

# Strategic Plan

2026 – 2030

[refbc.ca](https://refbc.ca)



## 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.



## The Story of This Plan

We are all connected through reciprocal relationships with the lands, waters, and the many forms of life they sustain. Since time immemorial, First Nations and Indigenous Peoples have upheld these sacred relationships and the inherent responsibilities and rights that flow from them. At the Real Estate Foundation of BC (REFBC), we recognize that our organization emerged from colonial systems and approaches to land governance. We seek to support the restoration, strengthening, and stewardship of relationships with land and water, ensuring that these connections guide our work, our partnerships, and the story we carry into the future.

Over the past several years, our organization has grown and evolved its work to support sustainable, equitable, and socially just land use across British Columbia. With our 2026–2030 Strategic Plan, staying rooted in the journey we have been on is a priority for our Board and staff. The perspectives and leadership of advisors, partners, rights holders, and communities have been central in guiding both where we are today and where we are headed.

This plan was developed through deep listening, ongoing dialogue, and relationships built on trust, respect, and reciprocity. It reflects commitments to our Board and broader community, as well as the knowledge, priorities, and leadership of First Nations and Indigenous organizations. It also

reflects the realities of a broader landscape where diverse perspectives and systems intersect in land use outcomes

Our work exists within a complex ecosystem that includes long-standing relationships across the real estate sector. These partners continue to play an important role in shaping the conditions for change, bringing expertise, resources, and influence that are part of what makes this work possible. Recognizing our shared responsibility in advancing more just and sustainable outcomes remains an important part of how we accomplish REFBC's mission.

As we enter a new chapter, we hold a deepened sense of responsibility to each other and future generations. At a time when progress toward reconciliation, recognition of Indigenous rights, and broader movements for social, economic, and environmental justice face increasing headwinds, this plan remains grounded in REFBC's core commitments to human rights, equity, inclusion, and anti-racism, as well as the Transformative Actions for UNDRIP Advancement.

Ultimately, this plan is an invitation and an offering—one that calls on all those connected to this work to remain open, engaged, and committed. It is a shared effort to steward resources, strengthen relationships, and lift up voices in ways that support the health of lands, waters, and people for generations to come. ✿



## Values

**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.

**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.

**Reciprocity:** Giving and receiving in a spirit of generosity, abundance, and gratitude.



## Strategic Directions & Goals

### Just Investments

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

- Design and deliver accessible, impactful grants and initiatives that advance UNDRIP, social justice, and climate resiliency.
- Deepen trust-based philanthropic practices in our grantmaking and community initiatives.
- Leverage our investment portfolio to advance UNDRIP, climate resilience, and socially just land use outcomes.

### Strong Relationships

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

- Collaborate with philanthropic funders, partners, grantees, and rights holders to identify and advance shared goals and increase systemic impact.
- Increase learning opportunities that are in person, in community, and on the lands and waters we care for.
- Engage and support real estate and land use sectors to advance commitments to reconciliation, social justice, and environmental sustainability.
- Deepen relationships and walk alongside First Nations leadership to co-develop shared decision-making systems.

### Transformative Stories

We lift up voices, stories, and learning that increase understanding and catalyze change.

- Celebrate and feature stories that highlight leadership and relationship-building rooted in communities and advancing the well-being of people, lands, and waters.
- Build public awareness for work that advances UNDRIP, social justice, and climate action.
- Support evaluation, research, and learning activities that strengthen understanding of issues and impact.
- Initiate partnerships with mediamakers and arts and cultural organizations to create and share solutions-oriented stories.

### 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 equitable organization.
- Proactively address risks and respond to opportunities within changing regulatory, financial, and technological environments.
- Advance operational and governance goals in alignment with Transformative Actions for UNDRIP Advancement commitments.
- Develop systems and capacity that nurture and sustain individual, collective, and organizational health and well-being.



## Outcomes

### Rights and leadership of BC First Nations and Indigenous Peoples are valued.

REFBC's actions and relationships reflect respect for the leadership, knowledge systems, rights, and responsibilities of First Nations and Indigenous Peoples in BC.

### REFBC catalyzes equitable and trust-based philanthropy.

REFBC acts as a catalyst for changes in policy, practice, and public understanding that support and encourage trust-based, community-centered philanthropy.

### Equitable and sustainable land use systems are strengthened.

REFBC makes sustained and purposeful investments in programs and resources that strengthen land use and real estate practices, freshwater stewardship, climate resilience, and community well-being across British Columbia.

### REFBC is a place people love to work, learn, and grow.

REFBC staff, board, and advisors thrive in an inclusive, accountable, and caring organization. The organization's culture, practices, and decision-making prioritize equity and well-being.