



Future Skills Centre

Evaluation of Monumental's Deepening the Impact of FutureBUILDS Project

500-294 Albert St, Ottawa,
ON. K1P 6E6
admin@malatest.com
1.888.689.1847

malatest.com

This report was produced as part of a project funded by the Future Skills Centre (FSC), with financial support from the Government of Canada's Future Skills Program.

FSC is a forward-thinking centre for research and collaboration dedicated to preparing Canadians for employment success. We believe Canadians should feel confident about the skills they have to succeed in a changing workforce. As a pan-Canadian community, we are collaborating to rigorously identify, test, measure, and share innovative approaches to assessing and developing the skills Canadians need to thrive in the days and years ahead. The Future Skills Centre was founded by a consortium whose members are Toronto Metropolitan University, Blueprint ADE, and The Conference Board of Canada

The opinions and interpretations in this publication are those of the author(s) and do not necessarily reflect those of the Future Skills Centre or the Government of Canada.



Executive Summary

The Future Skills Centre funded Monumental's 2024 five-month project to deepen the impact of the FutureBUILDS program. During this time, FutureBUILDS provided continued alumni support and conducted learning events to support Black, Indigenous, and People of Colour in real estate development, and conducted a feasibility study on the creation of development fund.

R. A. Malatest & Associates conducted an independent rapid evaluation of the Deepening the Impact of FutureBUILDS Project to assess the extent to which objectives were met and, where possible, to assess the impact of project activities on the longer-term outcomes associated with the program. This evaluation collected data through interviews and written feedback with program alumni, two short surveys of event participants, and semi-structured interviews with stakeholders. This document summarizes the evaluation's design, methods, results, and implications.

Key Findings

Overall, the Deepening the Impact of FutureBUILDS Project achieved its intended outcomes. Alumni and community members agree that the program helps Black, Indigenous, and People of Colour, who are underrepresented in real estate development, advance in the sector.

Alumni valued mentorship supports above all others. Alumni found that online asynchronous resources were effective ongoing support tools for both community building and information sharing, and particularly valued their WhatsApp group and alumni wiki page. FutureBUILDS alumni are refining their goals as they continue to learn about real estate development. Some are scaling up their plans, while others are revising their plans as their goals evolve. Alumni found ongoing supports reduced some challenges they have faced in real estate development.

The FutureBUILDS program facilitates learning and support for a highly diverse community to initiate exploration and realize goals in real estate development. The Black community has been particularly well engaged, and events offered through the program further increased the diversity of participants in program offerings.

Recommendations

To diversify and expand the FutureBUILDS program, Monumental should:

- Add workshops to the FutureBUILDS curriculum or program of events. Workshops could facilitate experiential learning directed to specific ends, such as producing grant applications or other necessary documentation for project development.
- Consider adding tailored supports for newcomers and women to increase the accessibility of the FutureBUILDS program.
- Consider splitting the FutureBUILDS program into two program streams, one providing introductory supports, and one providing more advanced supports.
- Continue to evaluate future iterations of the FutureBUILDS program to assess alumni career progression and real estate project development over time. Data collected could inform decision making for scaling up the program and expanding it into other geographic areas through future funding.

Table of Contents

1. Project Objectives, Activities and Anticipated Outcomes	1
1.1 Rationale	1
1.2 Logic Model	2
2. Methods	4
2.1 Key Evaluation Questions	4
2.2 Benchmarking	5
2.3 Lines of Evidence	5
2.5 Equity, Diversity, Inclusion and Reconciliation Strategy	7
2.6 Limitations	7
3. Findings and Analysis	8
3.1 Intended and Observed Outcomes	8
3.2 Engagement with FutureBUILDS Activities	9
3.2.1 Online content was well-utilized and valued by alumni and community members	9
3.2.2 Alumni and community members appreciated the in-person networking event	12
3.2.3 Alumni and mentors appear to have been highly engaged with FutureBUILDS' curriculum review	13
3.2.4 A BIPOC real estate development fund is desired by the community	14
3.2.5 Alumni valued knowledge sessions and mentorship opportunities	14
3.3 Outcomes	16
3.3.1 Alumni found that ongoing supports helped them reduce some challenges	16
3.3.2 Alumni developed networks and ongoing mentorship relationships.	17
3.3.3 Alumni are refining their goals	18
3.4 Equity, Diversity, Inclusion and Reconciliation	19
3.4.1 FutureBUILDS' equity, diversity, inclusion and reconciliation strategies	20
3.4.2 Diversity, equity, inclusion and reconciliation observed	20
3.4.3 Differences in experiences at events	22
4. Recommendations, Implications, and Next Steps	23
4.1 Alumni and Community Suggestions	23
4.2 Recommendations	24
4.2.1 Short term recommendations	24
4.2.2 Medium term recommendations	24
4.3 Implications for FSC, for Other Funding Organizations and for Programs like FutureBUILDS	25

Appendix A: Logic Model	27
Appendix B: Evaluation Matrix	28
Appendix C: Interview Guides	31
Structured Interview Guide for FutureBUILDS Alumni	31
Semi-structured Interview Guide for Curriculum Stakeholders	39
Semi-structured Interview Guide for Industry Engagement Committee members	40
Appendix D: Pulse Survey Questionnaires	41
July 10 Pulse Check Questionnaire	41
September 24 Pulse Check Questionnaire	44
Appendix E: Works Cited	48

Table of Figures

Figure 1: Activities, outputs, and anticipated outcomes.....	1
Figure 2: Simplified logic model of project.....	3
Figure 3: Summary of data collection methods	7
Figure 4: FutureBUILDS' intended and observed outcomes	8
Figure 5: Online resources accessed by FutureBUILDS alumni	10
Figure 6: Participant satisfaction with webinar	11
Figure 7: Participant satisfaction with in-person event.....	12
Figure 8: Reach of FutureBUILDS events	13
Figure 9: Supports alumni valued most.....	15
Figure 10: Which sessions alumni found most helpful in retrospect	15
Figure 11: Alumni challenges experienced before and after FutureBUILDS	16
Figure 12: Relationships developed and valued by alumni	17
Figure 13: Changes in alumni real estate development goals.....	19
Figure 14: Ethnic diversity of participants.....	21
Figure 15: Diversity of participants in terms of gender and immigration status.....	21
Figure 16: Proportion of respondents agreeing that the in-person event deepened their understanding of real estate development.....	22

1. Project Objectives, Activities and Anticipated Outcomes

FutureBUILDS began in 2023 as a pilot, and continued in 2024 with the Deepening the Impact of FutureBUILDS Project. This 2024 project continues to support mid-career Black Canadians, Indigenous persons, People of Colour (BIPOC) and newcomers, to enter the real estate development sector. Through FSC funding under the thematic priority area of inclusive economy, the Deepening the Impact of FutureBUILDS Project conducted activities to produce outputs aiming toward outcomes as outlined in Figure 1.

Figure 1: Activities, outputs, and anticipated outcomes

Activities	Outputs	Anticipated outcomes
Provide online supports and mentorship to FutureBUILDS alumni	Alumni continue to grow their personal and professional networks	Alumni further develop real estate development goals and overcome some barriers to participation in real estate development
Conduct learning events	Webinars and in-person events	Monumental engages new and existing community members to learn more about real estate development
Gather feedback from alumni and community	Curriculum review	Monumental ready to revise FutureBUILDS curriculum
Gather feedback from industry on creating a fund for FutureBUILDS alumni to access capital for their real estate developments	Feasibility study	Monumental gains understanding of what is necessary to create BIPOC real development fund

This report summarizes Malatest's evaluation of and learnings from Monumental's administration of the Deepening the impact of FutureBUILDS Project from June through September of 2024.

1.1 Rationale

Infrastructure Canada indicates that racialized Canadians and newcomers are disproportionality affected by the housing affordability crisis.¹ A barrier to overcoming this inequity is that racialized individuals have limited representation in the industry. In 2016, only 14% of owners, partners or executive positions in Canada's real estate industry were visible minorities; as of 2021, more than a quarter (27%) of Canadians are visible minorities.²

¹ Infrastructure Canada. 2024. *Solving the Housing Crisis: Canada's Housing Plan*. p. 2.

² Varga, C. (2021, February 2). Canada's builders need to reflect Canada. *The Globe and Mail*.

www.theglobeandmail.com/business/industry-news/property-report/article-canadas-builders-need-to-reflect-canada/; Statistics Canada. 2023. (table). *Census Profile*. 2021 Census of Population. Statistics Canada Catalogue

The real estate industry is a large and growing sector of the economy. Over 300,000 Canadians are employed in the real estate industry, with residential development accounting for 10% of national GDP.³ With the Canadian Mortgage and Housing Corporation estimating that there is a need to build 3.5 million new homes by 2030,⁴ real estate development presents a growth opportunity.

Monumental is a social purpose enterprise working toward equitable urban development. Monumental launched FutureBUILDS as a response to Canada's housing crisis and to the barriers people of colour face in the real estate development sector. Monumental has found that there is a lack of diversity in urban planning and development for existing small and middle-sized residences, and that people of colour too often lack the necessary connections and financial capital to engage in the industry. Racialized entrepreneurs with real estate ambitions may lack access to the social and professional connections required to succeed.

1.2 Logic Model

Through the FutureBUILDS program, Monumental provided support for BIPOC individuals in real estate development by offering online resources, mentorship, webinars, and in-person events. To build upon these supports, Monumental developed additional online resources for alumni and for community members new to FutureBUILDS. The Deepening the impact of FutureBUILDS Project included continued mentoring and online support for FutureBUILDS alumni, as well as a "Building Better" webinar in July on sustainable building practices and an in-person networking event in September that were open to community members new to FutureBUILDS.

The Deepening the impact of FutureBUILDS Project also included a review of the FutureBUILDS curriculum and a feasibility study on developing a BIPOC development fund through invitation only events. As part of a curriculum review and feasibility study, Monumental hosted two design jams where the feedback of seven alumni and nine community members was gathered on the FutureBUILDS curriculum, and feedback from ten industry experts was gathered on plans to create a BIPOC real estate development fund. Monumental also conducted 23 one on one interviews with industry professionals and recruited ten people to convene an industry engagement committee.

The curriculum review aimed at improving FutureBUILDS training to educate BIPOC individuals about the real estate development sector and to support their work in it. The feasibility study contributes to FutureBUILDS' goal of creating a BIPOC real estate development fund to overcome the primary barrier of lack of capital.

