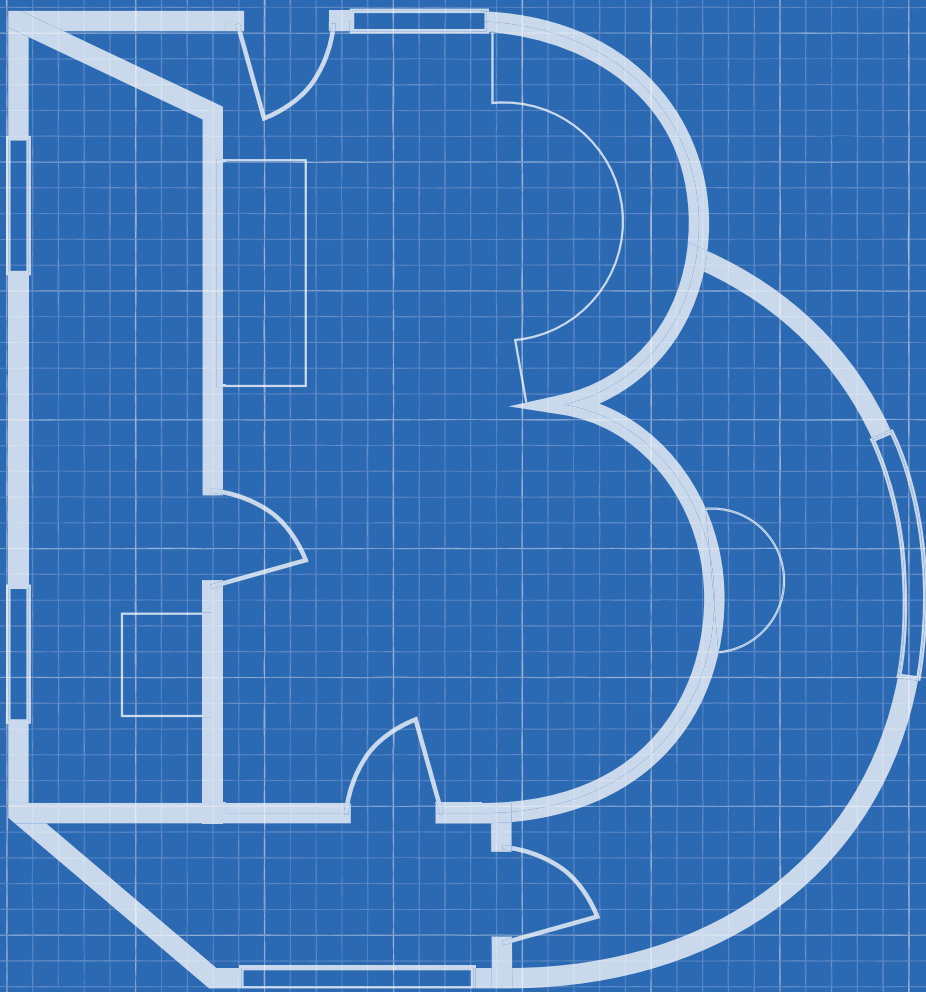




STRATEGIC PLAN

2025-2028



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METRO

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ACKNOWLEDGEMENTS

Building a prosperous, inclusive region that delivers meaningful returns — for our industry and for everyone who calls our communities home is a top priority at BILD Edmonton Metro. As a membership-driven organization, your continued commitment to this association is instrumental in shaping a region that is not only nationally competitive, but also locally rich in opportunity and quality of life.

This Strategic Plan is the product of deep collaboration. It reflects the insights and ideas of our Board, members, and staff — gathered through one-on-one conversations, research and analysis, feedback at our events, and thoughtful engagement across diverse communities of practice. Since our founding in May 2024, the contributions of our members have propelled this organization forward. Now, the strategic priority and objectives outlined in this plan chart a bold course for our future over the next three years.

BILD Edmonton Metro respectfully acknowledge that we are located within Treaty 6 territory and Métis Nation of Alberta Region 4 and Region 2. We acknowledge this land as the traditional home for many Indigenous Peoples including the Cree, Blackfoot, Métis, Nakota Sioux, Dene, Saulteaux, Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant communities.



