesses" for how desired changes are expected to happen in a given context. REFBC uses theories of change to help understand the activities, approaches, and strategies we think will achieve the greatest change in the systems we work in.

There are several theories of change we can draw on to inform our work, along with insights from research, collaborations, and experience.

REFBC's has an *overall* theory of change, which is described in our impact model. However, our impact model, effectiveness criteria, and interest area framework have been influenced by theories of change that have been developed and articulated by other organizations and academics. Examples are outline here.

Market Transformation Theory – Identifies stages of change within a market system (from early innovation to widespread market share), and the extent of uptake by different segments of society at each stage (innovators > early adopters > early majority > late majority > laggards). Interventions are then tailored to suit the most relevant stage of progress and associated barriers, and to the corresponding market segment of society. For example, technical innovations in green building already exist; now it's time to increase uptake through widespread training and incentives for builders and tradespeople.

Systems Theory – Recognizes that there are influential points of leverage within a complex system that can have "ripple effects" on the whole; where a small shift in one thing can produce big changes in everything. Priorities for change should identify and focus on the most influential points of leverage. This includes asking questions like: What actors have the most influence? What change is most feasible given social, political, legal, or other factors? What points in the system should you intervene in for most influence? For example, changing core assumptions and beliefs may be more influential that piecemeal policies or standards; operating at multiple levels may contribute to important momentum.

Force Field Theory – Looks at the "forces" that affect whether individuals, organizations, or societies make change – political, economic, social/cultural, technical, and environmental – and how present conditions in these areas could help make an intervention be particularly effective. For example, sudden drought conditions may increase public concern about climate change and create a timely opportunity to initiate public education on a related topic.

Social Network Theory – Recognizes that within a large, complex system, many organizations are acting and contributing in tandem or alongside one another; their actions may be complementary, or they may be conflicting. Coordinating actions among the many actors and understanding the degree of alignment and level of influence of the main actors, is important for effective action. For example, building communities of practice or collaborative partnerships can scale up promising new tools and approaches; n this context, partnerships and relationships are key assets.

Impact assessment is an important part of using and adapting theories of change, because it helps test and verify them. Insights from impact assessment data will help REFBC know where revisions to our theory (impact model, effectiveness criteria, and interest area framework) are needed to better reflect current evidence and understanding.

This helps us learn, adapt, and improve our approach to grantmaking.

⊕ theoryofchange.org

Land Use

BIG GOAL

▶ The future we envision.

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 resiliency are at the forefront of land use planning and practices, natural resource activities, and climate action.

✕ Community-to-community engagement and collaboration, between Indigenous and non-Indigenous peoples, supports well-informed and appropriate governance and use of lands.

PROJECT STRATEGIES

▶ How we get there.

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, climate action, and values through research, education, policy, and planning initiatives.

3. Foster innovative models and approaches to land use planning, policy, practices and governance that reflect diverse interests and knowledge (e.g. Indigenous-protected areas, community land trusts, conservation strategies and other land codes, designations and programs).

4. Build understanding of Indigenous peoples' interests. Support Indigenous leadership in land use planning, governance, and management.

Land Use / Project Strategies in Action

Project Strategy #1

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

- Support evidence-based decision-making through research (outreach, data collection, mapping, indicators, monitoring initiatives) on land use impacts and trends.

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

- Share information and provide land use planners and policy-makers with the knowledge and tools to make good decisions.

Examples

- Thompson Rivers University's Centre for Ecosystem Reclamation helps mining companies establish biodiversity and ecosystem baselines before opening a mine, then use these baselines to guide ecosystem recovery after operations finish.
  - fraser-lab.com

- Peace River Regional District's regional groundwater and aquifer baseline project helps assess regional groundwater resources and water quality, and shares that information with residents.
  - bit.ly/PRRDwater

- University of Northern BC's 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.
  - unbc.ca/cumulative-impacts

- **BC Tomorrow** 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.
  - bctomorrow.ca

BC Tomorrow
(2017 • $31,500)

Land Use / Project Strategies in Action

Project Strategy #2

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

- Develop assessment tools to evaluate the potential long-term social, environmental, economic and cultural impacts of land use development options.

- Implement asset management systems and processes that conserve and enhance natural capital that supports civic services

- Pilot land use policies and programs that integrate social, environmental, economic, and cultural objectives.

Examples

- The Ministry of Community, Sport and Cultural Development piloted and offered training on a Community Lifecycle Infrastructure Costing (CLIC) Tool, which compares the long-term infrastructure costs of land use scenarios (for example, compact versus lower density development).
  ⊕ bit.ly/CLICtool

- Through the Municipal Natural Assets Initiative, Smart Prosperity created 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 including natural capital measurements into asset management systems.
  ⊕ mnai.ca

- Through Farmland Advantage, the Windermere District Farmers Institute piloted a payment program to help offset farmers' costs of land management practices that enhance or protect ecological services.
  ⊕ farmlandadvantage.com

- The **Stewardship Centre for BC** works with local and senior governments, developers, professionals, and property owners on ecologically-friendly shoreline solutions to sea level rise, erosion, flooding, and habitat conservation.
  ⊕ bit.ly/green-shores

Stewardship Centre for BC: Green Shores
(2016 • $106,700)

Project Strategy #3

Foster innovative models and approaches to land use planning, policy, practices and governance that reflect diverse interests and knowledge (e.g. Indigenous-protected areas, community land trusts, conservation strategies and other land codes, designations and programs).

- Communicate land use trends and practices to ensure that professionals and the public have the appropriate knowledge to make decisions.

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

- Support innovative processes to 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).

Examples

- SFU's Adaptation to Climate Change Team researched and analyzed climate change adaptation implications for municipal governments and First Nations, and recommended actions to drive policy, governance, and financing resources for urban, coastal, and watershed resilience.
  ⊕ act-adapt.org

- Comox Valley Land Trust supports capacity for conservation through four initiatives - conservation incentives, regulatory tools, watershed protection, and green asset management.
  ⊕ cvlandtrust.ca

- Yellowstone to Yukon 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.
  ⊕ bit.ly/Y2Ypeace

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

- **Sierra Club of BC** has worked 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.
  ⊕ bit.ly/VIforests

**Sierra Club of BC: Rainforest Ecosystems**
(2017 • $90,000)

Project Strategy #4

Build understanding of Indigenous peoples' interests. Support Indigenous leadership in land use planning governance, and management.

