

Building Trust, Strengthening Professionalism, and Preparing for What's Next

STRATEGIC PLAN

2026-2029

MISSION AND VISION

TRREB's mission and vision statements are promises to our Members. Carefully chosen, these act to clearly communicate our role, value, and commitment to your success.

MISSION:

Our mission is to represent, serve, and support Members by strengthening professionalism, advocating for their interests, and providing innovation and leadership that help them succeed.

VISION:

A trusted and respected leader in the real estate industry, fostering professionalism, connection, and future-ready support for Members and the communities they serve.

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PRESIDENT & CEO LETTER TO MEMBERS

Dear Members,

Over the past several years, the real estate environment has changed rapidly and, in many cases, dramatically. Market conditions, regulation, technology, public expectations, and professional scrutiny are all evolving at once. We recognize the pressure, uncertainty, and occasional frustration this has created for many Members.

At the start of this year, your Board of Directors came together for a two-day strategic planning session to take a clear look at where TRREB stands today and what must come next. We reviewed Member feedback, recent survey insights, and our own experiences as REALTORS® and as leaders.

One message emerged clearly from these discussions. Trust matters. TRREB's future success depends on the work we do, how transparently we do it, how accountable we are for results, and how consistently we demonstrate measurable progress to you, our Members.

Our Strategic Direction

This strategic plan reflects a deliberate shift toward strengthening trust, transparency, and professionalism while continuing to protect and enhance the core services you rely on every day.

At the heart of this plan are seven clear priorities:

- Data & Technology Leadership
- Trust, Transparency & Member Confidence
- Member Communications
- Financial Resilience
- Professionalism & Education
- Aligned Advocacy
- Modernizing Governance

These priorities are interconnected. Progress in one depends on progress in the others. Together, they establish a clear framework for action, decision-making, and accountability.

Looking Ahead

This strategic plan will guide TRREB's decisions in the years ahead. More importantly, it represents a commitment by your Board to deliver tangible outcomes, track progress, and report back to Members on how we are performing against these priorities.

We are focused on rebuilding confidence, strengthening professionalism, and ensuring that the Board's leadership remains worthy of your trust.

Thank you for your continued engagement and your commitment to the profession.

Sincerely,



Daniel Steinfeld,
TRREB President



John DiMichele,
TRREB CEO

EXECUTIVE SUMMARY

TRREB's three-year strategic plan provides clarity, stability, and confidence while establishing a clear framework for how decisions are made, priorities are set, and Member value is delivered.

Designed with Members at the core, the plan begins with an honest assessment of the realities you face today. It connects external pressures to Board decisions and, critically, to the outcomes you expect. By moving beyond short-term goals, this multi-year approach helps close the gap between intention and perception, ensuring you clearly see purpose, direction, and accountability over time.

The strategic plan supports decision-making by aligning investments, resources, and priorities with long-term sustainability and Member value. It provides context for individual decisions, allowing you to better understand how actions fit within a broader roadmap. Just as importantly, it serves as a reference point you can return to as priorities evolve and progress is measured.

Through extensive consultation and analysis, the Board has identified key strategic issues including trust and reputation, financial resilience, MLS® and technology leadership, professionalism, advocacy, Member engagement, and modern governance. The resulting priorities balance continuity with purposeful change, building on what works while responding to emerging risks and expectations.

Above all, this plan reflects TRREB's commitment to transparent, accountable leadership. TRREB and the Board are committed to listening, explaining, and working alongside Members to shape a strong, trusted, and sustainable future together.

Finally, the Board will provide Members with annual updates aligned to the strategic priorities as part of our commitment to transparency and accountability.



DESIGNING A THREE-YEAR STRATEGIC PLAN: WITH MEMBERS AT THE CENTRE

The real estate industry is more complex, more scrutinized, and more interconnected than ever before. TRREB's three-year strategic plan provides clarity, stability, and confidence in how decisions are made and how priorities are set. This work begins with an honest assessment of the realities our Members are experiencing today.

The profession faces ever-evolving technology, regulatory pressure, and heightened public and media attention. A three-year plan allows TRREB to better explain not only *what* the Board is doing, but *why* – connecting the dots between external pressures, Board decisions, and Member outcomes.

This strategic plan will do more than set priorities. It will help close the gap between intention and perception, ensuring you see consistency, purpose, and direction over time.

The framework also provides context and allows Members to see how individual decisions fit within a broader roadmap, rather than appearing as isolated responses to immediate pressures. It will also serve as a shared reference point that you can return to as priorities shift, decisions are made, and progress is measured.

By setting out a clear direction, TRREB is committing to a transparent, and accountable, approach to leadership. One that you can understand, question, and engage with.

What This Means for Members

Designing a three-year strategic plan is about creating a clearer line of sight between the challenges TRREB faces, the decisions it makes, and the outcomes you expect.

The framework will support:

- Clearer priorities and decision-making
- Stronger engagement and more transparency
- Greater alignment between strategy, culture, and trust

Building the Next Chapter Together: The Strategic Context for TRREB's Future

TRREB is here to support your professional success and that responsibility has never been more complex, or more important.