A simplified logic model summarizes the Deepening the Impact of FutureBUILDS Project's' intended outcomes (see Figure 2). A complete logic model, which fulsomely describes the project's activities, outputs, and anticipated outcomes, can be found in Appendix A: Logic Model. Although the logic model specifies intended short-term, intermediate-term, and long-term outcomes, only short- and -

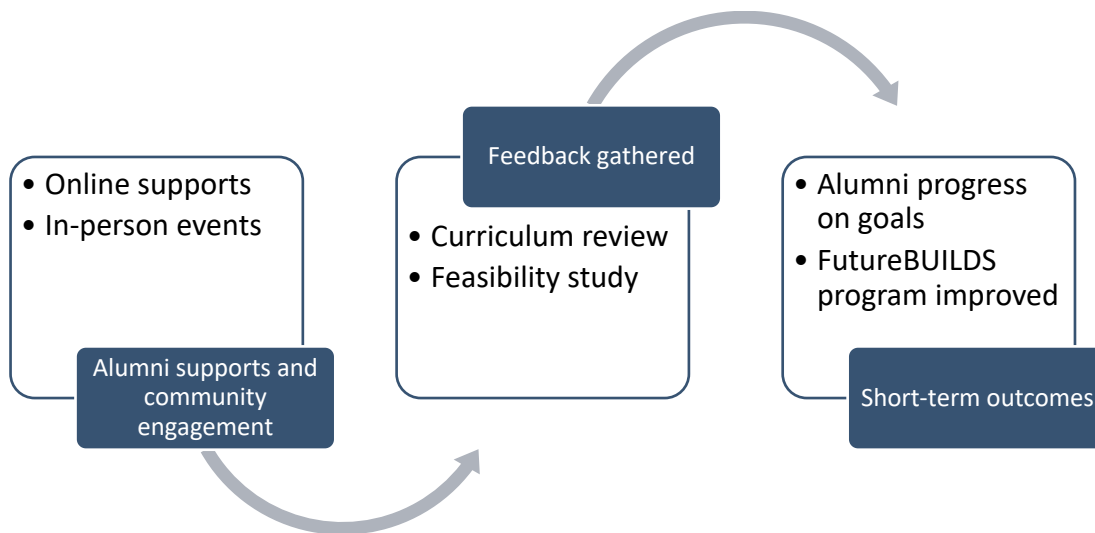
no. 98-316-X2021001. Ottawa. Released November 15, 2023. www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E (accessed December 6, 2024).

³ Statistics Canada. (2022). Statistics Canada. Table 14-10-0023-01 Labour force characteristics by industry, annual (x 1,000). DOI: <https://doi.org/10.25318/1410002301-eng>.

⁴ Canada Mortgage and Housing Corporation. 2023. *Housing shortages in Canada: Updating how much housing we need by 2030*.

intermediate-term outcomes are evaluated in this report. As FutureBUILDS matures and their alumni progress further into real estate development, long-term outcomes could be a focus of subsequent evaluations.

Figure 2: Simplified logic model of project



2. Methods

A rapid evaluation was conducted to assess the extent to which project objectives were met, and where possible, to assess the impact of project activities on the outcomes associated with FutureBUILDS. The evaluation:

- Assessed alumni engagement with online resources, mentorship, events through structured interviews.
- Assessed the process employed for collecting feedback on FutureBUILDS' curriculum review through structured interviews.
- Assessed community engagement with FutureBUILDS events through pulse surveys and program data provided by Monumental.
- Assessed stakeholder engagement with the curriculum review and feasibility study through semi-structured interviews.
- Incorporated both qualitative and quantitative methods and included the collection of benchmarking data where possible.

When data is reported, “most” indicates that more than half of respondents shared this characteristic or perspective, “some” refers to 25-49%, and “few” refers to less than 25%.

Data collection was completed between July and October 2024.

2.1 Key Evaluation Questions

Monumental identified key evaluation questions, metrics and targets. Malatest related these to FSC's thematic priority questions under the theme of Black Youth and developed sub-questions linked to key performance indicators to develop interview and survey questions. The evaluation questions, nested under FSC's questions are presented below.

What works, for whom and in what context to improve labour market outcomes for Black youth?⁵

- What are the most effective ways to support graduates through online platforms and asynchronous resources?
- What elements of system navigation and mentorship support are most relevant to graduates?
- In the past year, what progress have FutureBUILDS alumni made towards enhancing their:
 - skills and knowledge retention
 - employment or further training outcomes
 - access to capital for development projects
- Has their perception of the most valuable parts of the program changed, 6 months out from graduation?

⁵ The FutureBUILDS program is not designed to support Black youth, but mid-career BIPOC individuals entering real estate development. Consequently, some information about the program will be less directly informative to the FSC thematic priority questions.

What works, for whom and in what context to address anti-Black racism in workplaces and skills and training organizations?

- How has the program's design been supporting BIPOC entrepreneurs in overcoming barriers (beyond capital) in the development sector?
- What industry best practices and more experiential approaches can be brought to the program to improve its efficacy?
- How will the larger cohort model evolve to integrate and center around the tools and developmental resources offered by other like-minded institutions?
- What are the core governance models, staffing structures, business model and oversight requirements needed to create a successful pre-construction fund for racialized entrepreneurs?

How can knowledge be leveraged about what works to improve labour market outcomes for Black youth and to address anti-Black racism in workplaces and skills training organizations?

- What experiences or barriers related to their racial identity are they continuing to face, and how could these governance mechanisms address these barriers?
- What appetite exists from the financial services industry to support this fund?
- What are the barriers—from the financial services industry perspective—to support BIPOC entrepreneurs' access to traditional financing options, and potential challenges in supporting the new fund?
- Based on attendance and post-event surveys, what are the core elements to delivering events and learning opportunities that maximize value for the larger community?

2.2 Benchmarking

FutureBUILDS was previously independently evaluated through focus groups and a pre-post survey with FutureBUILDS alumni, pulse check surveys of participants of FutureBUILDS in-person events and webinars, and conversations with the project team. Findings from the previous evaluation are not directly comparable to the current evaluation in that the pilot offered a wider range of activities and supports and had a longer run time than the current evaluation's scope. However, comparisons were made where possible through qualitative data from participant interviews, and quantitative pulse survey data.

2.3 Lines of Evidence

The current evaluation included several lines of evidence, including structured interviews with alumni of the FutureBUILDS program, short pulse surveys of participants of public events and learning activities, and interviews with real estate development professionals.

Lines of evidence and sampling strategies included:

Alumni interviews and written submissions (conducted by Malatest)

- **Respondents:** Nine alumni who had participated in the program and had accessed ongoing supports offered through the current project provided feedback on a set of questions through interviews and written submissions (two by phone, and seven virtually), almost meeting the ambitious target of 10.

- **Information collected:** Alumni questions were structured to collect quantitative and qualitative data on alumni's perspectives on the supports they accessed, and their experiences in real estate development. The complete set of questions is available in Appendix C: Interview Guides.
- **Sampling:** Monumental invited all 30 alumni to be interviewed by Malatest, sent two email reminders and reached out personally to alumni. Malatest provided Malatest-hosted registration and consent form links to Monumental to distribute to alumni. Alumni that registered and sent their information to Malatest were then contacted by Malatest staff to schedule interviews. The registration and consent forms and email communications were drafted by Malatest and reviewed and tested by Monumental. Due to low response rates, Malatest made the questions available as an online survey for self-completion.

Two online pulse surveys (administered by Malatest)

- **Respondents:** After each event (the webinar and the in-person event), participants were invited to provide feedback on their experience. Each of the two pulse surveys obtained 21 completions, with response rates ranging from a third to almost half of event participants. Respondents included community members familiar with FutureBUILDS, and those newly introduced to it through the current project.
- **Information collected:** Each survey included several questions about participant satisfaction and demographics. For the complete questionnaires, see Appendix D: Pulse Survey Questionnaires.
- **Sampling:** Following a webinar learning opportunity in July and in-person public event in September, Monumental invited participants to complete the online survey prepared by Malatest.

Stakeholder interviews (conducted by Malatest)

- **Respondents:** Twelve stakeholders were interviewed, including eight people who participated in the curriculum review, one industry professional who was involved with the feasibility study, and three additional community members. This exceeded the target of three to five stakeholder interviews.
- **Information collected:** Malatest created two interview guides: one for those involved with the curriculum review; and one for those involved with the feasibility study. For the complete interview guides see Appendix C: Interview Guides.
- **Sampling:** Malatest requested contact information from Monumental for real estate development professionals involved in FutureBUILDS (including mentors, experts in finance, site requirements, urban planners, architects, banking professionals, and relevant government organizations such as the Canadian Mortgage and Housing Corporation). Monumental provided contact information for eight people involved with reviewing the FutureBUILDS curriculum, and two industry professionals involved with the feasibility study for creating a BIPOC real estate development fund. Malatest recruited five additional stakeholders through the first pulse survey.

Data collection methods are summarized in Figure 3. Malatest also created a more detailed evaluation matrix that links evaluation questions to key performance indicators and the lines of evidence used to collect data, which is available as Appendix B: Evaluation Matrix.

Figure 3: Summary of data collection methods

Program activities and outputs	Lines of evidence
Alumni supports	Alumni interviews
Learning events	Pulse surveys
Curriculum review	Stakeholder interviews
Feasibility study	Stakeholder interviews

2.5 Equity, Diversity, Inclusion and Reconciliation Strategy

Since FutureBUILDS is designed to increase BIPOC participation in the real estate development sector, equity, diversity, inclusion and reconciliation is inherent to the project's objectives. While acknowledging this intention, the evaluation therefore examined the degree to which other factors were reflected in the work and impacts of the project, including immigration status and gender. Malatest evaluated the extent to which the project has incorporated an equity, diversity, inclusion and reconciliation perspective through:

- Reviewing Monumental's approach to inclusion, diversity, equity, and reconciliation.
- Assessing the extent to which Monumental's work helps to lower barriers for underrepresented individuals looking to enter the real estate development field.
- Employing an intersectional gender-based analysis plus lens where applicable and feasible to analyze the inclusion of various intersecting identities, including Black women, those of different sexual orientations and gender identities, and those with disabilities.⁶

2.6 Limitations

Sufficient data was collected to conduct a robust review of the Deepening the Impact of FutureBUILDS Project, although the evaluation presented some challenges that should be kept in mind when considering the findings:

- **Timelines.** The evaluation faced limitations due to time constraints, given its rapid evaluation nature. **Mitigation strategies:** As much time as possible was afforded for participants to provide feedback. Malatest sent several reminders to alumni to encourage participation in the interviews, and provided an online version to enable self-completion, extending data collection for this line of evidence to nine weeks (from August to October).
- **Alumni engagement.** The study faced limitations with the level of alumni engagement. Successful engagement for qualitative lines of evidence was impacted by lack of access to participants' phone numbers, which Monumental did not have permission to share with Malatest. **Mitigation strategies:** To mitigate potential issues with stakeholder engagement, a multi-faceted approach was employed in communication with alumni. This approach included, but was not limited to, emails, social media engagement, and phone calls by Monumental. Small incentives were offered for the alumni interviews and other lines of evidence, including \$10 gift

⁶ See Government of Canada. (2024). What is Gender-based Analysis Plus? www.canada.ca/en/women-gender-equality/gender-based-analysis-plus/what-gender-based-analysis-plus.html.

cards for pulse surveys and \$25 gift cards for interviews (provided by Malatest), were used to enhance engagement. In addition, alumni engagement was increased by converting the interview guide into an online form for self-completion.

- **Selection bias.** Stakeholders that were already engaged and invested in Monumental's activities likely held positive views about the project. **Mitigation strategies:** Malatest invited additional stakeholders to participate through the July pulse survey to try to include a wider variety of stakeholders.

3. Findings and Analysis

Through Deepening the Impact of FutureBUILDS, Monumental provided effective online and mentorship support for alumni and recruited new interest through its outreach events. Monumental conducted all the activities they proposed, achieved the project's intended outcomes.