● Undertake research and engagement that enables better understanding of Indigenous issues, interests, priorities and perspectives in relation to sustainable land use.

● Convene dialogue and build capacity that facilitates Indigenous leadership and governance in policies, plans, practices and programs affecting land, buildings, and infrastructure.

Examples

- The Tahltan Band Council coordinated a series of community meetings and an outreach strategy to develop, review, share, and ratify a community-created Land Code.
  ➔ tahltan.ca/landcode

- University of Victoria partnered with First Nations in the Treaty 8 region to document their systems of land governance, ownership, and use. Communities are collaborating on resources to support Indigenous societies in re-asserting, upholding, and evolving their laws and governance systems.

- The David Suzuki Foundation (DSF) worked with First Nations communities on Indigenous land stewardship initiatives such as tribal parks and Indigenous protected conservation areas. By profiling and sharing case studies, DSF helped other Nations understand how these land governance systems work.
  ➔ bit.ly/DSF-IPCAs

- In partnership with Indigenous community leaders and journalists at the *National Observer*, the Canadian Centre for Investigative Journalism produced a series of stories and a short documentary on First Nations rights and title.
  ➔ bit.ly/FNforward

- **Tsleil-Waututh Nation** has worked to develop a community climate change resilience plan, which includes policies for managing resource and development requests in their territory.
  ➔ twnation.ca/climate-summit
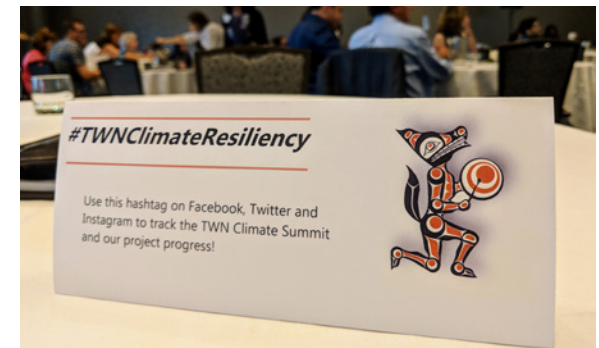
Tsleil-Waututh Nation: Climate Summit
(2017 • $150,000)

Built Environments

BIG GOAL

▶ The future we envision.

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

DESIRED IMPACTS

▶ The change we want to see.

� Mixed-use, smart growth communities are compact, complete, green, and livable.

✖ Housing meets the full spectrum of needs related to age, access, and affordability.

✖ Buildings, energy systems, and infrastructure are 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.

PROJECT STRATEGIES

▶ How we get there.

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

2. Build understanding of Indigenous peoples' interests.

3. Integrate land use and transportation planning and practices to reflect smart growth principles and achieve social, economic, and environmental benefits.

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

Built Environments / Project Strategies in Action

Project Strategy #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.

The public needs to see that sustainable practices align (rather than conflict) with their values. REFBC public opinion research shows opportunities and challenges in this area. There is strong alignment between many public views and sustainability goals. However, some views and values are in conflict. 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.

- Create collaborative partnerships that draw on non-partisan coalitions of NGOs, governments, businesses, and university groups to implement strategies and track progress across sectors.

- Accelerate market penetration of green retrofits.

Examples

- REFBC's Smart Growth Task Force brought a mix of leaders and experts together to recommend ways to better integrate land use and transportation planning.
  bit.ly/growingsmarter

- The Canada Green Building Council worked with building owners, operators, and trades to accelerate BC's building retrofit economy through energy benchmarking, training and education, policy recommendations, and financial practices.
  bit.ly/CAGBCretrofits

- The Collaborative for Advanced Landscape Planning at UBC worked with Metro Vancouver to develop the Community Energy Explorer: an interactive resource to increase understanding of community energy issues and options.
  energyexplorer.ca

Project Strategy #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,

- Build capacity for Indigenous communities to define their priorities and interests, establish leadership and governance structures, and integrate their values and perspectives into land use policies, plans, and programs. Champion and support Indigenous-led pilot projects, peer learning, community-to-community cross-learning, and sharing of new and traditional knowledge.

- Facilitate government-to-government relations, collaboration, and co-governance among Indigenous and non-Indigenous communities on land, buildings, and infrastructure.

Examples

- Fraser Basin Council has built a province-wide network of Indigenous communities and agencies working to reduce energy use in housing and community buildings. The network supports peer learning opportunities, offers support and training, assists with interagency coordination, and shares energy use research.
  ⊕ bit.ly/FBC-FN

- Clean Technology Community Gateway has worked with T'Sou-ke First Nation to develop a model for energy-efficient housing for Indigenous communities. This project includes comprehensive community planning mentorship, development of a housing framework, and resources to help communities navigate common barriers.
  ⊕ ctcg.org/feature-project

- The Okanagan Nation Alliance has worked with local governments across the Syilx territory to undertake a flood risk assessment for the Okanagan Basin.

Examples, continued

- The Aboriginal Housing Management Association has worked with with BC Housing, the BC Non-Profit Housing Association, and the Aboriginal Housing Society of Prince George to create a 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.

- UBC's **School of Community and Regional Planning** 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.
  ⊕ icp.scarp.ubc.ca

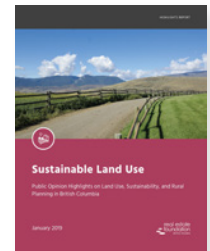**UBC SCARP: Indigenous Community Planning Program**
(2017 • $500,000)

RESOURCES

REFBC commissioned a public opinion poll to learn about BC residents' attitudes on land use, sustainability, and rural planning.

⊕ bit.ly/SLUpoll

REFBC commissioned a public opinion poll to learn about BC residents' attitudes towards housing and transportation, city planning, density, and sustainability.

⊕ bit.ly/SBEpoll

Project Strategy #3

Integrate land use and transportation planning and practices to 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, greater social opportunities, and higher community satisfaction.

Limited regional coordination contributes to conflicting transportation and land use policies and capital investments, leapfrog development, sprawl, and inefficient development patterns. Strong regional planning can support greater alignment with sustainable development patterns.

- Support policies and programs that strengthen regional planning and better integrate transportation and land use planning.

- Collaborate to renew momentum on smart growth and communicate the value of compact, connected development.

