



# Strategic Framework

2025





This guiding framework tells the story of what Dogwood is here to do: what's at stake, our understanding of power, what we hope to accomplish, our approach to making change, and how we want to show up as an organization.

## Mission

Dogwood brings people together to strengthen our democracy, uphold Indigenous rights and defend the climate, land and water that sustain life in B.C.

## Vision, values and principles

People at Dogwood share a long-term vision of a B.C. that is democratized, decolonized and decarbonized. We envision healthy, connected communities where people from all walks of life respect and take care of each other, and the land, water and air we rely on. We want to see a redistribution of power, land and wealth that prioritizes the well-being of everyday people and leads to Indigenous self-determination, sovereignty, and thriving Indigenous communities and cultures. We imagine

a climate-resilient province beyond fossil fuels, powered by locally produced and controlled renewable energy; and an economy built not for corporate profit, but to support good jobs and robust public services.

Our supporters, volunteers and staff value **justice, a healthy environment, empowered communities and democracy**. These shared values shape the beliefs that drive the organization.

### We believe that:

- The people who live in B.C. should have more power over government decisions than corporations, industry lobbies or wealthy elites.
- Climate change is an urgent, overarching threat to B.C.'s communities, ecosystems and economy.
- Effective climate action requires supporting Indigenous leadership, changing colonial institutions and decolonizing our society through a redistribution of land, wealth and power.
- Non-Indigenous people have a responsibility to repair colonial harm and injustice, return stolen land, and reconcile colonial laws with Indigenous laws and systems of government.
- Acting in solidarity with people disproportionately affected by climate change and colonial injustice is both morally right and necessary to solve the overlapping crises we face.
- Struggles for justice and sustainability are interconnected, and require long-term cross-movement efforts to overcome oppression, shift public narratives and change our culture.
- Through collective action and community-building, organized people have the power to change what's possible in B.C.

## Our role

Dogwood is part of broader movements for social change and climate justice; we will never win alone. We are most effective when we collaborate with and lift up other groups, organizations and communities, while embracing our unique role in the movement ecosystem and playing to our strengths:

**We focus on B.C.**

**We inform, organize and activate everyday people as our core approach to making change.**

**We take a decolonial, justice-oriented, intersectional approach to climate action.**

**We expose and help people understand the true power dynamics at play in B.C.**





## Approach and strategy

'British Columbia' began as a resource colony, laying the foundations for many of the social, economic and environmental challenges we now face.

Today, life is increasingly uncertain and difficult in B.C., with disproportionate impacts on people who are already marginalized. Leaders on the far right are exploiting current conditions to deepen divisions for political gain. Meanwhile, wealthy and ruthless corporations out to extract maximum profit put people in danger, corrode our democracy and try to prevent, delay or roll back measures to protect us from the dangers of a changing climate.

Our job is to look for opportunities where organized people can counteract the power of corporations, industry lobbies and wealthy elites. We push for changes in law, policy, relationships and public sentiment that keep us safe from climate disasters, uphold Indigenous rights and sovereignty, and build towards a province where everyday people can thrive.

Our approach is to build long-term strategic capacity that can be flexibly deployed to move towards our goals, act in line with our values and create the conditions that allow us to seize opportunities for accelerated change when they arise.

Strategic capacity is the ability of an organization to adapt to changing power dynamics in ways that help it move closer to achieving its goals. Research shows that organizations that cultivate certain capabilities are better able to develop an independent, committed and flexible base, and to engage this base strategically in changing circumstances. In this way, we can work towards our goals effectively amid ever changing political and socio-economic conditions.

To this end, we choose campaigns and projects that act as stepping-stones toward our long-term goals, and will build capacity, momentum and support. These campaigns target key government and corporate decision-makers either directly, or by targeting entities that influence them (otherwise known as secondary targets, or the pillars of support that are key to their power, eg. municipalities or regulators).

**Dogwood has three core strategies:**

### *Be good neighbours.*

We build reciprocal relationships and organize communities in solidarity with Indigenous people defending their lands and rights from fossil fuel companies; advocate for Indigenous-led solutions that improve Indigenous people's quality of life; and push colonial governments to uphold DRIPA and stop trying to impose Crown authority over Indigenous lands.



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### *Support the foundations of a strong democracy.*

We build community, common purpose, and leadership capacity through organizing and solidarity. This creates more engaged, active citizens who are prepared to participate in democracy and mobilize at key moments; counteracts corporate influence on governments; and curbs the impacts of isolation and polarization.

### *Move B.C. beyond gas.*

We build tactical alliances and strategic bases of support around winning stepping-stone campaigns that tackle the climate crisis. These progressively push provincial and corporate decision-makers (and/or one or more of their pillars of support) towards stopping pipeline and LNG terminal expansion, ending fracking and powering B.C. buildings with clean, affordable electricity.



