

2026-2028

# STRATEGIC PLAN



With Commercial Real Estate Development standing as the largest driver of GDP nationally and the second largest provincially, our strategy recognizes the sector's influence and focuses on strengthening the ecosystem that sustains its growth.



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## A MESSAGE FROM OUR CHAPTER PRESIDENT

As Chair of NAIOP Edmonton I am very pleased with the direction our Chapter is headed. It has been a pivotal year for all of us. Resilience has defined the commercial real estate and development industry as we navigate change, political uncertainty, and diverse perspectives on issues ranging from return-to-office to the evolving design of our city that supports thriving communities and industries.

Locally we welcomed our new Executive Director and developed our new strategic plan as we prepare for a corporate rebrand that will further align the strengths of our advocacy with membership needs. As NAIOP Corporate President and CEO Marc Selvitelli has said, change is never easy, but it is essential to step beyond the comfort of logos, long-held names, and previous practices to ensure relevancy to rising generations and a modern focus on the future. This is why as a Chapter we have chosen three strategic pillars as the foundation for our 2026 - 2028 strategic plan. ADVOCATE. ENGAGE. ELEVATE.

While advocacy remains our core, meaningful engagement and elevating our industry act as our compass. Thank you for your continued partnership and support.

- **MEGHAN J. KINNEY**, Chapter President

## FROM THE DESK OF OUR EXECUTIVE DIRECTOR

At NAIOP Edmonton we recognize that commercial real estate development extends beyond physical structures. It is the foundation of thriving, resilient communities and a catalyst for regional prosperity. Our industry plays a defining role in shaping a responsible and sustainable Edmonton Region that attracts talent, fuels long-term investment, and creates opportunity for future generations.

Anchored by our strategic pillars, Advocate, Engage, and Elevate, this plan affirms our commitment to advancing the CRE development industry. We Advocate for policies that enable responsible growth, Engage by fostering meaningful collaboration and dialogue across sectors, and Elevate through leadership, education, and the promotion of industry excellence.

Together, we are not only building the future of commercial real estate, but we are also shaping an Edmonton Region that stands as a model of innovation, resilience, and opportunity.

- **ROBYNN HOLSTEIN**, Executive Director

## VISION

NAIOP Edmonton is the voice of commercial real estate development in the Edmonton Region.

We support responsible development, efficient regulation, and long-term regional prosperity.

## MISSION

NAIOP Edmonton elevates the commercial real estate development industry by being the leading voice for advocacy and education. As part of an international association, we provide connections to foster growth and opportunities.

## OUR MEMBERS & PARTNERS

NAIOP Edmonton is a dynamic network of over 75 local and international companies spanning the full spectrum of CRE development, including office, industrial, retail, and large-scale multi-family sectors.

Our membership includes industry leaders such as developers, owners, investors, brokers, and asset managers. It also comprises a broad range of professionals who support the industry, including architectural and engineering firms, builders, designers, and planners. Together, they are actively shaping the future of the Edmonton Region.

Our valued partners include municipalities, educational collaborators, and aligned organizations who share our commitment to responsible growth, innovation, and community-building. Together, we create a powerful platform for connection, learning, and advocacy, driving commercial real estate excellence and regional competitiveness.

This strategic plan provides a clear and purposeful roadmap to guide NAIOP Edmonton’s efforts in strengthening the CRE industry and its role in shaping a competitive, and sustainable Edmonton Region. Grounded in our mission and driven by our members, it reflects our commitment to leadership, collaboration, and community impact.

To remain relevant and responsive, this plan will be reviewed and refreshed every three years, ensuring our priorities continue to align with the evolving landscape of industry, policy, and opportunity. With this foundation, NAIOP Edmonton is well-positioned to continue to champion meaningful progress for our members, our partners, and the region we proudly serve.

1

ADVOCATE

As the trusted voice of commercial real estate, we advocate for our members by influencing industry practice and shaping government policies and legislation that support a thriving CRE sector.

STRATEGIC PRIORITIES:

1

AMPLIFY THE VOICE OF COMMERCIAL REAL ESTATE

Assert NAIOP Edmonton’s role as the leading connector and solutions-focused champion for commercial real estate in the Edmonton Region through consistent, credible, and collaborative engagement.