- Produce research, policy recommendations, pilots, and programs that align local government legal mechanisms and areas of authority (e.g. development cost charges, zoning, development approvals, development permit regulations, official community plans) with sustainability objectives and smart growth principles.

- Increase availability of medium density, small-scale, and affordable housing forms in keeping with comfortable community character.

Examples

- Reforms to the *Local Government Act* or other related legislative changes that strengthen coordinated regional planning, and create mechanisms to share costs and benefits of development across jurisdictions

- The Regional District of Kitimat-Stikine worked with the UBC School of Community and Regional Planning to analyze transportation accessibility in the widely dispersed Gitxsan, Wet'suwet'en, and Hazelton communities of the Upper Skeena. They will offer recommendations for safe and improved access to economic and educational opportunities, jobs, medical care, banking, and other essential services.

- In partnership with Metro Vancouver and BC Housing, BC Non-Profit Housing Association examined policy mechanisms that can be used to preserve and expand affordable housing along transit-oriented development areas.
  bit.ly/affordableTOD

Built Environments / Project Strategies in Action

Examples, continued

- **Small Housing BC** worked with municipalities 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, opportunities, and preferences for small housing.
  ⊙ smallhousingbc.org

- The City of Kelowna has piloted 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.
  ⊙ bit.ly/CapriLandmark

Small Housing BC: Small Housing Summit
(2018 • $61,500)

RESOURCE

In partnership with the Smart Growth Task Force, REFBC examined the strengths of BC's Climate Action Charter and built a case for closer integration of land use and transportation planning.

⊙ bit.ly/growing-smarter

Project Strategy #4

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

Non-governmental organizations are important change agents. To strengthen their impact, funders can offer long-term, core funding, support organizations to coordinate their mandates and messaging, and create opportunities for NGOs and public organizations to collaborate on shared goals.

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

- Collaborate on partnership initiatives that draw on non-partisan coalitions of NGOs, governments, businesses, and university groups to implement strategies and track progress across sectors.

- Share resources and information to enhance collaboration and reduce duplication.

Examples

- The **Pembina Institute** collaborates 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 focus on reducing emissions from BC's building sector by 80% by 2050 and reducing the climate and water impacts of oil and gas development.
  - ⊕ pembina.org

- Through the moving in a livable region project, the SFU Centre for Dialogue brought business, labour, health services, and civil society together to examine 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.
  - ⊕ bit.ly/SFUlivable

- The Housing Research Collaborative, a project of UBC's School of Community and Regional Planning, has developed a research and policy hub that connects organizations with researchers and housing data. The collaborative will host workshops, analyze existing policies, and create a data portal.
  - ⊕ housingresearchcollaborative.scarp.ubc.ca

Pembina Institute: GLOBE 2018 Event
(2017 • $900,000)

Project Strategy #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).

Senior government funding plays a key role in achieving sustainable built environments and infrastructure. These investments benefit communities and can reduce public costs in other areas. For example, investments in sidewalks and bike lanes support active transportation and reduce healthcare costs. Similarly, investments in affordable housing stimulate economic development, create workforce housing, and reduce costs associated with homelessness.

Private and non-profit investments can also be stimulated where a clear business, social, or environmental case can be made for new approaches.

- Clearly communicate and document the costs and co-benefits of sustainable development. Use this information to support decision-making at the senior government level.

- Develop tools and strategies for assessing long-term social, economic, and environmental costs and benefits of development options and use these assessments to inform, land use and infrastructure choices, and associated funding and investments.

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

Examples

- UBC's Health and Community Design Lab researches the effects of transportation investments, development decisions, and walkable built environments on health outcomes and healthcare costs.
  ➔ bit.ly/UBChealth

- The SFU Centre for Dialogue and **Clean Energy Canada** determined the costs of congestion in Metro Vancouver under different land use and transportation planning scenarios.
  ➔ bit.ly/CECtraffic

Economic Cost of Congestion in Metro Vancouver
(2014 • $40,000)

Examples continue on the next page.

Built Environments / **Project Strategies in Action**

Examples, continued

- Renewable Cities at the SFU Centre for Dialogue collaborated with NGOs, universities, government organizations, and utility companies to show how GHGs can be reduced through smart growth strategies and integrated land use and transportation planning.
  ⊕ renewablecities.ca

- The City of Richmond has worked with partners to develop a building energy benchmarking program that includes sample bylaws, training materials, and reporting templates. Benchmarking tools help building owners, governments, and residents better understand how buildings use energy.
  ⊕ energy.richmond.ca

- As part of the regional flood management strategy for the Lower Mainland, the Fraser Basin Council has worked with local, provincial, and federal governments, as well as First Nations, NGOs, and the public to incorporate environmental values into flood mitigation strategies.
  ⊕ bit.ly/FBCflood

- BCNPHA supported implementation of the 2017 Metro Vancouver Homeless Count, including new methods, analysis, and policy briefs. Their findings will inform policy and planning decisions related to land use and housing development, capital funding allocations, and the built forms required to meet the needs of specific population groups.
  ⊕ bit.ly/homeless2017

- The **Ministry of Community, Sport and Cultural Development** worked with local governments to develop a Community Lifecycle Infrastructure Costing (CLIC) Tool that allows them to estimate and compare the major costs of different forms of residential development patterns (e.g. sprawl vs. compact).
  ⊕ bit.ly/CLICtool

Community Lifecycle Infrastructure Costing (CLIC) Tool
(2016 • $17,350)

RESOURCE

In *Building Change*, REFBC presents a case for sustainable built environments and outlines six priorities for action.

⊕ bit.ly/sustainableBC

Built Environments / Project Strategies in Action

Project Strategy #6

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

If change is your aim, money is a powerful lever for behavioural shifts. 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.

- Design financial tools that create market signals and stimulate investment in sustainable development, technology, energy, and resource use within the built environment. This could take the form of carbon pricing, road pricing and subsidy reform, water fees linked to usage, social finance, impact investing, property purchase taxes that mitigate speculation, etc.

- Use research, policy recommendations, pilots, and program initiatives to demonstrate the value of re-investing fees or taxes into related areas of built environment sustainability. For example, gas tax redistributed to support transit infrastructure or a speculation tax used to support affordable housing initiatives.