A summary of the project's intended and observed outcomes follows in Figure 4. Short- and intermediate-term outcomes listed in the table are then assessed in more detail in the subsequent subsections.⁷

3.1 Intended and Observed Outcomes

Figure 4: FutureBUILDS' intended and observed outcomes

Intended outcomes	Progress made	Observed outcomes
Alumni identify development goals	Achieved	Alumni goals evolved as they learnt more about real estate development through the project.
BIPOC professionals continue to engage with concepts and peers met at/through the events	Achieved	Alumni engaged with peers and continued learning through ongoing supports and events. Additional BIPOC professionals and other community members participated in events.
Gather feedback from alumni on FutureBUILDS program and alumni supports	Achieved	Alumni contributed to feedback on the program directly to Monumental through their curriculum review.
Onboard an advisory group of subject matter experts begin to develop an approach for creating a BIPOC development fund	Achieved	An industry engagement committee was convened.
Alumni advance a development project	Achieved	Some alumni advanced or increased the scale of their projects. Others revised their plans.
Gather feedback to revise curriculum	Achieved	Monumental hosted a design jam and gathered feedback from 13 participants to inform their review of the FutureBUILDS curriculum.

⁷ Long-term outcomes are out of scope for this evaluation.

3.2 Engagement with FutureBUILDS Activities

Monumental reported that 23 out of FutureBUILDS' 30 alumni (77%) engaged with the Deepening the Impact of FutureBUILDS Project, exceeding their modest target of engaging a minimum of five alumni. The evaluation findings demonstrate that alumni and new participants in FutureBUILDS events were highly engaged with project activities, and generally satisfied with them.

All stakeholder respondents indicated that FutureBUILDS has significant potential to support the participation of BIPOC individuals in real estate development.

- Curriculum reviewers reported that the program filled an important knowledge and mentorship gap, and that the networking and community building the program enabled are particularly worthwhile:

"It is revolutionary, it is ground-breaking, and they really need to continue it." (curriculum reviewer)

- An industry reviewer also noted the value of the networking opportunities the program provided. They suggested that the program would be most helpful in supporting early career real estate developers.

3.2.1 Online content was well-utilized and valued by alumni and community members

Alumni valued online resources provided by FutureBUILDS for enabling them to connect with their peers and to access videos and written resources created by the project. New community members were introduced to FutureBUILDS through the webinar. Monumental reported that the webinar attracted 52 attendees, well-surpassing their target of 25.

All alumni interviewed accessed online asynchronous resources.

- The FutureBUILDS WhatsApp group was the most accessed resource, utilized by more than three quarters of alumni respondents. Two thirds of respondents accessed the alumni wiki page, the FutureBUILDS summer monthly email and the webinar (see Figure 5 below).
- Alumni preferences for online resources were diverse, but the alumni wiki page and the FutureBUILDS WhatsApp group were frequently cited as the most helpful resource.

Figure 5: Online resources accessed by FutureBUILDS alumni

Resources accessed online	Accessed (n=9)	Found most helpful (n=9)
FutureBUILDS Community WhatsApp Group	7	3
Alumni Wiki Page	6	3
FutureBUILDS Summer Monthly Email	6	1
BUILDING BETTER Webinar with People Design Co-op (recording)	6	1
Excellence in Real Estate Development Event (recording)	5	1
Fireside Chat with TAS Impact President and ECO, Mazyar Mortazavi (recording)	4	0

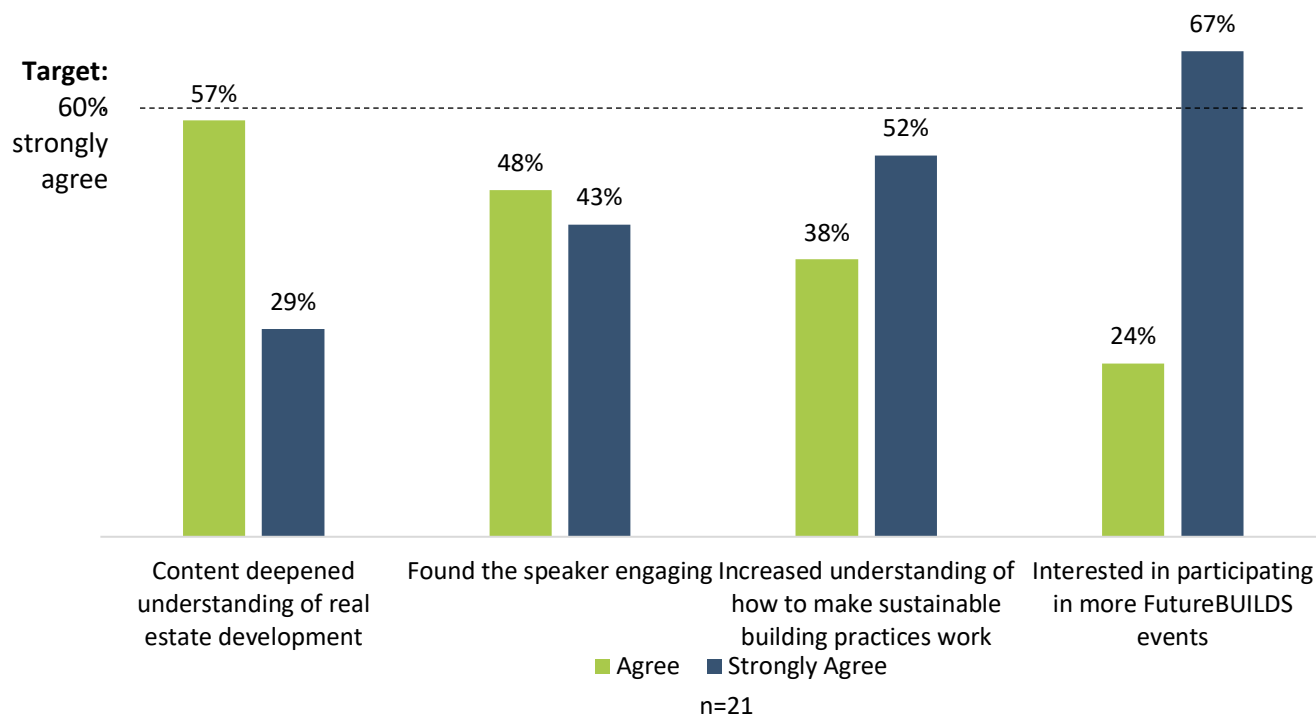
The webinar learning event on sustainable building practices held engaged community members beyond alumni.

- The webinar was well attended and appreciated by community members that were not alumni of FutureBUILDS. For most (91%) this was their first time attending a FutureBUILDS event.

Participants valued the content of the webinar.

- In general, respondents were satisfied with elements of the project, including 52% that strongly agreed that the webinar increased their understanding of sustainable practices, 43% strongly agreed that the speaker was engaging and 29% strongly agreed that their understanding of real estate development had deepened, not quite meeting Monumental's target of 60% expressing a high level of satisfaction. (see Figure 6).
- Respondents most valued the quality of the speaker's presentation on the topic of the event (90% approval rate for engagement and topic), sustainable building practices, but rated these only slightly higher than the content deepening their understanding of real estate development (85% approval rate).

Figure 6: Participant satisfaction with webinar



Participants were particularly interested in future networking opportunities.

- Nearly two-thirds (67%) strongly agreed that they were interested in participating in future events.
- Respondents were most interested in future events that will help them connect with the community (86%), and curated networking opportunities with real estate professionals (76%), but also expressed a desire for networking (67%) and inspirational speakers (67%). Monumental used this feedback to plan their subsequent in-person event held in September.
- When asked what topics they would like to learn about in future events, respondents' preferences varied considerably. Topics preferred by more than half of respondents included learning technical skills, building financial capacity, learning about city regulations, demonstrating financial impact, planning approval processes, managing projects, acquiring land and sourcing capital.

3.2.2 Alumni and community members appreciated the in-person networking event

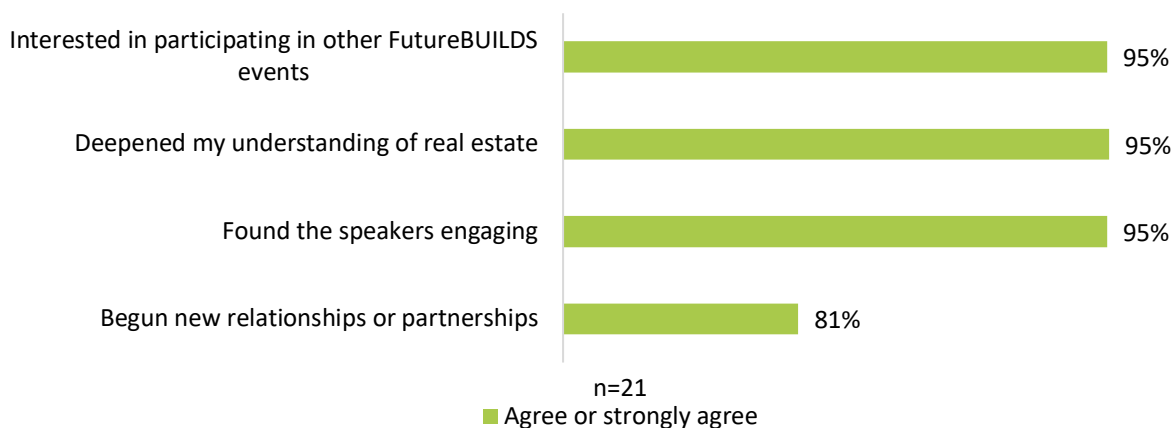
Monumental's FutureBUILDS in-person networking event on development journeys held on attracted more speakers than anticipated but fewer participants than originally projected.

- Based on feedback through the first pulse survey Monumental hosted a networking event in which real estate development professionals shared their development journeys.
- Fewer people (80)⁸ participated in this event than originally targeted (125), but more than in the sustainable building practices webinar (52).
- Three speakers led the event, exceeding Monumental's target of one speaker. The speakers featured included an architectural designer, a developer, and a renovation contractor.

Participants in the in-person public event valued the networking opportunity but showed more appreciation for how the event deepened their understanding of real estate development.

- Respondents most valued the quality of the presentation, with 95% agreeing or strongly agreeing that the speaker was engaging and the event deepened participants' understanding of real estate development (see Figure 7). This is in-line with the findings of earlier workshops reported in the pilot evaluation where 98% agreed that they found speakers engaging in eight of ten knowledge sessions, and 98% agreed or strongly agreed session topics increased their understanding.⁹
- Asking which relationships will develop out of initial connections made at this event was more speculative, and respondents were not as confident in their agreement. Most (62%) strongly agreed and 19% agreed that the event spurred new relationships or partnerships.

Figure 7: Participant satisfaction with in-person event



⁸ Although the official attendee list shows 72 participants, some attendees did not sign the registry. A headcount taken during the event observed 80 participants.

⁹ *FutureBUILDS Pilot Evaluation Report (2023)* p. 17, 22-23.

Data provided by Monumental suggests that their events were well publicized and have garnered a significant amount of attention.

- Monumental publicized their events by sharing links and recordings on LinkedIn and Instagram. These resources reached many more people than initially participated in the events. Thousands of people learned of these events and perhaps more than 500 people learned about real estate development through these resources (see Figure 8).

Figure 8: Reach of FutureBUILDS events

Event	LinkedIn Impressions	LinkedIn Engagements	Instagram Impressions	Instagram Engagement
Webinar	5,040	380	3,349	109
In-person event	1,475	191	4,542	41
Total*	6,515	571	7,891	150

*Totals assume no overlap between the measures and thus may be considered as an upper bound

3.2.3 Alumni and mentors appear to have been highly engaged with FutureBUILDS' curriculum review

The curriculum review design jam attracted 13 participants, including seven alumni, five mentors, four guest speakers, and one site visit host. These included four participants from private sector companies exceeding Monumental's target of three private sector companies, and two non-profit and academic sector participants, meeting that target.