MESSAGE FROM THE CHAIR & CEO

It is our privilege to share BILD Edmonton Metro's inaugural three-year Strategic Plan with our members, partners, municipal leaders, and the broader public.

This plan serves as our organization's north star — a clear, actionable roadmap that outlines where we're going, how we'll get there, and how our industry can lead with purpose and impact.

Since our incorporation in May 2024, we've come a long way in a short time. We've united our members, expanded our team, consolidated assets, launched our new headquarters, established a strong advocacy foundation, and introduced our new brand identity. We are BILD Edmonton Metro — and you are the heart and soul of everything we do.

As we look ahead, we remain laser-focused on what matters most: ensuring our region retains its affordability advantage, remains economically competitive, and is well-positioned to accommodate growth in ways that benefit everyone.

We also know the landscape is changing. Our region is growing rapidly, drawing hundreds of thousands of new residents to our diverse communities over the last decade. Canada's housing crisis is placing unprecedented pressure on the public and private sectors to modernize zoning, rethink policies and engineering standards, and explore bold new incentive programs and financing frameworks to ensure smart investments for individuals, businesses and taxpayers alike. At the same time, construction costs are rising, and labour shortage risks persist.

These challenges demand that we think differently. And we are. Together with diverse partners and stakeholders, we shape policies that support our industry — from regulatory reform and new incentive models to workforce development and housing innovation. We're encouraged by the willingness to engage and collaborate on these critical issues — and we'll continue to be a strong, solutions-focused voice for our members at the municipal level. As part of a three-tiered organization, we will actively engage and support the work of BILD Alberta and CHBA National to influence with provincial and federal outcomes that impact our sectors.

This Strategic Plan was developed through a comprehensive business review, thoughtful input from members, one-on-one interviews, roundtables, surveys, and reflection on our progress to date. It is informed by your insights and driven by a shared ambition to build a better future.

We are ready for what lies ahead — and we know that, with your continued support, we will rise to meet this moment.

Let's get to work!



Katrina Rowe, Chair



Kalen Anderson, CEO



MISSION

We empower the building and development community through collaboration and advocacy.

VISION

**Shaping
our region
to ensure
more people
and businesses
choose to live,
invest, and
thrive here.**

VALUES

We operate with trust and integrity.

We believe in collaboration.

We are a community.

We are passionate about city building.

A FOCUS ON MEMBERS

BILD Edmonton Metro facilitates the growth of our region while maintaining the lifestyle advantages that make it so attractive.

Our members not only help build and future-proof the Edmonton Metro Region – they also grow their companies through strong business-to-business connections made within our organization.

Together, we're shaping the best place to live in Canada.

Advocacy

We champion our members' interests to advance their business needs.

Networking

We create opportunities for connections and foster meaningful business relationships.

Services

We offer a range of services, educational resources, and mentorship opportunities tailored to your evolving needs, helping you grow your business.

Industry Involvement

We provide avenues for engagement, enabling you to support your industry while enhancing your brand visibility.

STRATEGIC PRIORITY

Unify and advocate for all residential development and community building in the Edmonton Metro Region.