- Embed life-cycle accounting and eco-asset management practices into development planning to ensure that decision makers consider long-term social, ecological, and economic costs and benefits.

Examples

- The New Commons Development team works with non-profits, co-operatives, and municipalities to develop affordable housing and nonprofit or community-owned real estate projects. In this model, New Commons provides development services, generates capital through impact investments, and assists with project coordination, team education, and risk management.
  ⊕ newcommons.ca

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

- The Fraser Basin Council has scaled up Salmon-Safe BC, a program for developers and building managers to learn about salmon-friendly practices and apply for certification and accreditation. Salmon-Safe links site development and land management practices with the protection of agricultural and urban watersheds.
  ⊕ salmonsafe.ca

Fresh Water

BIG GOAL

▶ The future we envision.

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.

⊠ Freshwater sustainability is supported through strong legislation, policies, and regulations that are implemented, financed, and enforced.

⊠ Diverse 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.

PROJECT STRATEGIES

▶ How we get there.

1. Revitalize freshwater policies, implement policy and financial 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.

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

Fresh Water / Project Strategies in Action

Project Strategy #1

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

Fresh water sustains us. 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. All of us - governments, NGOs, funders, and citizens - share a responsibility to protect and conserve our fresh water for future generations.

Local governments and First Nations are taking a leadership role in identifying new solutions and approaches to watershed governance that integrate local knowledge with decision-making.

At the same time, the provincial government has introduced the 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.

We're particularly interested in watershed governance approaches led and supported by First Nations.

- Develop and implement innovative local policies, plans, and regulatory tools that protect fresh water through land use decision-making and watershed planning (groundwater, environmental flows, reporting and monitoring, water objectives, governance, and planning).

- Build capacity and encourage investments for piloting and scaling collaborative community-based watershed management, planning, and governance.

Examples

- The Coquitlam River Watershed Roundtable developed a watershed plan and partners are now implementing key actions through community outreach, exploring long term funding models, and identifying best practices in municipal policy and bylaws for a healthy watershed.
  bit.ly/CRWR-plan

- The Cowichan Watershed Society led a water governance pilot project to test capacity for local responsibility and accountability under the *Water Sustainability Act*.
  bit.ly/Cowichan

- **Mount Arrowsmith Biosphere Region Research Institute** scientists worked with Regional District of Nanaimo staff members on a wetland mapping and monitoring project across seven water regions. Findings on groundwater recharge informed a wetlands and groundwater action plan and policy recommendations.
  mabrri.viu.ca

Examples continue on the next page.

Fresh Water / **Project Strategies in Action**

Examples, continued

- The Sustainable Funding for Watershed Governance Task Force has led pilot projects to test funding mechanisms (taxes, levies, social finance, etc.) as potential revenue sources for collaborative watershed governance.

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

- The **POLIS Water Sustainability Project** helps to develop, pilot, and test watershed governance models and collaborative community-based governance initiatives.
  ➔ poliswaterproject.org

Mount Arrowsmith Biosphere Region Research Institute
(2017 • $42,300)

POLIS Water Sustainability Project
(2017 • $405,000)

RESOURCE

The BC Freshwater Legacy Initiative builds partnerships between governments, communities, and water users. The Initiative invests in capacity building for watershed governance.
➔ bcwaterlegacy.ca

Project Strategy #2

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

There are significant gaps and opportunities to in water quality and quantity monitoring and reporting in BC. Groups from many sectors recognize the key role of water monitoring in effective planning and decision-making. With the implementation of the Water Sustainability Act and growing community interest in managing and protecting freshwater resources, , the time is right to develop a shared vision for effective water monitoring and reporting, identify challenges and opportunities, and develop collaborative responses.

Community-based initiatives and regional hubs engage community members in the process of collecting data and monitoring the health of freshwater ecosystems. This builds capacity and understanding of the relationship between land use and freshwater health, which in turn generates support for more sustainable land use decisions.

📍 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.

Examples

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

- The Skeena Knowledge Trust hosted workshops to train community groups on data hubs and mapping tools available to gather and manage watershed data.
  ⊕ skeenatrust.ca

- **Wildsight**'s citizen science series engaged community members in collecting data and monitoring lake, river, wetland, and aquifer health.

- Living Lakes Canada worked with partners across the Columbia Basin to develop a framework and implementation strategy for an open-source data hub on water health in the Columbia Basin.
  ⊕ bit.ly/LLC-hub

Project Strategy #3

Build the freshwater movement through education and public engagement.

Communications, knowledge sharing, and outreach can help to increase public awareness, understanding, and engagement around water and land use issues. In turn, greater public awareness supports policy implementation in ways that reflect community interests at a local watershed scale.

- Organized communications and public engagement to ensure that water issues stay top-of-mind.

- 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.

- Deliver hands-on educational programs and community action projects to build community interest in water stewardship.

Examples

- Canadian Freshwater Alliance's keeping water on the agenda project galvanizes public support for freshwater protection.
  ⊕ freshwateralliance.ca

- The Okanagan Nation Alliance has used Indigenous (Syilx) knowledge and practices to inform community watershed management plans.
  ⊕ bit.ly/syilx-water

- Rivershed Society of BC's watershed solutions project provided experiential education, planning resources, and seed funding for emerging leaders to develop community watershed projects in partnership with community organizations along the Fraser River.
  ⊕ bit.ly/rivershed-sllp

Wildsight: Citizen Science Training
(2015 • $150,000)

RESOURCE

The Canadian Freshwater Alliance commissioned an opinion poll to learn about BC residents' attitudes on freshwater health, pricing, and regulations.
⊕ bit.ly/water-poll-2018

Project Strategy #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.

- Support First Nations and Indigenous-led organizations to lead on watershed management and governance projects within their traditional territories and titled lands.

- Invest in capacity (staff, technology, finance) for Indigenous-led organizations leading on watershed planning, monitoring, and governance.

Examples

- First Nations Fisheries Council created water for fish, a program to support water governance and stewardship amongst BC First Nations.
  ⊕ bit.ly/water-for-fish

- 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.
  ⊕ bit.ly/collab-consent

- The University of Victoria's Environmental Law Centre researched Indigenous and colonial water laws and approaches in the Similkameen, Cowichan, and Nemiah watersheds.
  ⊕ bit.ly/water-laws

- Okanagan Nation Alliance is exploring opportunities to develop new governance approaches based on Syilx ecological knowledge and apply these approaches to watershed planning (e.g. Kettle River Water Management Plan) in their territory.
  ⊕ bit.ly/syilx-water

Food Lands

BIG GOAL

▸ The future we envision.