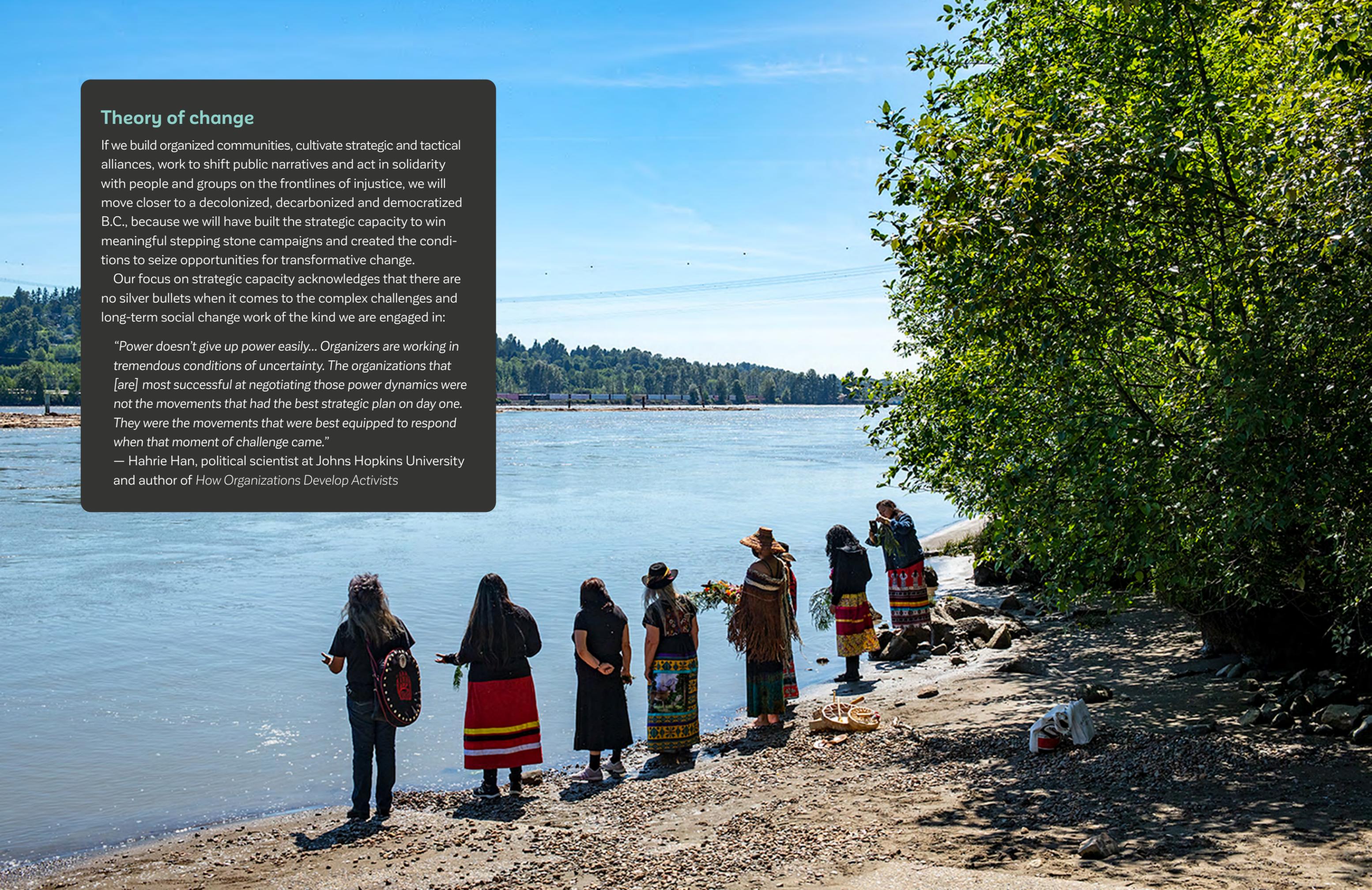
## Theory of change

If we build organized communities, cultivate strategic and tactical alliances, work to shift public narratives and act in solidarity with people and groups on the frontlines of injustice, we will move closer to a decolonized, decarbonized and democratized B.C., because we will have built the strategic capacity to win meaningful stepping stone campaigns and created the conditions to seize opportunities for transformative change.

Our focus on strategic capacity acknowledges that there are no silver bullets when it comes to the complex challenges and long-term social change work of the kind we are engaged in:

*“Power doesn’t give up power easily... Organizers are working in tremendous conditions of uncertainty. The organizations that [are] most successful at negotiating those power dynamics were not the movements that had the best strategic plan on day one. They were the movements that were best equipped to respond when that moment of challenge came.”*

— Hahrie Han, political scientist at Johns Hopkins University and author of *How Organizations Develop Activists*