Curriculum reviewer respondents were highly engaged with the evaluation and represented multiple real estate development sub-sectors.

- Half of the curriculum reviewers interviewed worked in architectural design; some worked in affordable housing, nonprofit and co-ops; and a few worked in research and real estate development. More than half of the curriculum reviewers served as mentors for the pilot, and half were involved in the pilot's design and content delivery. Some were involved with site visits, and a few were partner organizations and had presented at a FutureBUILDS event.
- Most curriculum reviewers said they felt heard and that their contributions were well-received, but one respondent indicated that it was not clear how feedback was being collected and tabulated through the sessions.

Most curriculum reviewers reported that the FutureBUILDS program was well-structured and had quality technical content.

- Half of respondents highlighted mentoring as a strength of the program, although one noted that participants had not always progressed sufficiently in their projects to be considered effectively mentored.
- Some reported that the flexibility of the program, and the planning and design elements of the curriculum are strengths. Others suggested that the overview of the development process, or the community building and networking opportunities were strengths.

3.2.4 A BIPOC real estate development fund is desired by the community

Stakeholders were interested in the feasibility study and spoke favourably of its potential to remove financial barriers to BIPOC real estate development.

- All curriculum reviewers interviewed were aware of the plan to create the development fund. Some emphasized the potential for capacity building supports such a fund could provide. Some suggested that FutureBUILDS training could provide direct links to accessing the fund. Some suggested that the goals of the fund may change over time from capacity building supports to larger direct investments in the longer term.
- The industry reviewer interviewed indicated that FutureBUILDS is on the right path in developing the fund and that they were impressed with the quality and detail of the feasibility study. The only gap they noted was in identifying who would manage the fund. They suggested that the biggest challenge will be in finding enough funders to invest sufficient capital.

3.2.5 Alumni valued knowledge sessions and mentorship opportunities

Reflecting on their experiences with the program, FutureBUILDS alumni are applying what they learned through knowledge sessions and from their mentors.

Alumni continue to benefit from mentors.

- Alumni valued learning from the experiences of mentors, and seeing other projects that have been, or are being developed. They valued learning directly from experienced professionals. Respondents explained:

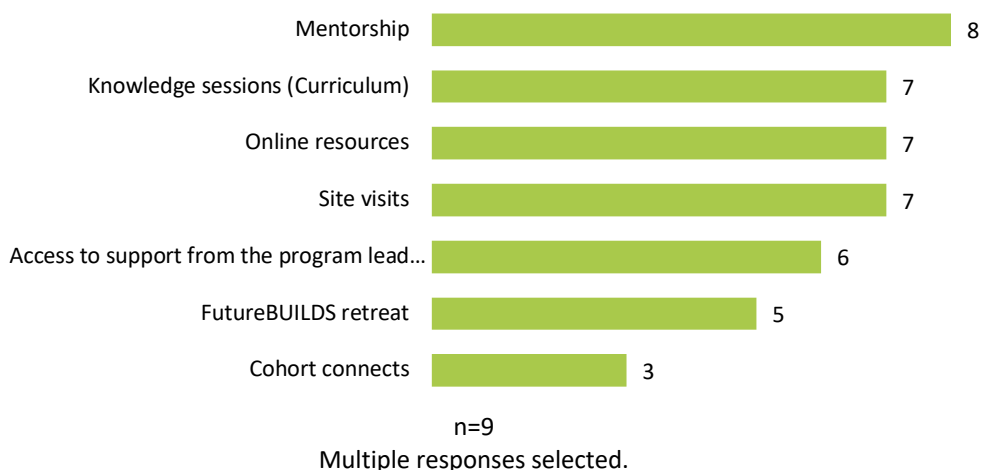
"Learning from people who have actually done development is invaluable." (Alumni interview)
"Having a supportive mentor, who can listen to ideas and give you feedback as well as point out things that you might be missing has been awesome." (Alumni interview)

- Almost all alumni respondents valued mentorship, showing stronger support for ongoing mentorship than in the pilot evaluation (see Figure 9).¹⁰ In retrospect, most valued the knowledge sessions, the site visits, and the online resources. Whereas cohort connects appear to have been more highly valued in the pilot evaluation,¹¹ fewer (a third) valued cohort connects when looking back on their experiences. Respondents indicated that the cohort connects were not as valuable because not everyone was able to attend, not everyone was willing to share about their projects, or they had less useful experience to share.

¹⁰ Alumni were asked to select the supports that they found the most valuable, but multiple responses were selected. The most frequently selected responses are reported here as most valued.

¹¹ The pilot evaluation found that participant feedback on cohort connects was "predominantly positive." See *FutureBUILDS Pilot Evaluation Report* (2023) p. 3, 19.

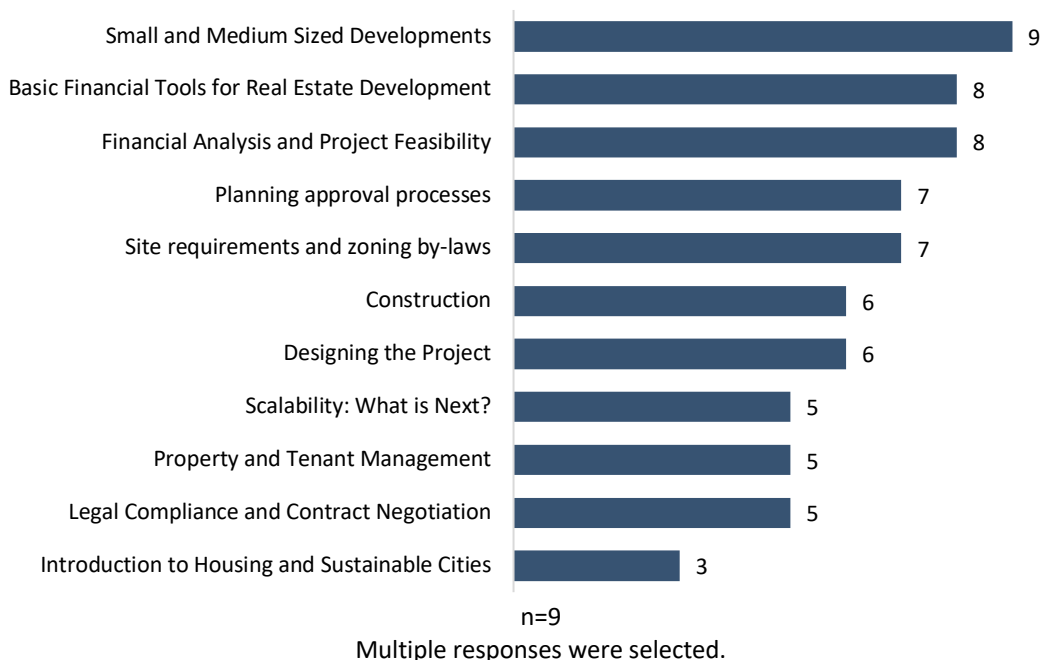
Figure 9: Supports alumni valued most



In retrospect, FutureBUILDS alumni valued various knowledge sessions, with particular preference for a few.

- All respondents indicated that they found the session on small- and medium-sized developments helpful (see Figure 10). Almost all found the sessions on financial topics helpful as well.

Figure 10: Which sessions alumni found most helpful in retrospect



3.3 Outcomes

The short-term outcomes of the Deepening the Impact of FutureBUILDS Project have been achieved.

3.3.1 Alumni found that ongoing supports helped them reduce some challenges

Before participating in FutureBUILDS, most alumni experienced challenges with accessing capital, developing professional networks and lacking mentors.

- Almost all respondents reported experiencing challenges with accessing capital. More than two thirds had problems connecting with mentors or sponsors, and two thirds had difficulties accessing professional networks (see Figure 11).
- Before participating in FutureBUILDS, respondents struggled to overcome these challenges. To address them as best as they could, a few had hired consultants or changed their goals before participating in FutureBUILDS. Some had pursued learning on their own. Others had tried networking through their personal connections or business sponsored events:

"I mostly relied on my personal network but had no real access to a network of development professionals." (Alumni interview)

Figure 11: Alumni challenges experienced before and after FutureBUILDS

Challenges	Alumni experienced challenge	Alumni finding challenge remains
Lack of capital	8	7
Lack access to mentors or sponsors	7	5
Lack of access to professional network	6	3
Mortgage approval	3	3
Committee of adjustments approval	3	2
Obtaining building permits	2	1
Racism or discrimination in hiring practices	1	0
Non-inclusive recruitment practices	0	2

n=9

Multiple responses were selected.

Ongoing FutureBUILDS supports reduced some challenges alumni have faced in real estate development. However, challenges with mortgage approvals remain.

- Challenges accessing mentors or sponsors, and professional networks were reduced the most. Some systemic challenges could not be addressed directly by the program and were unaffected. For instance, mortgage approvals remain a challenge at the same level.
- Some respondents found continued learning through ongoing project support, or mentoring helpful in tackling the challenges they experienced:

"Challenges have not been resolved but I definitely have a peer network that I can discuss issues with and hear about other creative solutions." (Alumni interview)

- For some participants, challenges not experienced before the program were experienced after participating. While none reported having experienced non-inclusive recruitment practices, some respondents said this was a challenge after participating.

3.3.2 Alumni developed networks and ongoing mentorship relationships.

Networking is a highly valued component of FutureBUILDS supports.

- As found in the pilot evaluation,¹² alumni appreciated the extended community building and networking activities provided by the project:

"It opened up my network to other like-minded individuals who are on a similar journey. These individuals have also enabled me to broaden my horizons as I am inspired by their work and it opens new doors for me." (Alumni interview)

- Most respondents reported that the ongoing support provided by FutureBUILDS facilitated access to professional networks:

"Support has been phenomenal. Even after the program ended, I was able to reach out to be connected to the right professionals." (Alumni interview)

- All respondents had established relationships with peers through the program. Most established relationships with mentors that have continued. Fewer established relationships with sponsors (see Figure 12).
- Almost half of respondents indicated that the most important connection they made through the program was with a mentor. Fewer indicated that relationships established with peers or sponsors were the most important.

Figure 12: Relationships developed and valued by alumni

Relationship	Alumni have established relationships (n=9)*	Alumni found most valuable (n=9)
Peers	9	2
Mentors	8	4
Sponsors	3	2
Prefer not to answer	0	1

* Multiple responses were selected.

¹² Liao, Lynn and Jane Oilette. (2023) *FutureBUILDS Pilot Evaluation Report*. p.3, 28.

3.3.3 Alumni are refining their goals

FutureBUILDS alumni's goals are changing as they continue to learn about real estate development.