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 lands.

PROJECT STRATEGIES

▸ How we get there.

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

2. Work with Indigenous and non-Indigenous governments and groups to inform and enhance land use policies, planning, and decision-making in ways that integrate sustainable, local food systems.

3. Conduct research, economic analysis, and modelling to inform decision-making on agricultural and food lands planning.

Food Lands / **Project Strategies in Action**

Project Strategy #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, aging farmer demographics, and development pressure on agricultural land – which affect food security. Given these challenges, it's important to protect food-producing land and to ensure that land is available to farmers and remains in production.

Across BC, community organizations are working together to address these challenges and create more local and sustainable food systems.

- Develop tools, research, and models to increase land access and tenure options. This could include land linking programs, food land trusts, and policies that support small farm co-housing arrangements. These options should be coordinated and implemented at both local and regional levels.

Examples

- Young Agrarians has created a Land Access Guide and developed a land linking program that connects new farmers with land available to lease.
  → youngagrarians.org/tools/land

- Foodlands Cooperative of BC (FCBC) piloted a cooperative land trust model at Ceres Circle Farm, near Kelowna. Along with the pilot, FCBC has created a community governance plan, and resources (templates, plans, governance models) to support other farms in entering into trust.
  → foodlands.org/farmland-trusts

- Deer Crossing The Art Farm's smart farm project includes a review of policy and regulatory options for creating affordable housing near farmland.
  → smartfarmproject.org

Project Strategy #2

Work with Indigenous and non-Indigenous governments and groups to inform and enhance land use policies, planning, and decision-making in ways that integrate sustainable, local food systems.

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, as well as new models and organizational arrangements.

Over the past 10-15 years, many regional and municipal governments have adopted agricultural plans, food strategies, and associated goals. However, the gap between adoption and implementation can stall progress. Initiatives lack resources, coordination, and clarity on roles and responsibilities.

- Lead taskforces and other collaborative initiatives that work to create a more sustainable food system. Actions could include policy recommendations on the farm tax system, incentives to increase production, and limitation of non-farm ownership of agricultural land, as well as pilots that recognize the role of ecological goods and services.

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

- Develop food land policies and agricultural plans, including climate change adaptation strategies, resource mapping, zoning, and bylaws.

Examples

- Lil'wat Nation is developing a community-supported agriculture program to mprove food security and increase local and culturally-appropriate food options.

- The Central Kootenay Food Policy Council is developing and implementing a coordinated regional food systems strategy.
  ⊕ ckfoodpolicy.ca

- The Delta Farmer's Institute led a communications and public engagement project to boost understanding of local agriculture and climate change issues.
  ⊕ bit.ly/Delta-farmers

- 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 others to compare food system policies on topics like urban farm business licenses and agricultural zoning.
  ⊕ kpu.ca/isfs/foodpolicydatabase

Project Strategy #3

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

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

- Develop an evidence base, strategic rationale, and case studies for local government policies that promote sustainable land and water use, and support sustainable food economies.

Examples

- The Institute for Sustainable Food Systems at Kwantlen Polytechnic University created a bioregional food system model for southwest BC that uses agricultural, environmental, and economic data to predict future scenarios. The Institute has adapted the model for the Okanagan and the Township of Langley. In the process, they've improved the model, added new parameters (e.g. water use, production methods), and scaled up its use and application across the province.
  ⊕ kpu.ca/isfs/swbcproject

- The Central Kootenay Food Policy Council works with partners to analyze the Regional District of Central Kootenay's Agriculture Land Use Inventory and other water and land related datasets. The Council will cross-reference findings with existing official community plans, comprehensive land use bylaws, and other relevant local government policies and plans. Findings will be used to identify and develop policy amendments that lower barriers and promote sustainable food systems, vibrant agriculture economies, and climate change adaptation.
  ⊕ ckfoodpolicy.ca

- The **Whistler Centre for Sustainability** has convened, engaged, and supported food-related stakeholder groups in the Squamish-Lillooet region. Together, partners promote farmland protection and boost local food production, distribution, and consumption.
  ⊕ bit.ly/SLRDfood

Squamish-Lillooet Food Project
(2016 • $22,500)

Real Estate Profession

BIG GOAL

▸ The future we envision.

Real estate professionals, industry groups and partners demonstrate leadership and innovation in sustainable land use and real estate practices that improve quality of life for BC residents.

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.

PROJECT STRATEGIES

▸ How we get there.

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 Strategy #1

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

- Professional development on progressive land use and real estate practices prepares real estate professionals to use best practices and advise their clients on the latest trends, laws, and standards.

- Create professional development opportunities for Realtors to learn about real estate practices that contribute to healthy communities and natural environments.

- Research real estate and development trends that support sustainable communities. Share that knowledge with Realtors and other professionals.

Examples

- The **South Okanagan Real Estate Board** worked with local partners to create a resource guide for residents and Realtors on climate resilience in the Okanagan. The guide will include information on drought and fire preparation, water conservation, shoreline protection, invasive species, and food security.
  ⊕ bit.ly/SOREB-guide

- The Real Estate Institute of BC worked with BC Housing to study innovative options for improving the cost effectiveness, quality, and time efficiency of modular housing construction.
  ⊕ bit.ly/REIBC-modular

- The BC Non-Profit Housing Association developed an energy benchmarking program with online tools that enable non-profit housing providers to better understand their energy use and maintenance needs and create a business case for capital planning and asset management.

SOREB: Building Climate Resilience in the Okanagan
(2018 • $60,000)

Project Strategy #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.

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.

- Support collaboration between real estate industry organizations and other partners on projects and programs that build support for more sustainable land uses and building forms.

Examples

- To encourage the development of more efficient building options in the East Kootenays, the Community Energy Association is offering education for consumers, Realtors, tradespeople, builders, and local government staff on home energy efficiency.

- The **Vancouver Island Real Estate Board** worked with BC Hydro and the City and Regional District of Nanaimo to develop the Realtor Energy Efficiency Program, which offers tools, training, and resources on home energy efficiency and labelling. VIREB has expanded the program to serve Realtors working in other areas across BC.

