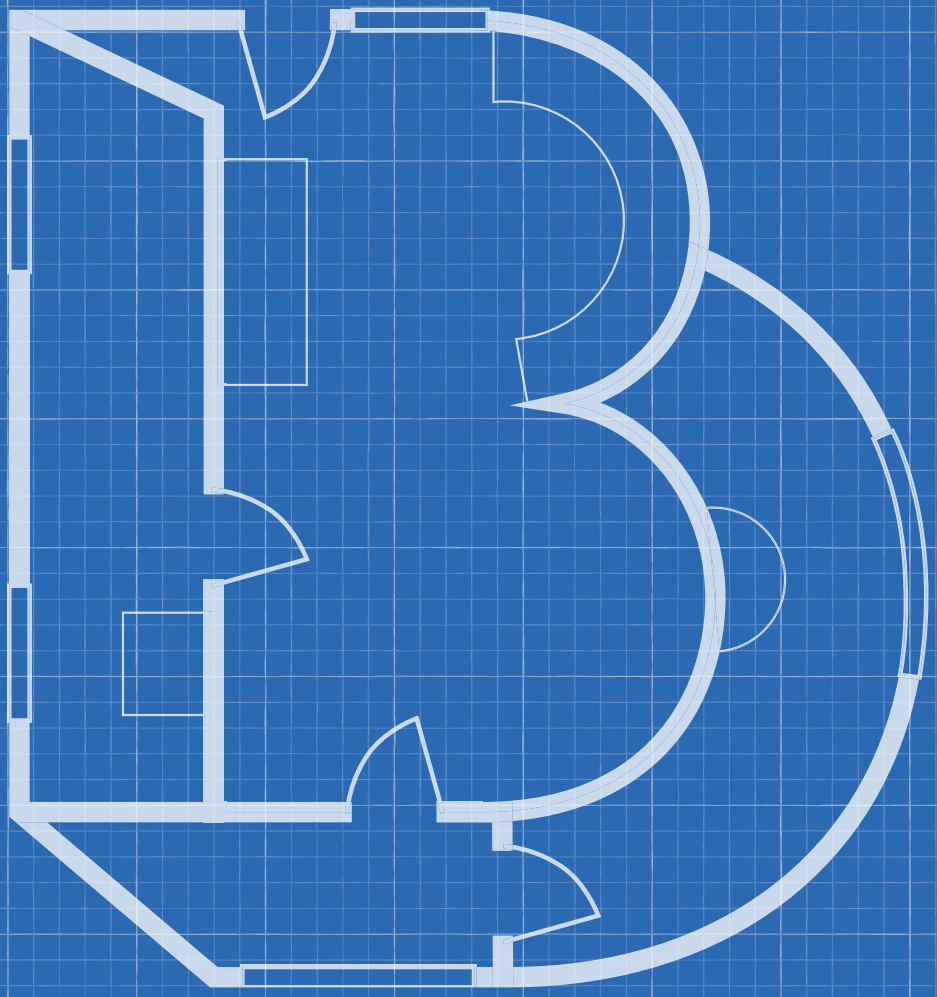


STRATEGIC PLAN

2026-2028

BILD® EDMONTON 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

As we look ahead to 2027, we are doing so from a strong foundation. 2026 was the first year of our 2026–2028 Strategic Plan — a year focused on establishing our foundation, bringing our organization together, and putting the building blocks in place for the years ahead.

We made meaningful progress across our strategic priorities, and, perhaps most importantly, we demonstrated what BILD Edmonton Metro can accomplish when our members, Board, leadership, and staff are aligned around a common purpose.

We continued to lean into infill, launching our Infill Priority Actions Plan to advance practical solutions and help unlock more opportunities for housing and growth within redeveloping areas. At the same time, we strengthened our regional focus through our State of the Region report, our emerging Regional Municipal Strategy, Council Connections across the region, and ongoing conversations and storytelling with mayors, administrators, and our members. We also continued to amplify advocacy for the suburbs, bringing dedicated attention to issues such as opening up planning and development opportunities in the lands south of 41st Avenue.

Our advocacy has helped strengthen BILD Edmonton Metro's public voice. We generated significant media coverage around our industry issues, our advocacy, and the work of our members. We launched our Speakers Bureau to position our members as trusted experts and resources for media commentary on the issues shaping our industry and our region. And we have been intentional about promoting our advocacy wins — demonstrating the tangible impact that comes from having our industry speak with a strong, collective voice.

We also continued to harness the incredible generosity and leadership of our members beyond advocacy. We relaunched the BILD Edmonton Metro Trade Scholarship Endowment Fund, worked alongside partners such as Building Futures to help strengthen their efforts, and continued our annual Renovation Project charitable build. These initiatives reflect something fundamental about our industry: our members are not only building homes and communities; they are investing in the people and places that make our region stronger.

And we brought our industry together in a big way. We hosted nearly 60 events that attracted more than 7,000 attendees, engaged hundreds of members as speakers and panellists, and created valuable opportunities for connection and visibility for our sponsors. Through educational luncheons, breakfasts, tours, and classroom sessions, we created opportunities for members to learn about emerging industry issues while also developing the hard and soft skills they need to succeed. We continued our member visits, giving us the opportunity to showcase the people, projects, innovations, and businesses that make up our industry.

Most importantly, our members are seeing the progress, too. Through focus groups, committee surveys, one-on-one conversations, and ongoing engagement, our members have told us that BILD Edmonton Metro is increasingly operating as one organization. The pieces are now in place for stable, sustainable operations, and there is a growing sense that our organization has moved beyond simply bringing the pieces together — we are now building something bigger with them.

