



**RPIC**  
Real Property  
Institute of Canada

**IBIC**  
Institut des biens  
immobiliers du Canada

# 2022-2024 Strategic Plan

March 2, 2022

# Mission, Vision & Values

## Vision

A high-performing federal real property community that effectively shares knowledge to modernize and improve its professional practices.

## Mission

To foster and enable professional development, knowledge exchange and lifelong learning across the federal government real property community.

## Values

Community • Improvement Focused • Collaborative

The Real Property Institute of Canada (RPIC) 2022 – 2024 Strategic Plan is the culmination of a series of consultative activities, including surveys, environmental scans, SWOT analysis and consideration of current and emerging trends affecting federal property.

The plan charts a path forward for RPIC and we emerge in a position of strength, despite the impacts of the pandemic on our operations during 2020 and 2021. The resourcefulness, pliability and resilience of RPIC has brought us here and, going forward, we intend to expand our capacity and become an even more vital contributing member of the real property community.

RPIC's 2022 – 2024 Strategic Plan outlines our approach to:

- expand and enrich our professional development program curriculum;
- align our program offerings with real property competencies established by federal partners and like organizations;
- build and leverage RPIC's strengths, operational capacity, and assets to further benefit the real property community;
- solidify our place as a trusted source of real property related learning and information; and
- demonstrate and build upon our strength as a federal and private sector partner committed to advancing real property learning and practices.

# Strategic Goals – 2022 to 2024

1

## Professional Development

**Goal 1:** Deliver professional development programs that enrich competency and professionalization in real property practices.

**Goal 2:** Leverage our assets to develop/deliver other products and services that further enrich the real property community.

2

## Communications

**Goal 3:** Foster meaningful engagement with our professional community, share our story, and strengthen our brand.

3

## Partnerships

**Goal 4:** Pursue priority partnerships that enable RPIC to better serve the real property community.

4

## Operational Capacity

**Goal 5:** Develop and operationalize a more sustainable operating model.

**Goal 1:** Deliver professional development programs that enrich competency and professionalization in real property practices.

- Objective 1:* Establish and populate organizational structures required to deliver RPIC's expanding PD program.
- Objective 2:* Develop/deliver an annual professional development (PD) program of workshops, PD Days, webinars, and other learning events.
- Objective 3:* Expand PD program to enhance professional knowledge, improve practices, and respond to priority training needs across the real property community.
- Objective 4:* Engage with federal departments/agencies to align RPIC's offerings with existing and emerging competency requirements and support professionalization.
- Objective 5:* Partner with selected organizations to curate an inventory of best practices, training, and accreditations relevant to our community.
- Objective 6:* Establish a core program of repeatable RP "101" training programs.

**Goal 2:** Leverage our assets to develop/deliver other products and services that further enrich the real property community.

*Objective 7:* Establish criteria/mechanisms to aggregate, categorize and codify a library of resources for web-based delivery.

*Objective 8:* Use selected resources from RPIC library and collaborate with partners to establish a self-directed learning program.

*Objective 9:* Increase opportunities/mechanisms through which real property professionals can engage in virtual and face-to-face networking.

**Goal 3:** Foster meaningful engagement with our professional community, share our story, and strengthen our brand.

- Objective 10:* Launch and maintain new website as the primary interface to promote RPIC's PD program/other services and interact with the RP community.
- Objective 11:* Identify, prioritize, and undertake next phases of website development and functionality.
- Objective 12:* Leverage web-based communication platforms to promote our PD offerings, facilitate real property knowledge exchange, and strengthen the community's connection with our brand.
- Objective 13:* Communicate our value as a training/service provider within the real property community to existing and prospective partners.

**Goal 4:** Pursue priority partnerships that enable RPIC to better serve the real property community.

*Objective 14:* Establish mechanisms/criteria for pursuing alliances that prioritize sustainable, diversified sources of revenue, in-kind resources, and other support through partnerships and collaborations.

*Objective 15:* Align RPIC's approach to partnerships and collaborations with our professional development and communications programs to increase our value/assets.

## **Goal 5:** Develop and implement a more sustainable operating model.

- Objective 16:* Quantify and obtain resources (human, financial and technological) required to sustain and improve RPIC operations.
- Objective 17:* Delineate volunteer, staff and service provider roles, accountabilities, level of effort, scopes of authority, and succession planning.
- Objective 18:* Enhance supports for staff, volunteers and service providers to ensure consistent, effective coordination and integration of efforts.
- Objective 19:* Operationalize a sustainable approach to securing relationships with partners/stakeholders that support diversified, more stable funding.
- Objective 20 :* Create/curate an online library of resources (see Goal 2, Objective 7) to increase real property knowledge exchange.
- Objective 21:* Monetize our assets by marketing access to designated resources through subscriptions, paywall, or other access.

## ***Connecting and enriching the real property community.***

The Real Property Institute of Canada (RPIC) is a not-for-profit organization that delivers professional development training developed uniquely for the federal real property (RP) community.

The Institute delivers a range of professional development programs focused on the highest priority needs of a diverse community of more than 10,000 federal real property specialists and executives to enable a high-performing federal RP workforce.

RPIC is led by volunteers from numerous departments and agencies across the federal government, who assume the Board, Executive and committee positions that steer the development and delivery of professional development programming and other services to the real property community.

The Institute's annual program of professional development opportunities typically includes several multi-day national workshops, plus numerous "PD Day" technical training sessions, webinar presentations, and other specialized training events

RPIC was created by Treasury Board Secretariat in 1999 as a federally incorporated non-profit organization. Our professional development offerings are recognized as "training" by the Office of the Comptroller General of Canada, enabling RP professionals to readily obtain approval to attend RPIC workshops and events.

The Real Property Institute of Canada's mandate is to:

- a) provide professional development opportunities relevant to federal real property management;
- b) provide a forum for knowledge exchange across the federal real property community;
- c) promote and recognize the professionalism and celebrate the achievements of the federal real property community;
- d) engage with public, private and academic stakeholders to create effective networks and extend outreach for the exchange of current trends, expert advice, best practices and experiences;
- e) foster research and development capability among the federal real property community;
- f) collaborate with public and private sector organizations to support the effective and efficient management of federal real property;
- g) serve as the national voice championing progress in federal real property services, practices and professionalization of the community.