VIREB: Realtor Energy Efficiency Program
(2018 • $25,000)

Project Strategy #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.

Consumers and members of the public want to work with highly knowledgeable and competent real estate professionals. As trusted advisors to their clients, Realtors 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.

📍 Support real estate professionals in their role as advisors on real estate, land use, and built environment trends, laws, and standards. Emphasize educational opportunities for topics that support a high quality of life or serve the public's interest in other ways.

📍 Provide tools, training, and resources for real estate professionals on BCREA's five Quality of Life principles:

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

Examples

- Tools, training, and resources on sustainability-related topics like home energy labelling, permeable landscaping, invasive species, and climate resilience.

- Professional education on the latest legal, policy, and regulatory information and best practices.

- The South Okanagan Real Estate Board has created resources on freshwater ecosystem protection for Realtors who sell waterfront property.
  ⊕ bit.ly/SOREB-riparian

- Given that flooding poses enormous threats to the economy, community safety, the environment, and private property, BCREA has led on action planning to support floodplain mapping.
  ⊕ bit.ly/BCREA-floods

4
Impact Assessment

ADAPTING OUR GRANT REPORTING TO IDENTIFY TRENDS, BARRIERS, AND OPPORTUNITIES.

REFBC has been making grants for more than 30 years. In this time, we've assessed projects and gathered final reports from the non-profits we have funded. This information has been incredibly valuable for illustrating the impact *individual* projects have on the communities and audiences they serve.

However, our reporting format wasn't connected to a theory of change or overall impact assessment framework. This made it difficult to aggregate and assess the *collective* impact of our grants, and of our overall effectiveness as a grantmaker.

In 2018, REFBC began piloting an impact assessment program, aligning our final grant

reports with our impact model and theory of change. This process is now embedded in our grantmaking practices.

Impact assessment is particularly helpful when an organization is trying to:

- Influence change in complex systems.

- Achieve an ambitious mission and vision.

- Work strategically with a diverse and changing Board of Governors.

- Collaborate with partners who need to understand of our intentions, ideas, and interests.

IMPACT ASSESSMENT GOALS

- ✓ Understand how positive change happens – to help guide our grantmaking and projects so that we make the most of valuable assets.

- ✓ Build shared understanding of what we are trying to do and why – so we can align our efforts, with transparency and intention.

- ✓ Create a framework for measuring, assessing, and reporting out on impact – to support program accountability, learning, and adaptation.

Through impact assessment, we're better able to explain, prioritize, and learn from our work. Going forward, we'll share our findings with grantees, partners, and other funders so that, together, we can increase our impact and influence.

Because grantmaking is REFBC's core activity, our impact assessment process has been led by the grants team, with a focus on assessing grant impact. However, impact assessment is also relevant to other REFBC activities like partnership initiatives, research projects, and impact investments.

What we hope to learn

There are a number of ways to assess impact, and it is challenging. We have tried to stay grounded in an approach that is:

- Doable - not too onerous for our grantees or staff team.

- Useful - relative to effort required to collect, use and apply impact data.

- Qualitative – with a focus on the combined, qualitative insights of our funded work, rather than quantitative metrics or the success of individual projects .

- Shareable – with findings clearly explained and available in a variety of reports and formats for key audiences

- Adaptive – as a learning and evolving process.

Because we're collecting information on impacts across a very diverse mix of projects and sectors, our process focuses on qualitative data, with some quantitative measures used for classifying and grouping. We hope that this process will enable us to:

- Verify and account for what we're doing, so we can be transparent and accountable to our grantees and to the wider land use community.

- Understand the factors that drive change and achieve impact, so we can learn, adapt, and improve our grantmaking.

Grantees will provide data through REFBC's final reporting process. We'll also consider data gathered by REFBC staff. REFBC's grants team will code responses, aggregate findings, and analyze the data for trends.

Our team will use a mix of quantitative and qualitative data to test our impact model and interest areas framework.

HOW WE USE DATA

Impact assessment data can help us to:

Verify and account for what we're doing.
Quantitative and statistical data, for example:

- Total number of projects completed.
- Amount of REFBC funding used and leveraged.
- Projects and funding, by interest area.
- Project locations (areas) and scope of impact (community, regional, provincial).
- Number and range of project partners.

Understand factors that drive change.
Qualitative and narrative data, for example:

- Insights into which strategies, outcomes, or barriers are most influential or important.
- Coded responses (by core ideas, themes, or strategies) aggregated to identify broader trends.
- Examples and stories that illustrate lessons, themes, or trends.

Both types of data help us speak more realistically about the many influences, players, constraints, and opportunities in the systems we're working in.

Through this process we're hoping to learn:

- Whether the outcomes in our impact model adequately capture what our grantees are experiencing? Are we funding a mix of projects that affect change in each of the outcome areas?

- Whether the project strategies we've identified in our interest areas framework are being used. Which are most effective and why?

- What are grantees' project experiences and most influential strategies, deliverables, and outcomes?

- What key barriers and opportunities need to be addressed for further progress in our areas of interest?

The answers to these questions will help confirm or reveal challenges or opportunities relevant to our impact model and interest areas framework, so we can learn, adapt, and improve our programs.

Sharing the results

Impact assessment is a learning process. REFBC will share the results internally with our staff and board, and externally with our grantees and other partners.

Once we've collected impact data on completed projects, we will prepare and release an impact report each year. This report will summarize trends and noteworthy findings from our grantmaking.

Going forward, we will also look for opportunities to use impact assessment with REFBC research projects, partnership initiatives, and impact investments.

5

Conclusion

There are many ways to approach impact assessment and it is challenging work.

In 2018, we tested our approach, methods and tools internally with our staff and Board, and externally with 24 staff members from 19 grant-funded organizations.

We would like to extend a special thank you to the people and organizations who contributed their time and feedback (see Appendix C). Their suggestions helped us understand what was possible, improve and adapt our materials and process, and develop a plan for implementation.

Our proposed approach is not a perfect science, nor is it the only way to explore and assess our impact. It is our best guess and best effort based on internal and external research, consultation, and testing. The goal is to continue to learn, adapt, and improve as we go, and to gain and share insights with our grantees and partners.

Like many of the groups we work with, REFBC is a small organization that wants to make a big difference. But no organization can tackle change alone.