- Most respondent goals have continued to evolve with ongoing FutureBUILDS supports since finishing the program. Some have expanded the scope of their projects to a larger scale. A few are continuing to learn more before proceeding with their development plans, and some have created more concrete plans or revised their plans:

"The course has enabled me to have more insights into the industry and the costs, time, and permissions required to complete projects. It has also provided a glimpse into new avenues and opportunities in the industry that I could pursue to build housing that I did not know previously existed." (Alumni interview)

- Almost all respondents reported that ongoing supports from FutureBUILDS events or interactions with FutureBUILDS staff further enhanced their knowledge about real estate, including half that said it enhanced their knowledge significantly.¹³
- Respondents' goals shifted away from some goals and towards others. In particular, fewer participants held remodelling goals after participating in FutureBUILDS, dropping from six to two working toward such goals. They also became less interested in understanding property acquisition and sales, falling from being a goal of four of respondents to that of one, and less interested in working with real estate development companies on affordable housing, shifting from seven holding this goal before, and four after (see Figure 13).
- After FutureBUILDS respondents were more focused on understanding real estate investing, increasing from four having this goal before to seven after. They became more oriented toward working in social purpose real estate organizations, shifting from five holding this goal to seven.

¹³ One declined to answer.

Figure 13: Changes in alumni real estate development goals

Alumni's real estate development goals	Before FutureBUILDS	After FutureBUILDS
Understanding real estate investing	4	7
Working in a social purpose real estate organization	5	7
Working to fill gaps in development projects through funding	7	6
Understanding what is required for property management	4	4
How to secure zoning or severance certificates	5	4
Working with real estate development companies on affordable housing	7	4
Understanding what is required to complete plumbing or other mechanical designs	3	2
Understanding what is required to complete architectural or re-modelling designs	6	2
Scaling up and developing more projects	0	1
Understanding property acquisition and sales	4	1
General knowledge of how to become a real estate developer	2	0

n=9

Multiple responses were selected.

Now that FutureBUILDS alumni have learned more about real estate development, they are most interested in accessing financing.

- More than three quarters of respondents reported that the area of real estate development most relevant to achieving their goals was sourcing capital lenders to finance development projects.
- More than half found planning approval processes most relevant to their goals. Similar proportions found building financial capacity and resilience, selecting contractors to complete development projects, and demonstrating financial impact to be the most relevant.

3.4 Equity, Diversity, Inclusion and Reconciliation

FutureBUILDS was designed with an intersectional approach to address the disparities and exclusion of specific groups and communities from participating in real estate development. These groups were to include but not limited to, Black, Indigenous, and People of Colour, women, women of colour, individuals with disabilities, and newcomers. FutureBUILDS serves a diverse community and

Monumental appears to have increased inclusivity in the current project through community events that include more women and newcomers than in the first cohort of FutureBUILDS alumni.

3.4.1 FutureBUILDS' equity, diversity, inclusion and reconciliation strategies

Monumental reports that FutureBUILDS' equity, diversity, inclusion and reconciliation strategy included the following in its business model:

- **Inclusive design and targeted outreach:** FutureBUILDS is an incubator aiming to support mid-career BIPOC individuals, who are launching entrepreneurial ventures in real estate development.
- **Training, awareness, and leadership opportunities to BIPOC entrepreneurs:** The long-term outcome for the first cohort was to support BIPOC entrepreneurs to bring viable plans for small to mid-scale (minimum two units) housing developments to market within three years. By diversifying the people who lead housing developments in Canada, the program aimed to address the housing crisis while supporting community wealth building for groups who have historically faced barriers to entry into real estate development.
- **Feedback mechanisms:** Monumental collected demographic data to better understand the intersectionality of alumni identity on project success and the program's impact. In addition, connecting with alumni through in-person design sessions allowed Monumental to enhance project components, and helped them understand the additional supports that can help those who have been historically marginalized from the industry become real estate developers.

3.4.2 Diversity, equity, inclusion and reconciliation observed

Black participation was high across all activities, particularly among FutureBUILDS alumni but events open to the broader community attracted more diverse participation.

The FutureBUILDS program served a racially diverse community of midcareer BIPOC professionals.

- More than three quarters of alumni interviewed identified themselves as members of visible minorities. More than half described their ethnicity as Black. A few identified as South Asian or Indigenous.¹⁴ Less than a third identified themselves as women, and few as LGBTQ2S+.¹⁵ None identified themselves as persons with disabilities or newcomers.
- Two thirds of alumni interview respondents were between 45 and 66 years of age, while the remaining third were 25-44 years of age.

Community members attending events in 2024 appear more ethnically diverse.

- Participants in the webinar and in-person events included a wider variety of ethnic groups than the alumni interviewed. Alumni respondents represented five different ethnic groups, while the

¹⁴ More specifically, these respondents identified as members of Indigenous communities other than First Nations, Metis, or Inuk.

¹⁵ Program data provided by Monumental show that almost two thirds of FutureBUILDS applicants, and more than half of those shortlisted for the program, were men. See Applicant Data (FutureBUILDS Cohort 1).xlsx.

webinar respondents represented nine groups, and the in-person event eight groups (see Figure 14).

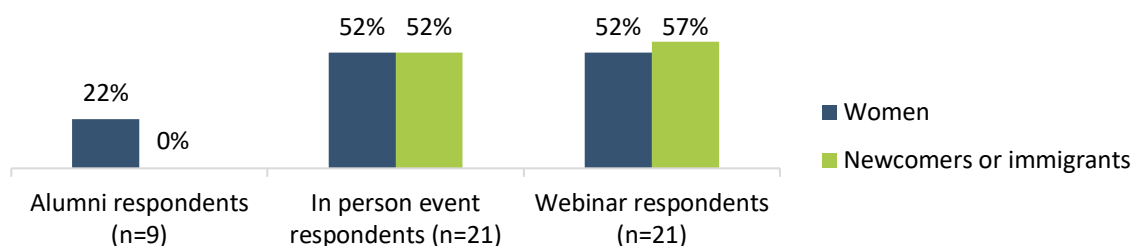
Figure 14: Ethnic diversity of participants

Ethnicity	Alumni interviewed (n=9)	Webinar respondents (n=21)	In person event respondents (n=21)
Black	56%	24%	39%
South Asian (including East Indian, Pakistani, Sri Lankan)	11%	17%	4%
Other Indigenous community	11%	3%	0%
Prefer not to answer	11%	3%	0%
Japanese	11%	0%	0%
White	0%	21%	17%
Latin American	0%	14%	9%
Arab	0%	7%	9%
Filipino	0%	7%	0%
Chinese	0%	3%	0%
First Nations	0%	0%	4%
Southeast Asian (including Vietnamese, Cambodian, Laotian, Thai)	0%	0%	4%
West Asian (including Iranian, Afghan)	0%	0%	13%

The webinar and in-person networking events attracted participation from more women and newcomers.

- The webinar and in-person event participants were more diverse in terms of gender and immigration status than alumni. While more than two thirds of alumni interviewed were men, more than half of respondents for each event were women. None of the alumni interviewed were newcomers, but more than half of attendees at events were (see Figure 15).

Figure 15: Diversity of participants in terms of gender and immigration status

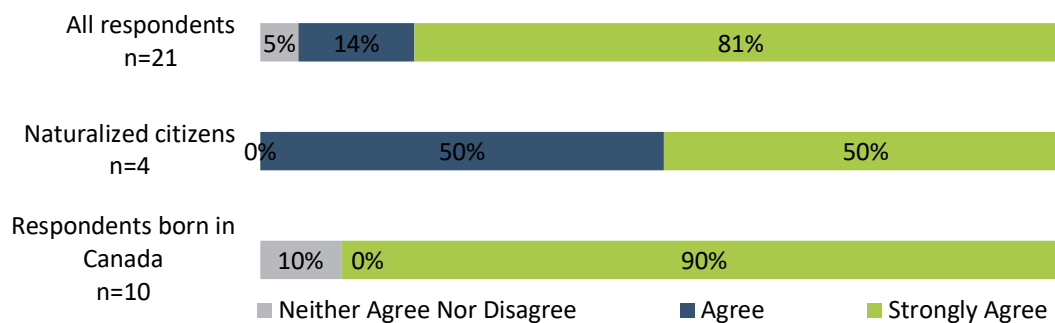


3.4.3 Differences in experiences at events

Public event participants born in Canada were enthusiastic in their appreciation for the in-person event. Those born outside Canada also appreciated the event, but may have been less enthusiastic.

- All but one respondent born in Canada and most born outside of Canada strongly agreed that the event deepened their understanding of real estate development. However, naturalized citizens were evenly split between strongly agreed and agreed (see Figure 16). While most respondents strongly agreed (81%) rather than agreed (14%) that the event deepened their understanding, naturalized citizens were significantly less likely to strongly agree (comprising 12% of those strongly agreeing and 62% of those agreeing).¹⁶ As with the pilot evaluation, this suggests that content could be made more accessible to newcomers.¹⁷

Figure 16: Proportion of respondents agreeing that that the in-person event deepened their understanding of real estate development



- All respondents born in Canada strongly agreed that they found the speakers engaging. Most (75% of) naturalized citizens strongly agreed, and a quarter (25%) agreed. Most (75% of) those on work permits agreed, but one strongly disagreed. Those on study permits strongly agreed, and those who identified as refugees were evenly split between strongly agree and agree.

¹⁶ Other differences noted between groups were not statistically significant but may suggest that the experiences between people born in Canada and those born elsewhere were not uniform. Future evaluations may benefit from collecting data that might explain these differences, for instance asking participants about language barriers experienced during the sessions.

¹⁷ See *FutureBUILDS Pilot Evaluation Report* (2023) p. 24. Newcomers may have experienced language barriers or cultural norms may have led them to interpret “agree” and “strongly agree” differently.

4. Recommendations, Implications, and Next Steps

FutureBUILDS provides needed and appreciated supports for mid-career BIPOC individuals entering the real estate development sector. The Deepening the Impact of FutureBUILDS Project met its goals. Program alumni value online supports, learning and networking events, and especially mentorship offered through the project. FutureBUILDS is helping alumni overcome challenges they have faced in real estate development and work toward their goals.

The project was also valued by community members. Stakeholders and participants in events reported that the program and current project served an important need in the community. The FutureBUILDS program has a community reach well beyond the 30 participants in the program and can help address anti-Black racism in the real estate development sector.

4.1 Alumni and Community Suggestions

Alumni, curriculum reviewers, industry reviewers, and other community members agreed that FutureBUILDS was a well-designed program that served an important need in the community. Even so, most offered suggestions for improvement.

Suggestions to improve the curriculum included further refining the scope and objectives of the program or separating it into streams.

- Some recommended splitting the program into two or more streams or tiers based on the participants' level of experience, as well as their stage or scale of their projects' development.
- Some noted that people with less experience need more time to understand information, while others expressed a desire for additional professional supports for those further along in their projects, such as opportunities to "workshop their ideas."
- Some suggested focusing more on a particular type of development and providing more advanced training to develop the program into an "accelerator" (to foster growth of existing ventures) rather than an incubator (to nurture new ventures).

Alumni showed some reluctance to criticize the program but had some suggestions for improvements.

Although some ideas may be impractical to include in future iterations of the FutureBUILDS program, alumni suggested:

- Providing access to financing or capital.
- Providing access to investors.
- Continuing to increase community outreach through hosting professional development workshops, and community building and networking activities.
- Providing more written sources in addition to videos.
- Providing targeted supports such as guides for financial projections or grant applications.
- Providing opportunities for experiential learning through contributions to existing development projects, or shadowing developers on the job.
- Running the program continuously to provide ongoing support.

"The challenge with a program that time is as short as FutureBUILDS has been so far is that you feel like you have to scramble to get as much of information as possible before the program

ends. So by the time your project likely starts you are not going to have a ton of support."