THREE-YEAR OBJECTIVES	ONE-YEAR 2026-27 ACTIONS			KEY PERFORMANCE INDICATORS	THREE-YEAR 2028 TARGETS
 Communications We proudly showcase the value and impact of our industry and its members – through formal and informal, serious and light-hearted channels – to build strong relationships and amplify our collective impact and influence.	1 Position BILD Edmonton Metro as the go-to credible, expert, and accessible authority on city building and all types and tenures of residential growth	2 Implement proactive and responsive media relations to manage public perceptions and shape narratives	3 Deliver smart, timely data analysis and insightful reporting	 BRAND POSITIONING EFFICACY	 BILD Edmonton Metro is recognized as a trusted voice – known for its strong brand, influential advocacy, technical expertise, and high-impact programs that shape residential development and community building in the region.
 Partnerships Great cities are built together. At BILD Edmonton Metro, we're more than a stakeholder – we're a proven partner. We collaborate to advance shared goals and deliver innovative solution-oriented outcomes.	1 Ensure consistent and effective consultation and partnerships with municipalities, utilities and other agencies to drive innovation and business success	2 Collaborate with symbiotic industry groups and community associations to coordinate and amplify city-building impact	3 Deepen engagement with post-secondary institutions to build alignment and foster talent development 4 Develop and implement a BILD Edmonton Metro research program in collaboration with key partners	NET PROMOTER SCORE (NPS)	 Increased depth and diversity of partnerships related to BILD Edmonton Metro's mandate.  BILD Edmonton Metro is an indispensable partner in regional city building.
 Engagement Members are at the heart of our association and everything we do. Recognizing that each member has unique needs, BILD Edmonton Metro thoughtfully curates a diversity of offerings to foster meaningful connections and sustained engagement.	1 Create tailored event offerings to address diverse member needs and price points	2 Implement a targeted membership retention and recruitment strategy	3 Regularly showcase members through creative stories, features, and spotlights 4 Develop informal education and meaningful mentorship opportunities 5 Enhance and diversify BILD Edmonton Metro's awards and recognition portfolio	MEMBER SATISFACTION	 Membership satisfaction improves consistently.  Active and diverse member participation.  Strategic growth in membership relative to BILD's market share.
 Advocacy Advocacy priorities are advanced and communicated with clarity and purpose to stakeholders, decision-makers, and influencers – shaping policy and fostering a supportive environment for building and development.	1 Develop, communicate and implement a targeted advocacy action plan focused on the following priority areas: → Greenfield development → Downtown revitalizations → Small and large-scale infill → Regional growth	2 Conduct research on cost-drivers and develop industry-supported solutions	3 Onboard, engage, and educate newly elected city council members across the region for the 2025-2029 term	FAVOURABLE ADVOCACY OUTCOMES	 Development costs and timelines are maintained or improved.  Business opportunities for BILD Edmonton Metro members are strengthened.
 Governance A robust governance framework and culture enables leadership excellence and the responsible stewardship of our members' financial, in-kind, and volunteer contributions.	1 Strengthen governance through reviews of association bylaws, membership segmentation, and Board composition	2 Advance Board development and succession planning	3 Implement and monitor Board sub-committees 4 Review and refine advocacy committee composition 5 Ensure responsible financial stewardship through long-term investment and deployment strategies	BOARD PERFORMANCE AND EFFECTIVENESS	 BILD Edmonton Metro is governed efficiently by a skilled and diverse Board and effective committees – equipped with the tools and resources they need to succeed.  Secure financial position supports the association's mandate.

IMPLEMENTATION

This Strategic Plan is designed to align our organizational efforts with our mission and vision, providing a clear, intentional framework for advancing our top priorities. It will serve as the foundation for our annual Business Plan, guiding the development of targeted initiatives, events, and advocacy efforts. Progress on this Strategic Plan will be tracked and communicated annually, keeping our members informed and engaged every step of the way.

The Business Plan and associated budget will translate strategic priorities into measurable objectives, tactical actions, and clear success indicators — ensuring both the Board and staff are equipped to deliver meaningful results.

Want to get involved? Do you have a great idea or want to help bring our plan to life? Reach out to our CEO, Kalen Anderson, at kalen.anderson@bildedmonton.com.

We would love to hear from you!

BILD Edmonton Metro — short for Building Industry and Land Development in the Edmonton metropolitan region — is the collective voice and leading expert resource for the region's residential real estate development industry. Our focus is on building places for people to call home, whether owning or renting, urban or suburban lifestyles, big city energy or small-town charm. Our members build and re-build places and spaces for everyone, from downtown towers and major redevelopment along key corridors, to small-scale infill and the development of brand-new neighbourhoods across the 13 communities of the metro region.

Our membership includes over 500 companies representing every corner of the industry: real estate developers, home builders, renovators, financial and professional service providers, trade contractors, and suppliers of both commercial and residential products. Together, we are shaping the communities of today and tomorrow.

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