



2022-2025

# Strategic Plan



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REFBC's new strategic plan, along with the wisdom of partners, rights holders, staff, advisors, governors, and the community, will guide us on our path for the next three years.

With this plan, we commit to working together with people and communities across BC in ways that advance sustainable, equitable, and socially just relationships with land and real estate. Our four strategic directions will help us find focus and common ground with those who share our vision, values, and goals.

More than 150 people contributed to the development of this plan through participation in a community listening survey, focus groups, and interviews. We've incorporated what we've learned from our 2021 Impact Report, grantee reporting, and findings from the Healthy Watersheds Initiative. And we've taken note of the growing recognition, within our field and more broadly, that people's relationships with sustainable land use and real estate practices are fundamentally shaped by their different experiences of equity, social justice, and rights.

We are committed to upholding our core values in our granting, investing, research, storytelling, and convening.



# Vision & Mission

## Vision

*We envision a healthy environment that supports thriving, resilient, liveable communities from one generation to the next.*

## Mission

*We fund projects, build relationships, and share knowledge to advance sustainable, equitable, and socially just land use and real estate practices across British Columbia.*



Photo: Bailey Repp/Wildsight



# Strategic Directions

## Just Investments

*We use our resources to create more socially just and environmentally sustainable communities.*

- Deliver accessible, impactful grants, special programs, investments, and strategic initiatives that advance a healthy environment and social justice.
- Increase funding to Indigenous groups to advance land rights and responsibilities that they identify as priorities.
- Prioritize expertise and perspectives of Indigenous and racialized people in funding and investment decisions.

## Strong Relationships

*We build meaningful relationships with partners and rights holders to work better together in the spirit of reciprocity and reconciliation.*

- Advance implementation of UNDRIP and Declaration on the Rights of Indigenous Peoples Act.
- Connect and convene people, partners, and rights-holders to collaboratively advance shared goals.
- Support the real estate sectors' efforts in advancing socially just and environmentally sustainable practices.
- Demonstrate commitment to listen, reflect, and act with Indigenous and racialized people.

## Transformative Stories

*We listen and share knowledge and learning to increase understanding and to catalyze change.*

- Honour and respect Indigenous knowledge and ways of knowing.
- Support research and learning activities that demonstrate the connection between land and real estate with equity, climate change, and reconciliation.
- Amplify stories of people impacted and less-often heard in land and real estate practices.
- Practice approaches to evaluation, learning, and communications that build trust and understanding.

## Good Roots

*We take care of our organization and ourselves to strengthen our resilience.*

- Decolonize policies, practices and ways of knowing to create an inclusive and anti-racist organization.
- Build and reinforce systems and infrastructure that underpin service delivery and information management.
- Support adaptation of and to Real Estate Services Act, related to REFBC mission.
- Promote sustainability and social responsibility in our financial and operational practices.
- Support wellness of our staff members, Governors, and advisors.



# Values

*Along the way, we will commit to:*

- Equity** — Making decisions that address power imbalances and remove barriers to accessing resources, opportunities, and relationships.
- Decolonizing** — Understanding the history of colonization, its past and ongoing harms, and working to co-create a stronger, fairer future for all.
- Reciprocity** — Giving and receiving in a spirit of generosity, abundance, and gratitude.
- Sustainability** — Accounting for the long-term impacts on people and planet and making decisions that protect the livability of the lands and waters we share.
- Integrity** — Acting with intention and working in an ethical, principled, and honest way.



Photo: E. Matveev/Elk River Alliance



# Outcomes

*By 2025, we will:*

- **Earn our credibility as a partner to Indigenous groups**  
REFBC has meaningful relationships with Indigenous groups, who see the relevance of our work. We work closely together in support of more equitable and just land use practices.
- **Increase equitable and inclusive representation throughout REFBC**  
Indigenous and racialized people are meaningfully represented on our Board, staff team, and committees and see themselves and their interests meaningfully represented in REFBC's work.
- **Shift the narrative**  
An increased number of decision makers see the importance and relevance of sustainability and equity in real estate practices and our relationship with land.
- **Collaborate for impact**  
We collaborate with a growing network of partners to advance shared goals that enable significant change in knowledge, public policy, and practice.
- **Enhance our experience and well-being**  
Staff members, Governors, advisors and partners feel connected, supported, and committed to the vision and values of the organization.



# Thank you



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We recognize and acknowledge the xʷməθkwəy̓əm (Musqueam), Skwxwú7mesh (Squamish), and səliwətał (Tsleil-Waututh) Nations, as well as First Nations across BC, on whose territories we live, work, and learn.

