



Strategic Plan

2026-2028



Advocacy and Impact



REALTOR® Value and Professionalism



Member Success and Growth



Performance and Culture





Janice Myers
Chief Executive Officer

Shaping the Future of Housing, Together:

CREA’s 2026–2028 Strategic Plan

Every few years at the Canadian Real Estate Association (CREA), we stop and take a breath. We look at where we’ve been, what we’ve learned, and where we need to go next.

We’re at that moment again. This time, CREA is beginning a new chapter.

With Canada’s No. 1 real estate platform REALTOR.ca now operating as a separate wholly-owned subsidiary, our role is clearer than ever: CREA exists, first and foremost, to advocate — for you, and for federal policies that make homeownership more attainable in Canada.

So, when we began developing our 2026–2028 strategic plan, we knew it couldn’t be another plan designed behind closed doors. It had to be built with you.

Starting in January 2025, we heard from REALTORS®, boards and associations across the country. We listened to your challenges, your successes, and your expectations of CREA.

In those conversations, one comment stayed with me: “This plan has to feel like ours, not yours.” That simple sentence became our north star. If this plan didn’t feel shared, it wasn’t ready.

The result is more than a roadmap. It’s a national vision shaped by thousands of voices.

At the centre of that vision is a simple truth: REALTORS® do far more than facilitate transactions. You help people start new chapters. You strengthen the communities where you live and work.

That truth is reflected in our social purpose, vision, and mission:



SOCIAL PURPOSE

CREA opens doors to thriving futures for all, beginning with home.



VISION

Everyone in Canada has a place to call home — championed by REALTORS®.



MISSION

CREA empowers REALTOR® success to advance the future of housing in Canada through federal advocacy, upholding high standards, promoting REALTOR® value, and delivering essential benefits to members.

These aren’t just statements; they’re the commitments behind every decision we make.



LIVING OUR PURPOSE

Our social purpose is at the centre of our new strategic plan. It guides how we advocate for people and communities. It reminds us that housing is more than a roof over someone's head — it's about belonging, opportunity, and stability.

Every initiative in this plan connects back to that purpose. As we advocate for policies that make housing more affordable and accessible, we're working from the same core idea: when people have a place to call home, they have a foundation for their future.

OUR FOUR PILLARS

To bring that purpose to life, the plan is organized around four key pillars.

1. Advocacy and Impact

Leading Canada's housing conversation with data and real-world insight — making sure your perspectives shape policy and drive meaningful change.

2. REALTOR® Value and Professionalism

Strengthening the REALTOR® brand by highlighting the expertise, guidance, and positive impact of REALTORS® as part of Canadians' real estate journeys, while advancing education and setting national standards for ethics and leadership.

3. Member Success and Growth

Equip REALTORS® to thrive in changing markets with trusted data, professional development, and strong tools like REALTOR.ca.

4. Performance and Culture

Building a resilient organization that develops and recognizes our people, supports collaboration across the REALTOR® community, and embeds Environmental, Social, and Governance (ESG) principles in our work.

Together, these pillars form a focused, practical framework that aligns CREA's advocacy strength with the goals we share.

LOOKING AHEAD

The future of housing in Canada doesn't just happen. It's something we shape — together.

This strategic plan gives us a shared path forward, built on collaboration and your expectations of CREA.

REALTORS® connect communities across our country.

CREA stands with you — advocating, supporting, and championing your success.

Because when REALTORS® succeed, Canadians thrive. And when Canadians thrive, our future is strong.

Thank you,

Janice Myers

Chief Executive Officer



Advocacy and Impact



Advocate for federal policies that make housing more affordable, homeownership more achievable, and **recognize** REALTORS® as key community builders.

HOW ARE WE ACHIEVING THIS?

- Be the national voice on real estate and housing in Canada.
- Mobilize the collective voices of our members and partners to drive national change that supports access to housing.
- Leverage housing data and market insights to guide policy conversations.
- Empower REALTORS® to lead positive change in their communities.



REALTOR® Value and Professionalism



Build trust in REALTORS® by showcasing their value, sharing their unique stories, and raising the bar for professional standards nationally.

HOW ARE WE ACHIEVING THIS?

- Highlight the expertise, guidance, and positive impact of REALTORS® as part of Canadians' real estate journeys.
- Reinforce how the REALTOR® identity reflects an ecosystem of tools, systems, and collaboration in support of consumers.
- Set and uphold high national standards for ethics, leadership, and service.
- Position the REALTOR® Code as the standard of professional conduct, promoting its consistent application.



Member Success and Growth



Empower REALTORS® to thrive amid changing markets and emerging industry trends.

HOW ARE WE ACHIEVING THIS?

- Equip members with trusted data, impactful professional development opportunities, and dependable tools and services – including a strong REALTOR.ca.
- Safeguard members' interests and provide expert legal resources and regulatory support.
- Strengthen awareness and impact of CREA offerings through increased member engagement.



Performance and Culture



Build a resilient, future-focused organization while we actively live our values.

HOW ARE WE ACHIEVING THIS?

- Invest in our people by fostering a culture of engagement, well-being, growth, and inclusion.
- Strengthen collaboration with the REALTOR® association community and partners to deliver and improve value for our shared members.
- Drive long-term financial health to ensure organizational resilience, strategically investing member dues to deliver maximum value, impact, and sustainability.
- Lead with operational excellence and empower teams by leveraging best practices, digital capabilities and cultivating innovation.
- Activate our social purpose and embed environmental, social and governance principles into our decision-making, operations, and culture.



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