(Alumni interview)

"I honestly cannot think of any ways to improve it. Although I was unable to take complete advantage of all the resources at the time. I found incredible value and the team exceeded my expectations." (Alumni interview)

Best practices to address anti-Black racism and other discrimination recommended by stakeholders included:¹⁸

- Offer pathways for Black students to experience entry level jobs in real estate development.
- Mandate diversity hires in the real estate sector to increase BIPOC representation in the industry.

4.2 Recommendations

As Monumental revises the FutureBUILDS curriculum, Malatest suggests they consider the following recommendations.

4.2.1 Short term recommendations

Recommendation 1: Monumental to consider adding workshops to the FutureBUILDS curriculum or program of events.

Curriculum reviewers and alumni mentioned that workshops would enhance the program, either for providing concrete help with paperwork, or providing feedback on upcoming projects. Workshops could facilitate experiential learning directed to specific ends, such as producing financial projections, a grant application, or other necessary documentation for project development.

Recommendation 2: Monumental to consider offering targeted support to increase the accessibility of the FutureBUILDS program to newcomers and women.

Because lower proportions of newcomers and women appear to have been included in the first cohort than are evident through participation in learning and networking events, Monumental should consider what barriers there might be to participation in the FutureBUILDS program and consider offering tailored supports to encourage broader participation. Specifically, Monumental could

- expand on FutureBUILDS' diversity, equity, inclusion and reconciliation policy to ensure that events and resources offered are accessible to newcomers, and
- add tailored supports for newcomers and women to the FutureBUILDS program.

4.2.2 Medium term recommendations

Recommendation 3: Monumental to consider splitting the FutureBUILDS program into two program streams, one providing introductory supports and one providing more advanced supports.

Feedback from alumni and mentors indicated that alumni needs, interests and capacities are diverse. Program participants may be better served through two streams of support. If ongoing support is to be

¹⁸ The best practices identified here are meant for broader social change, but these suggestions offer some considerations for further development of the FutureBUILDS program and other programs like it.

offered for program alumni, it may need to be through a separate program stream with more advanced information and coaching. Program alumni could be asked to mentor new program participants, while themselves being mentored by real estate professionals.

Recommendation 4: Monumental to continue to evaluate future iterations of the FutureBUILDS program to assess alumni career progression and real estate project development over time. Data collected could inform decision making for scaling up the program and expanding it into other geographic areas through future funding.

Monumental has demonstrated interest and capacity in engaging with community members and industry professionals to continue to develop and refine the FutureBUILDS program and explore the feasibility of creating a BIPOC real estate development fund. Future evaluation is recommended to continue to refine the program and assess longer-term goals of the program.

4.3 Implications for FSC, for Other Funding Organizations and for Programs like FutureBUILDS

Although FutureBUILDS supports an older demographic than other initiatives evaluated under the thematic priority of Black Youth, the FutureBUILDS program and the Deepening the Impact of FutureBUILDS Project demonstrates some effective approaches to skills development and community building in equity-deserving groups through mentoring that can be applied more broadly.

Ongoing supports can facilitate continued learning and professional development.

Extending support beyond the FutureBUILDS program enabled alumni to continue to benefit from the connections they made in the program and to make progress on their real estate development goals. Increasing BIPOC representation and achievement in real estate development is a long-term goal that cannot be reached through a one-time program.

Online supports can broaden accessibility for some community members.

Participants in the webinar were more diverse than other supports offered through the FutureBUILDS program, which suggests that the webinar was more accessible to a wider audience than supports offered to program alumni. Specifically,

- Asynchronous online supports can increase the availability of information provided through events when they are recorded for later promotion online.
- Community building can be supported online as well as in person. The WhatsApp group for FutureBUILDS alumni was the most accessed resource, and one of the most highly valued.
- Asynchronous online supports can be an effective way for peers to share information, peer-to-peer learning and develop a peer network.

Mentoring and knowledge sharing opportunities can reduce challenges related to gaps experienced by equity-deserving groups.

FutureBUILDS alumni struggled to find mentors before participating in the program and found that having access to mentorship and networking events helped them overcome some barriers to their participation in real estate development. Programs offering ongoing mentorship and networking

supports can reduce challenges equity-deserving groups face in sectors in which they are underrepresented.

Programs supporting BIPOC entrepreneurship in the real estate development sector such as FutureBUILDS could contribute to addressing the affordability crisis in the housing sector.

FutureBUILDS was created to enable BIPOC entrepreneurs to develop real estate projects and envisioned as a way to encourage development of the “missing middle” in the housing market. The projects pursued in FutureBUILDS can enable BIPOC individuals and families to help themselves generate wealth while also helping their communities by adding suites to existing buildings. Adding these extra units will contribute to densification, which Infrastructure Canada and Canada Mortgage and Housing Corporation indicate will help address the affordability crisis in the housing sector.¹⁹

¹⁹ Infrastructure Canada. 2024. *Solving the Housing Crisis: Canada’s Housing Plan*. pp. 8-9.

Appendix A: Logic Model

Vision: Racialized entrepreneurs who have been excluded from development build more and build better housing.					
Activities:	Stakeholders:	Outputs:	Short-term Outcomes (within 6 months of the end of the Project)	Mid-term Outcomes (Within 12 months of the end of the Project)	Long-term Outcomes (Within 1-3 years of the end of the Project)
Deliver continued supports to FutureBUILDS alumni	FutureBUILDS alumni	<ul style="list-style-type: none"> Alumni increase their capacity and literacy in the real estate development process 	Alumni identify development goals	<ul style="list-style-type: none"> Progress toward overcoming barriers identified in evaluation of phase 2 	<ul style="list-style-type: none"> Alumni explore the possibilities of a second project; and/or explore the possibilities of integrating more affordability / sustainability into their projects
Continue to develop the community of BIPOC professionals interested/engaged in real estate development	BIPOC professionals and entrepreneurs	<ul style="list-style-type: none"> Alumni continue to refine and advance their development idea 	BIPOC professionals continue to engage with concepts and peers met at/through the events	<ul style="list-style-type: none"> BIPOC professionals advance a development project as a result of participating in the program 	<ul style="list-style-type: none"> An increase in successful, viable projects delivered by BIPOC entrepreneurs
Update the current FutureBUILDS Curriculum	Subsequent FutureBUILDS cohorts	<ul style="list-style-type: none"> Alumni increase social capital in industry and with each other, and continue to advance skills relevant to sustainable and affordable real estate development 	Monumental gathers feedback from alumni on FutureBUILDS program and alumni supports	<ul style="list-style-type: none"> The revised curriculum reflects alumni feedback The revised curriculum supports new alumni in advancing their development projects 	<ul style="list-style-type: none"> Increased BIPOC entrepreneurs in the real estate development industry Increased access to opportunities for economic prosperity Increased affordable housing supply
Conduct feasibility study on a collaborative investment fund	FutureBUILDS team members and real estate development professionals	<ul style="list-style-type: none"> Monumental discussed creating a BIPOC real estate development fund with those who could potentially support it 	Monumental create council of industry advisors	<ul style="list-style-type: none"> Council of members and partner organizations show interest in continuing collaboration to fund development Monumental collaborates with funders to agree on design elements of the development fund 	<ul style="list-style-type: none"> Create fund to support real estate developments of BIPOC entrepreneurs

Appendix B: Evaluation Matrix

Key Learning Questions (including FSC Strategic Questions)	Sub-questions	Key Metrics (disaggregated where possible)	Data Collection Methods & Sources (including target pop. where relevant)
What works, for whom and in what context to improve labour market outcomes for Black youth? (FSC thematic priority question - related questions from Monumental in blue below)			
What are the most effective ways to support graduates through online platforms and asynchronous resources?	To what extent were graduates engaged with supports and satisfied with them?	<ul style="list-style-type: none"> • Number of graduates engaging with system navigation and mentorship supports (target = 5 minimum) • Graduate satisfaction with online platforms and asynchronous resources 	<ul style="list-style-type: none"> • Data from Monumental • Graduate interviews (target = 10-20) • Case study
	To what extent were graduates engaged with and satisfied with the learning event?	<ul style="list-style-type: none"> • Number of attendees to learning event (target = 25) • Satisfaction of attendees of learning event (target = 60% high level satisfaction) 	<ul style="list-style-type: none"> • Pulse survey
What elements of system navigation and mentorship support are most relevant to graduates of our original cohort model?	How did graduates rank the supports provided?	<ul style="list-style-type: none"> • Graduate ranking of system navigation and mentorship supports 	<ul style="list-style-type: none"> • Graduate interviews (target = 10-20) • Case study

Key Learning Questions (including FSC Strategic Questions)	Sub-questions	Key Metrics (disaggregated where possible)	Data Collection Methods & Sources (including target pop. where relevant)
What progress have FutureBUILDS alumni continued to make?	How have graduates progressed in their learning, understanding, and with their development projects since the previous program evaluation?	<ul style="list-style-type: none"> Progress of alumni on their development projects, their learning and understanding compared to end of program evaluation 	<ul style="list-style-type: none"> Graduate interviews (target = 10-20) Case study Comparative data from previous evaluation
Has their perception on the most valuable parts of the program changed, 6 months out from graduation?	How did graduates rank the supports provided?	<ul style="list-style-type: none"> Graduate ranking of supports provided by program 	<ul style="list-style-type: none"> Graduate interviews (target = 10-20) Case study
What works, for whom and in what context to address anti-Black racism in workplaces and skills and training organizations? (FSC thematic priority question - related questions from Monumental in blue below)			
What industry best practices and more experiential approaches can we bring to our program to improve its efficacy?	To what extent are stakeholders engaged with providing feedback?	<ul style="list-style-type: none"> Number of private sector companies (target =3), non-profit and academic sector participants (target = 2) in event to provide feedback on FutureBUILDS curriculum 	<ul style="list-style-type: none"> Pulse survey Stakeholder interviews (target = 3-5)
	What do industry representatives recommend to improve the curriculum?	<ul style="list-style-type: none"> Best practices identified by industry representatives 	<ul style="list-style-type: none"> Pulse survey Stakeholder interviews (target = 3-5)
How will the larger cohort model evolve to integrate and center around the tools and developmental	To what extent are graduates and mentors engaged with curriculum refinements?	<ul style="list-style-type: none"> Number of participants and mentors participating in the two design jams 	<ul style="list-style-type: none"> Data from Monumental

Key Learning Questions (including FSC Strategic Questions)	Sub-questions	Key Metrics (disaggregated where possible)	Data Collection Methods & Sources (including target pop. where relevant)
resources offered by other like-minded institutions?		<ul style="list-style-type: none">• Number of participants and mentors completing curriculum design document	<ul style="list-style-type: none">• Data from Monumental
What are the core governance models, staffing structures, business model and oversight requirements needed to create a successful pre-construction fund for racialized entrepreneurs?	How successful was the feasibility study?	<ul style="list-style-type: none">• Council of industry advisors created	<ul style="list-style-type: none">• Data from Monumental
		<ul style="list-style-type: none">• Council of members and partner organizations show interest in continuing collaboration to fund development	<ul style="list-style-type: none">• Stakeholder interviews (target = 3-5)
How do we mobilize knowledge about what works to improve labour market outcomes for Black youth and to address anti-Black racism in workplaces and skills and training organizations? (FSC thematic priority question - related questions from Monumental in blue below)			
Based on attendance and post-event surveys, what are the core elements to delivering events and learning opportunities that maximize value for the larger community?	To what extent are stakeholders engaged with public events?	<ul style="list-style-type: none">• Number of attendees at public event (target 125 minimum)	<ul style="list-style-type: none">• Data from Monumental
		<ul style="list-style-type: none">• Number of industry presenters (target = 1) and co-hosts	<ul style="list-style-type: none">• Data from Monumental
	What did participants value about the event?	<ul style="list-style-type: none">• Participant ranking of aspects of event	<ul style="list-style-type: none">• Pulse survey
	To what extent did public events attract media attention?	<ul style="list-style-type: none">• Number of media mentions of public event	<ul style="list-style-type: none">• Data from Monumental