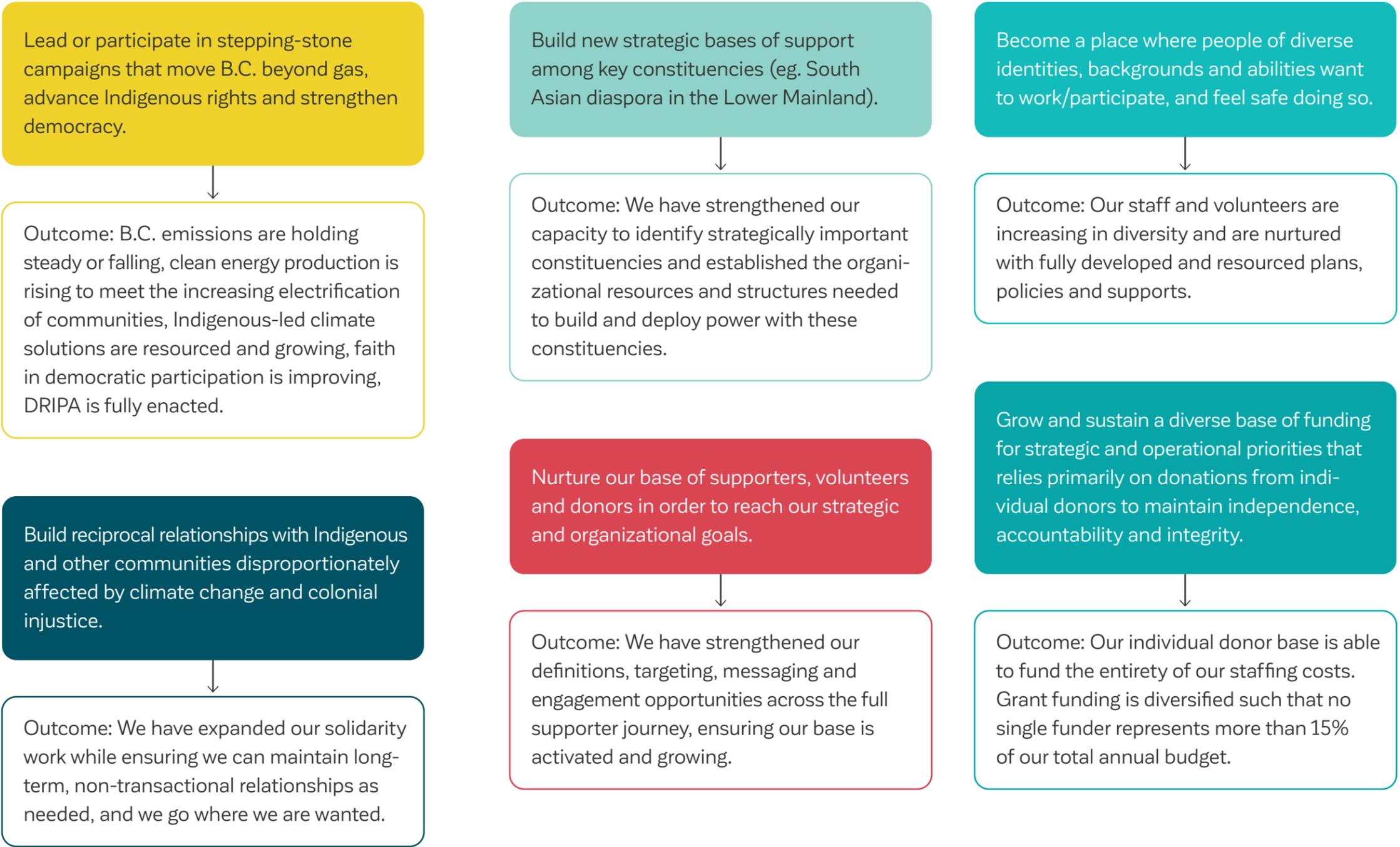


# Priorities

Staff, with input from allies, supporters and our board, will choose issues, campaigns and activities year-over-year. Activities will be chosen based on external context and opportunities, and the extent to which they move us towards our long-term 3Ds and short-term campaign goals; build organizational capacity; advance our JEDI and solidarity goals; and are suited to our core strategies and movement niche. Targets, strategies and tactics will be mapped out in annual and campaign plans

Dogwood strives to reflect its commitment to democracy, empowerment and justice in the way decisions are made at the organization, in the projects we choose to prioritize, and in the way our staffing and volunteer network are structured. The organization seeks to provide the best conditions for collaboration, shared leadership, equity, diversity, learning and adaptation.

## Accordingly, our key strategic priorities over the next 3–5 years are:



**In addition, we will continue to:**

- Maintain the staffing, resources, tools and systems required for our core strategies; supported by fundraising, digital systems & data and administrative services.
- Maintain structures, policies and practices that strive to reward commitment and collaboration rather than competition, and allow everyone involved in the organization's work to contribute to decision making.
- Deploy the tools and structures of a unionized workplace to enact democracy and equity.
- Prioritize discussions, learning, actions and experiments that strive to dismantle features of colonialism and white supremacy that are embedded in structures, culture and practices within the organization.
- Maintain a team of two to five leaders to share the executive role at the organization, in a structure that adapts over time to the operational needs of the organization.
- Maintain an adaptive structure of staff teams, organized by key functions, that allows for distributed decision making and creativity.
- Maintain a board of directors that holds Dogwood's leadership accountable to the organization's mission, values and strategies; oversees and evaluates the Executive Team; ensures sound fiscal and legal operation of the organization and supports sustainable fundraising efforts.





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