2

ADVANCE ADVOCACY BY ASSET CLASS

Tailor advocacy efforts to address the unique challenges and opportunities across office, industrial, retail, and large-scale multi-family real estate asset classes.

3

ADVOCATE ACROSS ALL LEVELS OF GOVERNMENT

Build and strengthen relationships with municipal, provincial, and federal governments, positioning NAIOP Edmonton as a proactive and solutions-oriented advisor.

4

ALIGN AND PRIORITIZE ADVOCACY WITH INDUSTRY STAKEHOLDERS

Collaborate with industry partners to identify, prioritize, and unify advocacy goals when appropriate that reflect shared interests and emerging industry needs.

5

BE A SOLUTIONS-BASED ADVISOR THROUGH CLEAR, CREDIBLE COMMUNICATION

Strengthen NAIOP Edmonton’s position as a strategic collaborator by offering data-driven policy recommendations, participating in solution-focused dialogue, and consistently communicating advocacy priorities, actions, and outcomes to members and stakeholders.

2

ENGAGE

We engage and connect our members with the broader CRE industry to build meaningful relationships that drive business growth and open doors to mentorship, career development, learning, innovation, and lasting industry impact.

STRATEGIC PRIORITIES:

1

ENGAGE COMMERCIAL REAL ESTATE PROFESSIONALS AT ALL LEVELS

Foster inclusive engagement across all career stages, from developing to senior leaders, to ensure broad participation and shared value across the CRE sector.

2

PARTNER, STAKEHOLDER, AND MEMBERSHIP ENGAGEMENT

Strengthen ties with existing partners and attract new ones through meaningful collaboration. Expand outreach via targeted communications, dynamic events, and tailored membership strategies to grow NAIOP Edmonton’s influence.

3

STRENGTHEN THE DEVELOPING LEADERS (DL) PROGRAM

Deepen connections with emerging professionals through targeted programming, mentorship opportunities, and leadership development pathways.

4

ENGAGE POLICYMAKERS AND FUTURE VOLUNTEER LEADERS

Develop stronger relationships with policymakers at all levels, while inspiring and preparing the next generation of volunteer leaders through accessible pathways into committees, governance, and strategic initiatives.

5

STRENGTHEN CONNECTIONS WITHIN THE NAIOP NETWORK

Leverage NAIOP’s national and international reach to share best practices, cross-promote events, and offer value-added experiences to local members.

6

SUPPORT INDUSTRY-ALIGNED EDUCATION

Maintain commitment to advancing commercial real estate-based programming while collaborating with post-secondary partners, licensing bodies, and government to ensure requirements reflect the evolving needs and realities of the industry.

3

ELEVATE

We drive future-focused planning and industry leadership to elevate the commercial real estate development industry profile.

STRATEGIC PRIORITIES:

1

ELEVATE PUBLIC PERCEPTION AND BRAND LEADERSHIP

Elevate NAIOP Edmonton’s reputation as the CRE’s most trusted voice through consistent, high-quality communications, impactful storytelling, and a member-focused experience.

2

FORGE FUTURE-FOCUSED, INDUSTRY-LEADING PARTNERSHIPS

Cultivate strategic alliances with visionary industry leaders, public agencies, and community organizations to drive innovation and collective impact across the CRE sector.

3

ELEVATE INDUSTRY PERCEPTION BY SPOTLIGHTING EXCELLENCE AND COMMUNITY IMPACT

Showcase the CRE industry’s role as community builders. Highlight innovative projects, sustainable developments, and operational excellence. Use case studies and thought leadership platforms to emphasize their lasting impact and future potential.

4

ENHANCE MEMBER AND STAKEHOLDER EXPERIENCE

Continuously improve engagement, programming, and services to deliver an exceptional overall experience that meets evolving member and industry needs.

5

ELEVATE EDMONTON REGION'S COMPETITIVE ADVANTAGES

Showcase and amplify the Edmonton Region’s unique strengths, such as affordability, skilled talent, innovation potential, industrial capacity, and exceptional quality of life. Use these strengths to attract investment, support economic growth, and position the region as a leading destination for commercial real estate.