Our members have also been candid about where we can do better. That feedback is invaluable. It gives us a clearer understanding of where we are succeeding, where we need to improve, and where we have an opportunity to elevate our impact even further. We are fortunate to have strong leadership and an engaged Board helping guide that work.

At the same time, the environment around our industry continues to change rapidly. Artificial intelligence is reshaping how we work. Taxation and regulatory environments continue to evolve. Municipal processes, expectations, permitting timelines, and development requirements remain areas of significant focus. And, above all, affordability and the housing crisis continue to demand our attention.

These pressures make the work we are doing together even more important. We cannot control every external factor affecting our industry, but we can control how prepared we are to respond, how effectively we advocate, and how strongly we bring our members' perspectives to the table.

That is the context in which we enter 2027. If 2026 was about establishing the foundation, 2027 is about building on it.

Our Board has come together to develop the 2027 Action Plan as the next step in our three-year Strategic Plan. These actions build directly on the work we began in 2026 — taking what we established, strengthening it, and elevating our impact.

We are not starting over. We are building forward. That means deepening our advocacy, strengthening our regional voice, creating even greater value for members, expanding opportunities for education and connection, and continuing to demonstrate the contribution our industry makes to the communities we serve.

And throughout the year, we will continue to measure ourselves against clear Key Performance Indicators. These measures give our Board, leadership, staff, and members the insight we need to understand what is working, identify where we need to adjust, and make informed decisions about where to focus our energy.

Then, in 2028 — the final year of our Strategic Plan — we will bring these efforts together and measure what we have accomplished against the vision we set at the beginning of this three-year journey.

But for now, we are focused on 2027. We have built the foundation. We have momentum. We have an engaged membership, a strong Board, and a clearer voice for our industry. And we know there is much more to do. We are excited about the year ahead and what we can accomplish together. Will you join us?



Paul Lanni, Chair



Kalen Anderson, CEO

BILD Edmonton Metro's 2026–2028 Strategic Plan was launched in 2025 under the leadership of Past Chair Katrina Rowe. Under Chair Paul Lanni, the plan has been updated to reflect the organization's priorities and specific actions for 2027.

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

THREE-YEAR OBJECTIVES	ONE-YEAR 2027 ACTIONS	
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 Develop and implement a comprehensive Advocacy Communications and Education Strategy that aligns messaging, audiences, channels, timing, and tactics across earned, owned, shared, and paid media.	2 Deploy strategic advertorial and paid media campaigns to proactively shape public conversation and build understanding of the industry's most pressing issues and priorities.
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 Develop and implement a Partnership Strategy that identifies priority partners, shared objectives, engagement approaches, and clear roles for staff, members, and Board leadership, supported by a Partner Round Table to coordinate implementation.	2 Launch and implement a Regional Municipal Strategy to build stronger, more intentional relationships and outcomes with municipal mayors, councillors, and senior administrators across the region.
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 Reinvent the quarterly Economic Forum as a high-value signature offering that attracts stronger attendance, generates meaningful dialogue, and advances BILD Edmonton Metro's advocacy priorities.	2 Refine Member Visits to include intentional community and project site visits, connecting members with municipal leaders, community stakeholders, and local projects to demonstrate the industry's contributions and challenges firsthand.
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 Advance and successfully achieve BILD Edmonton Metro's advocacy objectives for lands south of 41st Avenue, building the coalition, evidence, communications, and government engagement required to proceed with planning and development in the Future Growth Areas.	2 Develop credible, evidence-based research on infrastructure efficiency and cost reduction to identify opportunities for more effective investment, demonstrate industry impacts, and support advocacy with government.
Governance A robust governance framework and culture enables leadership excellence and the responsible stewardship of our members' financial, in-kind, and volunteer contributions.	1 Host enhanced governance and media training for association staff, Board and Committee leadership to develop greater clarity, capacity and more effective contributions.	2 Strengthen the connection between Committees and the Board through clear governance structures, defined reporting and accountability mechanisms, Board Liaison roles, and consistent pathways for committee recommendations to inform Board decisions.

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

	KEY PERFORMANCE INDICATORS	THREE-YEAR 2028 TARGETS
3 Leverage BILD Edmonton Metro's membership, expertise, and reputation to amplify industry perspectives, generate credible third-party voices, and increase the organization's influence in local, provincial and national media coverage.	**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.
3 Develop and implement a Post-Secondary Engagement Strategy that connects industry and members with post-secondary institutions, elevates institutional leaders as credible voices in advocacy, and strengthens students' understanding of the industry and its contribution to communities.	**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.
3 Improve business-to-business engagement opportunities that allow members to best leverage their involvement in BILD events, initiatives, advocacy, and leadership.	**MEMBER SATISFACTION**	Membership satisfaction improves consistently. Active and diverse member participation. Strategic growth in membership relative to BILD's market share.
3 Develop and implement a Council Engagement Plan to ensure municipal leaders have a strong understanding of industry issues, municipal development realities, and BILD Edmonton Metro's perspectives and priorities.	**FAVOURABLE ADVOCACY OUTCOMES**	Development costs and timelines are maintained or improved. Business opportunities for BILD Edmonton Metro members are strengthened.
3 Develop a Leadership Succession Plan that strengthens Board and Committee recruitment, development, transition planning, and continuity to sustain organizational excellence and institutional knowledge.	**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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