The organizations we grant to are at the heart of what we do. Their projects and programs generate outcomes that bring us closer to the sustainable future we envision.

We are fortunate to work with many dedicated and innovative community partners, Indigenous and non-Indigenous governments, academics, non-profits, and other funders who share our vision for a healthy environment that supports thriving, resilient, livable communities across BC.

Glossary of Terms

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 - Any form of human-powered transportation, including walking, cycling, skateboarding, rollerblading. 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, in turn, increases trust in one's neighbours and involvement in local decision making.

Affordable housing - The Canadian Mortgage and Housing Corporation 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), by increasing the supply of rental and non-market housing (co-ops, non-profits), and through affordable homeownership programs (down payment assistance, rent-to-own, second mortgages).

Benchmarking - A standard or point of reference against which things may be compared or assessed.

Biodiversity - The variety of species and ecosystems on Earth and the ecological processes of which they are a part. (Source: Biodiversity Canada)

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 interrelated 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.

Climate action - Stepped-up efforts to reduce greenhouse gas emissions and strengthen resilience and adaptive capacity to climate-induced impacts. Specific actions can include: addressing climate-related risks or hazards (flooding, drought, loss of habitat); integrating climate change measures into national policies, strategies and planning; and improving education, awareness-raising, and human and institutional capacity with respect to climate change mitigation, adaptation, impact reduction, and early warning. (Source: United Nations Development Programme)

Conservation - Preservation, protection, or restoration of the natural environment, natural ecosystems, vegetation, and wildlife.

Community-based monitoring (CBM) - Community-led data collection and tracking. 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. (Source: Canadian Environmental Grantmakers' Network, freshwater shared measurement project)

Complete communities - Communities with diverse housing options and access to a wide range of goods, services, and amenities. They are designed to support active transportation, public transit, and healthy lifestyles. (Source: Metro Vancouver)

Ecosystems-based management - 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. (Source: Conservation Biology)

Food lands (or Foodlands) - Lands used for growing, harvesting, gathering, hunting, and fishing. The term recognizes and respects Indigenous land rights and food practices, and opens a dialogue between farmland access initiatives and Indigenous food sovereignty initiatives. Food lands is broader than, but inclusive of, farming. It includes land used for gathering, hunting, fishing, etc.

Governance / Good governance - Governance is about influence, authority, and accountability in decision-making. It can be formal: influenced by laws, regulatory rules, and agreements. It can be informal: influenced by customs, behaviours, and local practices and understanding. What is the process for making decisions? Who has a voice? Who decides who has a voice, and who is empowered or disempowered? Who is responsible for outcomes in the water and on the land? "Good governance" has many dimensions, including good data and information, as well as plans and planning processes, and a range of legal and regulatory tools.

Equally important aspects of governance include:

- Involving those impacted by decisions in decision-making

- Discovering new ways to bring people together: even if those people have different histories, ideas, beliefs, values – and maybe even facts – about their shared watershed

- Telling compelling stories about why an issue or resource matters, why new decision-

making approaches are needed, and how to get started.

(Source: POLIS Water Sustainability Project and the Centre for Indigenous Environmental Resources)

Green building - Building structures and 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.

Indigenous Protected and Conserved Areas (IPCAs) - Lands and waters where Indigenous governments have the primary role in protecting and conserving ecosystems through Indigenous laws, governance, and knowledge systems. Culture and language are the heart and soul of an IPCA. IPCAs generally all include three essential elements: they are Indigenous-led, they represent a long-term commitment to conservation, and they elevate Indigenous rights and responsibilities. (Source: Indigenous Circle of Experts)

Land Code - An option available to First Nations who want the ability to govern their reserve lands and resources according to their own laws by removing the day-to-day decision-making authority of the Canadian government over those lands. The Framework Agreement on First Nation Land Management, a government-to-government agreement negotiated by 14 First Nations and Canada in 1996 and later ratified by the *First Nations Land Management Act* in 1999, is an initiative that enables First Nations to opt out of the land management sections of the *Indian Act* and take over responsibility for the day-to-day management of reserve lands and resources. It is the Framework Agreement that is actively being implemented by First Nations and Canada. It is not a treaty and does not affect treaty rights or other constitutional rights of the First Nations.

Land use - Land use is the human use of land – the management, conservation, and modification 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.

Natural capital - Indispensable resources and benefits, essential for human survival and economic activity, provided by the ecosystem or natural environment. Natural capital is commonly divided into (1) renewable resources (agricultural crops, vegetation, wild life, streams, rivers, lakes and wetlands) and (2) non-renewable resources (fossil fuels and mineral deposits). (Source: Business Dictionary)

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. In Canada, organized real estate refers to all the member Realtor organizations which fall under the Canadian Real Estate Association. In BC, this is BCREA and its 11 member Real Estate Boards which serve about 22,000 Realtors.

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 healthier, more affordable in the long run, and provide an exceptional level of thermal comfort - even in locations where the climate is more extreme. These building techniques are an important step towards creating resilient communities that 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. It includes relevant professional qualifications in a personal, responsible and professionally independent capacity in the interest of the client and the public. It is associated with established levels of education, provincial and national associations, licensing laws, ethics and codes of conduct. (Source: Wikipedia)

Professional - A member of a profession or any person who earns their living from a specified professional activity. The term also describes the standards of education and training that prepare members of the profession with the particular knowledge and skills necessary to perform their specific role within that profession. In addition, most professionals are subject to strict codes of conduct, enshrining rigorous ethical and moral obligations. Professional standards of practice and ethics for a particular field are typically agreed upon and maintained through widely recognized professional associations, such as the IEEE. Some definitions of "professional" limit this term to those professions that serve some important aspect of public interest and the general good of society. (Source: Wikipedia)

Quality of life - refers to the general well-being of individuals and societies, relative to the negative and positive features of life. It relates to life satisfaction, determined through things like physical health, family, education, employment, leisure, housing, wealth, safety, security, freedom, religious beliefs, and the environment. It may be affected by community livability, cultural vitality, economic prosperity, social justice and environmental health. It is referred to in a wide range of contexts, including the fields of urban and regional planning, international development, healthcare, economics and politics. (Source: Wikipedia)

'Quality of Life' - 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. The goal of the 'Quality of Life' approach is to recommend policies that enable people to get what they value most: jobs, homes and better communities. Basically, what's good for the province is good for real estate. For BCREA, their approach is summarized in five principles: Ensuring economic vitality; Providing housing opportunities; Preserving the environment; Protecting property owners; and Building better communities (Source: BCREA)

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

Real estate profession - The real estate profession includes real estate agents, property managers, assessors and appraisers, architects, planners, developers, tradespeople, and other professionals who contribute to the value of property that is bought and sold.