Appendix C: Interview Guides

Structured Interview Guide for FutureBUILDS Alumni

1. What were your real estate development goals **before** participating in the FutureBUILDS program?

Select all that apply

1. Understanding what is required to complete architectural or re-modelling designs
2. Understanding what is required to complete plumbing or other mechanical designs
3. How to secure zoning or severance certificates
4. Understanding property acquisition and sales
5. Understanding real estate investing
6. Understanding what is required for property management
7. Working in a social purpose real estate organization
8. Working with real estate development companies on affordable housing
9. Working to fill gaps in development projects through funding
77. Other (please specify): _____ (character limit 100)
88. None of the above (x)
99. Prefer not to answer (x)

2. What are your goals **now**?

Select all that apply

1. Completing architectural or re-modelling designs
2. Completing plumbing or other mechanical designs
3. Securing zoning or severance certificates
4. A job in property management
5. Completing a development project
6. Working in a social purpose real estate organization
7. Working with real estate development companies on affordable housing
8. Working in real estate sales to raise capital for development
9. Working to fill gaps in development projects through funding
77. Other (please specify): _____ (character limit 100)
88. None of the above (x)
99. Prefer not to answer (x)

3. How have your development goals changed or progressed with ongoing FutureBUILDS supports since you finished the program?

1. Textbox, 2500 character limit

99. Prefer not to answer

4. What challenges have you experienced in your involvement with real estate development?

Select all that apply

1. Non-inclusive recruitment practices
2. Racism or discrimination in hiring practices
3. Workplace discrimination impeding promotion
4. Inequitable pay
5. Lack access to mentors or sponsors. [Hover over definition: Sponsors are program staff and program partners such as guest speakers and site visit hosts.]
6. Lack of access to professional network
7. Misalignment of workplace with personal values
8. Lack of capital
9. Mortgage approval
10. Obtaining building permits
11. Committee of Adjustments approval
77. Other (please specify): _____ (character limit 100)
99. Prefer not to answer (x)

5. How did you tackle these challenges before participating in the FutureBUILDS program?

1. Textbox, 2500 character limit

99. Prefer not to answer

6. How has the ongoing support provided by the FutureBUILDS program helped you tackle the challenges you have experienced with real estate development?

1. Textbox, 2500 character limit

99. Prefer not to answer

7. What challenges to your participation in real estate development remain?**Select all that apply**

1. Non-inclusive recruitment practices
2. Racism or discrimination in hiring practices
3. Workplace discrimination impeding promotion
4. Inequitable pay
5. Lack access to mentors or sponsors [Hover over definition: Sponsors are program staff and program partners such as guest speakers and site visit hosts.]
6. Lack of access to professional network
7. Misalignment of workplace with personal values
8. Lack of capital

- 9. Mortgage approval
- 10. Obtaining building permits
- 11. Committee of Adjustments approval
- 77. Other (please specify): _____ (character limit 100)
- 99. Prefer not to answer (x)

8. Which of the following areas of **real estate development** are the most relevant to achieving your goals?

Select all that apply

- 1. Planning approval processes
- 2. Acquiring land for development projects
- 3. Learning the technical skills needed to navigate the real estate development industry
- 4. Building financial capacity and resilience
- 5. Sourcing capital lenders to finance development projects
- 6. Selecting contractors to complete development projects
- 7. Learning about city regulations and zoning by-laws
- 8. Reviewing legal documents and contracts
- 9. Managing properties
- 10. Demonstrating social impact to investors
- 11. Demonstrating financial impact to investors
- 77. Other (please specify): _____ (character limit 100)
- 99. Don't know (x)

9. What was your level of knowledge in the following area(s) **before** participating in FutureBUILDS?

Check one box for each area of learning.

Area of learning	Little to no knowledge before FutureBUILDS (1)	Some knowledge before FutureBUILDS (2)	A lot of knowledge before FutureBUILDS (3)	Don't know / prefer not to answer (99)
a. Pre-populated from Q8 selections above	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Pre-populated from Q8 selections above	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Pre-populated from Q8 selections above	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10. What was your level of knowledge in the following area(s) **after** participating in FutureBUILDS?

Check one box for each area of learning.

Area of learning	Little to no knowledge after FutureBUILDS (1)	Some knowledge after FutureBUILDS (2)	A lot of knowledge after FutureBUILDS (3)	Don't know / prefer not to answer (99)
a. Pre-populated from Q8 selections above	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Pre-populated from Q8 selections above	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Pre-populated from Q8 selections above	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Programming: Compute ENHANCED_KNOWLEDGE=1 if any of the items changed from “little” to “some” or “a lot”, or from “some” to “a lot”.

[If ENHANCED_KNOWLEDGE=1, ask]

11. To what extent have ongoing supports from FutureBUILDS events or interactions with FutureBUILDS staff helped you enhance your knowledge in these areas since you finished the program? (On a scale of 1 to 5 where 1 is not enhanced my knowledge in these areas and 5 is it has significantly enhanced my knowledge.)

1. (FutureBUILDS has not enhanced my knowledge in these areas)
2. (FutureBUILDS has enhanced my knowledge a bit in these areas)
3. (FutureBUILDS has somewhat enhanced my knowledge in these areas)
4. (FutureBUILDS has enhanced my knowledge a fair bit in these areas)
5. (FutureBUILDS has significantly enhanced my knowledge in these areas)
99. Don't know / prefer not to answer

12. Thinking about how your real estate goals have evolved and progressed, which FutureBUILDS sessions have helped you the most?

Select all that apply

1. Introduction to Housing and Sustainable Cities
2. Small and Medium Sized Developments
3. Site requirements and zoning by-laws
4. Planning approval processes
5. Financial Analysis and Project Feasibility
6. Basic Financial Tools for Real Estate Development
7. Designing the Project
8. Construction
9. Legal Compliance and Contract Negotiation
10. Property and Tenant Management
11. Scalability: What is Next?

12. All of them were useful (x)

13. Don't recall (x)

99. Prefer not to answer (x)

13. What FutureBUILDS online resources or webinars have you accessed?

Select all that apply

1. Alumni Wiki Page
2. FutureBUILDS Community WhatsApp Group
3. FutureBUILDS Summer Monthly Email
4. Excellence in Real Estate Development Event (FutureBUILDS event recording)
5. BUILDING BETTER Webinar with People Design Co-op (FutureBUILDS event recording)
6. Fireside Chat with TAS Impact President and ECO, Mazyar Mortazavi (FutureBUILDS event recording)

88. None of the above (x) ->GO TO Q15

99. Prefer not to answer (x) ->GO TO Q15

Skip if only one of 1 through 6 is selected for Q13

14. Which of those online resources did you find **most** helpful?

- Populate based on selections from previous question

99. Prefer not to answer

15. Who have you established relationships with as a result of your participation in FutureBUILDS?

Select all that apply

1. Peers
2. Mentors
3. Sponsors [Hover over definition: Sponsors are program staff and program partners such as guest speakers and site visit hosts.]
4. All of the above (x)

88. None of the above (x) ->GO TO Q18

99. Prefer not to answer (x) ->GO TO Q18

16. Which of those relationships have been the most important to the development of your project or participation in real estate development?

1. Peers
2. Mentors
3. Sponsors [Hover over definition: Sponsors are program staff and program partners such as guest speakers and site visit hosts.]

99. Prefer not to answer->GO TO Q18

17. Why have [choice for Q16] been the most important?

1. Textbox, 2500 character limit

99. Prefer not to answer

18. Reflecting on the program and continued supports associated with it, what has been the most valuable for you?

Select all that apply

1. FutureBUILDS retreat
2. Knowledge sessions (Curriculum)
3. Access to support from the program lead and curriculum developer
4. Mentorship
5. Cohort connects
6. Site visits
7. Online resources
77. Other (please specify): _____ (character limit 100)
99. Prefer not to answer (x) ->GO TO Q20

19. How was this valuable?

1. Textbox, 2500 character limit

99. Prefer not to answer

20. What has been comparatively less valuable?

Select all that apply

1. FutureBUILDS retreat
2. Knowledge sessions (Curriculum)
3. Access to support from the program lead and curriculum developer
4. Mentorship
5. Cohort connects
6. Site visits
7. Online resources
77. Other (please specify): _____ (character limit 100)
99. Prefer not to answer (x) ->GO TO Q22

21. How was this less valuable?

1. Textbox, 2500 character limit

99. Prefer not to answer

22. What would you have liked more of from FutureBUILDS, in terms of ongoing support and programming?

Select all that apply

1. More in-person events
2. More one on one coaching to help with system navigation
3. Better access to mentors
4. More online resources
5. More help with technical or legal aspects of development
6. Facilitating access to investor funds
77. Other (please specify): _____ (character limit 100)
99. Prefer not to answer (x)

23. How else might the FutureBUILDS program be improved for future participants?

1. Textbox, 2500 character limit

99. Prefer not to answer

24. What is your current occupation?

1. I am a student (college or university)
2. I am an entrepreneur or self-employed in the real estate development sector
3. I am employed at a for-profit organization
4. I am employed at a not-for-profit organization
5. I am unemployed
99. Prefer not to answer

25. Has your occupation changed since participating in FutureBUILDS?

1. Yes
2. No -> Skip to Q27
99. Prefer not to answer -> Skip to Q27

26. [If previous question=1] What was your occupation before FutureBUILDS?

1. I was a student (college or university)
2. I was an entrepreneur or self-employed in the real estate development sector
3. I worked at a for-profit organization
4. I worked at a not-for-profit organization
5. I was unemployed
99. Prefer not to answer

27. What is your age?

Please select age bracket

1. 18-24 years
2. 25-44 years
3. 45-64 years
4. 65 years and over
99. Prefer not to answer

28. Do you belong to any of the following equity-deserving groups?

Select all that apply

1. Women
2. LGBTQ2S+
3. Newcomers/immigrants
4. Visible minority
5. Indigenous, including First nations, Métis and Inuit
6. Person with disability
88. None of the above (x)
99. Prefer not to answer (x)

29. Which most closely describes your ethnicity?

Select all that apply

1. Arab
2. Black
3. Chinese
4. Filipino
5. Japanese
6. Korean
7. Latin American
8. South Asian (including East Indian, Pakistani, Sri Lankan)
9. Southeast Asian (including Vietnamese, Cambodian, Laotian, Thai)
10. West Asian (including Iranian, Afghan)
11. White
12. First Nations
13. Métis
14. Inuk (Inuit)
15. Other Indigenous community
77. Other (please specify): _____ (character limit 100)
99. Prefer not to answer (x)

30. What is the highest level of education you have obtained?

1. Some high school
2. High school diploma

3. Some college or university
4. College diploma
5. University degree
99. Prefer not to answer

31. Thank you for taking the time to fill out this questionnaire. Would you like to receive a \$25 gift card to thank you for your time to share your experiences?

If yes, you will receive an email by **Giftbit** directly within two weeks of the survey closing (you can enter your email address at the end of the survey). Gift cards offered by Giftbit include (but are not limited to): Starbucks, Amazon, Uber, and more.

1. Yes
2. No

32. Malatest may be seeking respondents for additional conversations with participants in the FutureBUILDS program for a case study through video calls in the coming weeks. The purpose of these interviews is to better understand the experiences of BIPOC entrepreneurs and to gather feedback about how they could be supported further. Those that are selected to participate in an interview will be offered an additional \$25 honorarium after completing the interview to thank them for their time and sharing their experiences. Would you like to be contacted for a possible additional interview with Malatest in the coming weeks?

1. Yes
2. No

QCONTACT_INFO. [If Q31 or Q32 = 1]

33. Thank you! Please provide the following information.

- First name (mandatory)
- Last name (optional)
- Email (mandatory)
- Confirm email address (mandatory)
- Phone (optional)

Thank you for taking the time to complete this survey!

[Landing page: Monumental FutureBUILDS program official website <https://futurebuilds.ca/>

<Submit>

Semi-structured Interview Guide for Curriculum Stakeholders

1. To start off, can you tell me a bit about your organization and role?
2. How familiar are you with the FutureBUILDS program?
 - How were you involved in the pilot program?
3. How did you contribute to the curriculum re-design?
 - Did you feel heard in the process?

4. To what extent do you think the FutureBUILDS program has the potential to effectively support the participation of Black, Indigenous and People of Colour in real estate development?
5. What aspects of the FutureBUILDS curriculum are well designed and should remain a focus of the program?
6. Which aspects of the FutureBUILDS curriculum require further development?
7. Are you aware that FutureBUILDS is looking into a development a fund to support the real estate development projects of Black, Indigenous and People of Colour? What impact do you think such a fund might have?
8. Are there best practices that address anti-Black racism or other discrimination that could be applied to real estate development?
 - How might these best practices could be incorporated into the FutureBUILDS program?

Semi-structured Interview Guide for Industry Engagement Committee members

9. To start off, can you tell me a bit about your organization and role?
10. To what extent do you think the FutureBUILDS program has the potential to effectively support the participation of Black, Indigenous, and People of Colour in real estate development?
11. As you might be aware, FutureBUILDS is exploring the opportunity of creating a fund to support real estate development projects of Black, Indigenous, and People of Colour. What impact do you think that fund might have?
12. Is FutureBUILDS on the right path in developing the fund?
13. Were there gaps in the feasibility study (to create the BIPOC development fund)? If so, what were they?
14. Are there best practices that address anti-Black racism or other discrimination that could be applied to real estate development?
 - How might these best practices could be incorporated into the development fund?

Appendix D: Pulse Survey Questionnaires

July 10 Pulse Check Questionnaire

Q01. Are you:

1. A FutureBUILDS alumni (I completed the pilot program)
2. Other community member
3. Prefer not to answer

Q02. What is your occupation?

1. I am a student (college or university)
2. I am an entrepreneur or self-employed in the real estate development sector
3. I am employed at a for-profit organization
4. I am employed at a not-for-profit organization
5. I am unemployed
77. Other (please specify): _____ (character limit 100)
99. Prefer not to answer

Q05. Is this the first time you've attended a learning event by FutureBUILDS focused on BIPOC entrepreneurship in the real estate development sector?

1. Yes, this is my first time
2. No, I attended at least one event previously
99. Don't know

Q06. Please indicate your level of agreement with the following statements:

	1. Strongly Disagree	2. Disagree	3. Neither Agree Nor Disagree	4. Agree	5. Strongly Agree	99. Prefer not to answer
Q06A. I have increased my understanding of how to make sustainable building practices work from the presentation today	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q06B. I found the speaker engaging during the session today	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q06C. The content shared today deepened my understanding of real estate development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q06D. I am interested in participating in more FutureBUILDS events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

QFUTURE. What would be useful for you for future events?

Select all that apply

1. Inspirational Speakers (panels or fireside chats with real estate development entrepreneurs)
2. Networking
3. Connecting with the community
4. Curated networking opportunities with real estate professionals
77. Other (please specify): _____ (character limit 100)
99. Prefer not to answer

Q07. For future events, please indicate which of the following areas of learning would be the most relevant to you:

Select all that apply

1. Planning approval processes
2. Acquiring land to complete development projects
3. Learning the technical skills needed to navigate the real estate development industry
4. Building financial capacity and resilience
5. Sourcing capital lenders to finance development projects
6. Selecting contractors to complete development projects
7. Learning about city regulations and zoning by-laws
8. Reviewing legal documents and contracts
9. Managing properties
10. Demonstrating financial impact to investors
77. Other (please specify): _____ (character limit 100)
99. Don't know

Programming: If any options 1-10 or 77 selected at Q06, auto-populate selections 1-10 and 77 in table below. Else, skip to Q8.

Q09. What is your current level of knowledge in the following area(s)?

Check one box for each area of learning

Area of learning	1. Little to no knowledge now	2. Some knowledge now	3. A lot of knowledge now
Q09A. Pre-populated from selections above (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q09B. Pre-populated from selections above (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q09C. Pre-populated from selections above (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q09D. etc	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q14. Which most closely describes your gender?

1. Man
2. Woman
3. Non-binary
4. Trans, Two-Spirit
77. Other: _____ (character limit 100)
5. Prefer not to answer

Q15. Which most closely describes your ethnicity?

Select all that apply

01. Arab
02. Black
03. Chinese
04. Filipino
05. Japanese
06. Korean
07. Latin American
08. South Asian (including East Indian, Pakistani, Sri Lankan)
09. Southeast Asian (including Vietnamese, Cambodian, Laotian, Thai)
10. West Asian (including Iranian, Afghan)
11. White
12. First Nations
13. Métis
14. Inuk (Inuit)
15. Other Indigenous community
77. Other (please specify): _____ (character limit 100)
99. Prefer not to answer

Q16. Which most closely describes your immigration status in Canada?

1. I was born a Canadian citizen

2. I was born somewhere else and became a Canadian citizen (I am a naturalized citizen)
3. I am a permanent resident
4. I am on a work permit
5. I am on a study permit that allows me to work in Canada
6. I am a refugee or other protected person that does not yet have permanent residence
7. Other (please specify): _____ (character limit 100)
8. Prefer not to answer

Q17. Thank you for taking the time to fill out this questionnaire. Would you like to receive a \$10 gift card to thank you for your time to share your experiences?

If yes, you will receive an email by **Giftbit** directly within the next few weeks (you can enter your email address at the end of the survey).

Gift cards offered by Giftbit include (but are not limited to): Starbucks, Amazon, Uber, and more.

1. Yes
2. No

Q18. Malatest is seeking respondents for one-on-one interviews with FutureBUILDS alumni and real estate development professionals in the coming weeks. The purpose of these interviews is to better understand BIPOC entrepreneurs' experiences in the real estate development sector and to gather feedback about how they could be supported further. Those that are selected to participate in an interview will be offered a \$25 honorarium after completing the interview to thank them for their time and sharing their experiences. Would you like to be interviewed by Malatest in the coming weeks?

1. Yes
2. No

QCONTACT_INFO. [If Q11 and/or Q12 = 1]

- First name (mandatory)
- Last name (optional)
- Email (mandatory)
- Confirm email address (mandatory)
- Phone (optional)

Thank you for taking the time to complete this survey!

[Landing page <https://futurebuilds.ca/>]

<Submit>

September 24 Pulse Check Questionnaire

Q01. Are you:

1. A FutureBUILDS alumni (I completed the pilot program)
2. Other community member
99. Prefer not to answer

Q02. Which of the following best describes you?

1. I am a student (college or university)
2. I am an entrepreneur or self-employed in the real estate development sector
3. I am employed at a for-profit organization
4. I am employed at a not-for-profit organization
5. I am unemployed
77. Other (please specify): _____ (character limit 100)
99. Prefer not to answer

Q03. Is this the first time you have attended a learning event hosted by FutureBUILDS?

1. Yes, this is my first time
2. No, I attended at least one event previously
99. Don't know

Q04. Please indicate your level of agreement with the following statements:

	1. Strongly Disagree	2. Disagree	3. Neither Agree Nor Disagree	4. Agree	5. Strongly Agree	99. Prefer not to answer
Q04A. I found the speakers engaging	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q04B. The event deepened my understanding of real estate development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q04C. I have begun new relationships or partnerships as a result of participating in this event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Q04D. I am interested in participating in other FutureBUILDS events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q05. In what other ways can FutureBUILDS help Black, Indigenous and People of Colour succeed in real estate development?

1. Textbox (character limit 2500)

99. Prefer not to answer

Q06. Which most closely describes your gender?

1. Man
2. Woman
3. Non-binary
4. Trans, Two-Spirit
77. Other: _____ (character limit 100)
5. Prefer not to answer

Q07. Which most closely describes your ethnicity?

Select all that apply

01. Arab
02. Black
03. Chinese
04. Filipino
05. Japanese
06. Korean
07. Latin American
08. South Asian (including East Indian, Pakistani, Sri Lankan)
09. Southeast Asian (including Vietnamese, Cambodian, Laotian, Thai)
10. West Asian (including Iranian, Afghan)
11. White
12. First Nations
13. Métis
14. Inuk (Inuit)
15. Other Indigenous community
98. Other (please specify): _____ (character limit 100)
99. Prefer not to answer

Q08. Which most closely describes your immigration status in Canada?

1. I was born in Canada
2. I was born somewhere else and became a Canadian citizen (I am a naturalized citizen)
3. I am a permanent resident
4. I am on a work permit
5. I am on a study permit that allows me to work in Canada
6. I am a refugee or other protected person that does not yet have permanent residence
7. Other (please specify): _____ (character limit 100)
8. Prefer not to answer

Q09. Thank you for taking the time to fill out this questionnaire. Would you like to receive a \$10 gift card to thank you for your time to share your experiences?

If yes, you will receive an email by **Giftbit** directly within the next few weeks (you can enter your email address at the end of the survey).

Gift cards offered by Giftbit include (but are not limited to): Starbucks, Amazon, Uber, and more.

1. Yes
2. No

QCONTACT_INFO. [If Q09 = 1]

- First name (mandatory)
- Last name (optional)
- Email (mandatory)
- Confirm email address (mandatory)
- Phone (optional)

Thank you for taking the time to complete this survey!

[Landing page: FutureBUILDS official website: <https://futurebuilds.ca/>]

<Submit>

Appendix E: Works Cited

Government of Canada. (2024). What is Gender-based Analysis Plus? www.canada.ca/en/women-gender-equality/gender-based-analysis-plus/what-gender-based-analysis-plus.html.

Liao, Lynn and Jane Oillette. (2023) *FutureBUILDS Pilot Evaluation Report*.

Statistics Canada. (2022). Statistics Canada. Table 14-10-0023-01 Labour force characteristics by industry, annual (x 1,000). DOI: <https://doi.org/10.25318/1410002301-eng>.

Varga, C. (2021, February 2). Canada's builders need to reflect Canada. *The Globe and Mail*. <https://www.theglobeandmail.com/business/industry-news/property-report/article-canadas-builders-need-to-reflect-canada/>.