Real estate industry - Organizations working in the real estate sector in BC via activities which encompass the many facets of real property, including development, appraisal, marketing, selling, leasing, and management of commercial, industrial, residential, and agricultural properties. (Source: Vault)

Real estate sector - May be used interchangeably with the term real estate industry, though sector sometimes implies a larger grouping within the economy, comprised of multiple segments. The main segments of the real estate sector are residential real estate, commercial real estate and industrial real estate. The residential sector focuses on the buying and selling of properties used as homes or for non-professional purposes. The commercial sector consists of real estate used for business purposes; common types include retail and office space. Industrial real estate is comprised of properties used for manufacturing and production: factories, plants, etc. (Source: Investopedia)

Real estate agent - A person who acts as a licensed agent for the sale and purchase of buildings and, or for strata or rental property management. Not every real estate agent is a Realtor. (Source: The Balance)

REALTOR® (or Realtor) - A Realtor can be a real estate agent, a broker-associate, a managing broker, or an exclusive buyer's agent, among a variety of other common terms. Although both a Realtor and a real estate agent must be licensed to sell real estate, the main difference is the former is a member of a National Association of REALTORS®. In Canada, that is the Canadian Real Estate Association (CREA). To be a member of CREA, an agent is expected to be:

- Committed to the REALTOR® Code: The accepted standard of conduct for all real estate practitioners who are REALTORS®. It is a guarantee of professional conduct and quality service.

- Knowledgeable about developments in real estate: To help clients make informed decisions: comparable prices, neighborhood trends, housing market conditions and more.

- Actively updating education: Through courses, workshops and other professional development, a Realtor maintains a high level of current knowledge about real estate.

- MLS Access: Realtors have access to Board MLS Systems, which facilitate the cooperate sale of properties to benefit consumers.

(Source: CREA)

Regenerative design - 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)

Sustainability (1) - State of the global system, including environmental, social, and economic aspects, in which the needs of the present are met without compromising the ability of future generations to meet their own needs. Note: The environmental, social, and economic aspects interact, are interdependent, and are often referred to as the three dimensions of sustainability. (Source: International Organization for Standardization)

Sustainability (2) - A state in which people can meet their needs without compromising the ability of future generations to meet their own needs. In addition to natural resources, we also need social, cultural, ecological, and economic resources. Concerns for current and long-term

environmental health, social equity, cultural vitality, and economic prosperity are inherent in most concepts of sustainability. (Source: University of Alberta)

Sustainable built environment - Enables people to have a high quality of life without undermining natural systems that support us, now and in the future. It is a place that is resource efficient, resilient, prosperous, equitable, healthy, safe, attractive and authentic. It respects nature's limits while responding to people's diverse needs and community values.

Sustainable food system - A food system that 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 freshwater systems - Freshwater ecosystems that are healthy, sustainable, and valued now and in the future. Fresh water is managed sustainably when: lake, river, and stream ecosystems are in good health (including the quality and supply of water); strong legislation, policies, and regulations are in place to protect fresh water; people, organizations, and communities work together to ensure the health of both water and land; communities lead on freshwater protection, governance, and management; decisions are made at the

local level, with input and responsibility from community members.

Sustainable land use - 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.

Sustainable society - A sustainable society meets the needs of people in a resilient economy without compromising the planet's ecological integrity or the needs of future generations. Sustainability has three pillars that must be integrated in a balanced way: a) environmental: to stay within the biophysical carrying capacity of our region/country/planet (e.g. minimize resource use, minimize waste, protect nature from degradation); b) social: to maintain and protect quality of life and the values that we aspire to live by; and c) economic: to ensure that an adequate material standard of living is provided for all members of society. (Source: Association of Professional Engineering and Geoscience of BC)

Traditional ecological knowledge (TEK) - 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)

Tribal Parks - A land or watershed that is developed, governed, and managed by Indigenous peoples and allows for traditional ways of life and ecologically sound commercial activities, but not industrial activities. Tribal parks exist around the world under different names. (Internationally, they are recognized as Indigenous Peoples' and Community Conserved Territories and Areas, or ICCAs).

There is a growing interest in tribal parks today on the part of many First Nations communities in Canada. A tribal park can be a model of self-determination and dignity, environmental stewardship, and sustainable livelihoods—all which need to be mutually supportive. Ideally, tribal parks are based on Indigenous watershed governance and are on land secured under Aboriginal title and managed by Aboriginal communities. However, in Canada, there are many tribal parks that exist on land where title is contentious and the communities manage the park through a shared arrangement with the provincial or federal government. Globally, there is a growing recognition that Indigenous-led protection and conservation can be more successful in achieving positive biodiversity outcomes than state-regulated processes. For Indigenous peoples that have not ceded their rights and responsibilities to manage their traditional lands through treaties, it is possible to secure title to traditional lands through the court system. Once title is secured, Indigenous peoples are free to establish tribal parks and determine the appropriate governance regimes. (Source: Indigenous Circle of Experts)

Watershed - 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 - 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 Water Sustainability Project)

Watershed governance - An emerging concept that involves reorganizing and nesting 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 Water Sustainability Project)

Further Reading

Center for Effective Philanthropy
The Predicament of Strategic Philanthropy

Understanding What Works: The State of Foundation Practice

The Chronicle of Philanthropy
Why I Regret Pushing Strategic Philanthropy

Ewing Marion Kauffman Foundation
Evaluation Guide

The Foundation Review
A Foundation's Theory of Philanthropy: What It is, What It Provides, How to Do it

Grantmakers for Effective Organizations
Is Grantmaking Getting Smarter?

The Grantsmanship Centre
A Basic Guide to Program Evaluation

Nonprofit AF
Answers on Grant Proposals if Nonprofits Were Brutally Honest with Funders

Philanthropic Foundations Canada
Effective Giving: Using Data to Inform Philanthropy

Taylor Newberry Consulting
Achieving Greater Impact by Starting with Learning

Contributors

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