The real estate industry is changing at a pace we have not seen before. Technology, industry regulations, consumer expectations, market cycles, and public scrutiny are all evolving simultaneously. In this environment, the Board of Directors has examined the challenges facing the Association and what is required to ensure TRREB remains trusted, relevant, and sustainable for the long term.

This work is about ensuring TRREB continues to deliver value, protect the MLS® System, advocate effectively, and represent you with credibility and confidence.

THE STRATEGIC ISSUES THE BOARD MUST ADDRESS

Through Member consultations, analysis of our operating environment, and recent Board planning sessions, several strategic realities are apparent.

Fostering trust, confidence, and reputation with Members

Trust is foundational. Members must have confidence that TRREB listens, communicates transparently, and acts in their best interests and in the best interests of the profession. Strengthening trust requires openness, consistency, and meaningful two-way conversations, especially when decisions are complex or difficult.

Ensuring sustainable financial capacity in an uncertain environment

Market volatility and cost pressures require disciplined financial stewardship. TRREB must ensure it has the financial resilience to invest in core services, manage risk responsibly, and remain independent and strong.

Future-proofing MLS® and technology in a rapidly evolving landscape

The MLS® is central to your business. At the same time, technology is advancing by leaps and bounds, with increasing expectations around performance, integration, security, and innovation. The Board must ensure that TRREB's technology strategy protects the integrity of data while positioning you to succeed in the future.

Advancing professionalism through education and balanced enforcement

Professionalism is a shared responsibility. Education, standards, and enforcement must work together in a fair, consistent, and modern way that meets your expectations while protecting the public trust and the reputation of the profession.

Aligning government relations and advocacy for future relevance

Advocacy remains a core role of TRREB. To remain effective, it must be forward-looking, evidence-based, and aligned with the realities you face today and tomorrow on housing supply, affordability, regulation, and the broader policy environment.

Strengthening Member engagement

Engagement is an organization-wide commitment. TRREB must continue to evolve how it listens, communicates, and involves you to ensure diverse voices are heard and feedback meaningfully informs decisions.

Earning Members' trust and support to modernize governance

Governance structures must support timely, accountable decision making in a complex environment. Any modernization of by-laws and policies must be clearly explained, grounded in best practices, and supported by you, our Members, who understand both the need and the safeguards involved.

A STRATEGIC PLAN BUILT ON CONTINUITY AND PURPOSEFUL CHANGE

TRREB's strategic plan will not discard what is working. Many of the Board's existing strategic pillars already support these goals and have helped move TRREB forward.

This guide is a purposeful mix of continuity and change. Maintaining momentum where strategies are effective, while introducing new priorities where the environment, risks, or Member expectations demand a different approach. Together, these elements will reinforce TRREB's mission and vision.

Most importantly, this work recognizes that TRREB is strongest when you understand the challenges, trust the leadership, and see yourselves reflected in the path forward.

At TRREB, we're committed to listening, explaining, and working with you as we shape the next chapter together.





THE CONTEXT IN WHICH WE PLAN

The strategic priorities will help the Board of Directors, Staff, and Members share a clearer understanding of what matters most in building a stronger Member-focused organization.

The rapidly evolving real estate industry is shaped by market volatility, regulatory pressure, technological disruption, shifting consumer expectations, and increased scrutiny of professional standards. At the same time, you are navigating your own business pressures in an environment where confidence, affordability, and trust are under strain.

Professionalism remains a defining issue for the industry. There is broad support for higher standards and public trust, alongside concern about fairness, consistency, education, and enforcement. You are seeking a balanced approach. One that leads with education and support, while maintaining accountability and credibility.

TRREB will strive to ensure you feel represented, heard, and respected.

THE NEXT THREE YEARS: STRATEGIC PRIORITIES

There are seven clear priorities:



DATA & TECHNOLOGY LEADERSHIP:

ensuring MLS® data and technology are trusted, future-ready infrastructure that supports Member success.

Expected Outcomes:

- Technology investments are clearly aligned with Member needs
- Strong adoption and effective use of tools by brokerages, residential and commercial agents
- An integrated and coherent ecosystem



PROFESSIONALISM & EDUCATION:

leading with education, and pride in the profession.

Expected Outcomes:

- Improved professionalism across the membership, with fair and consistent application of rules
- A stronger emphasis on education first and enforcement second
- Peer learning, mentorship, and practical support



TRUST, TRANSPARENCY & MEMBER CONFIDENCE:

making listening, accountability, and confidence-building intentional and measurable.

Expected Outcomes:

- Members feel heard, respected, and empowered
- Stronger sense of membership value and belonging
- Improved public trust in REALTORS®



ALIGNED ADVOCACY:

strengthening our role within organized real estate and with government partners.

Expected Outcomes:

- Stronger alignment and collaboration with OREA, CREA, and RECO
- Effective and credible advocacy
- Professional and solutions-oriented



MEMBER COMMUNICATIONS:

moving toward clearer explanations, and a two-way dialogue.

Expected Outcomes:

- Clear, transparent, and consistent communications
- Two-way dialogue that is authentic
- A feeling of connection and community among membership



MODERNIZING GOVERNANCE:

ensuring by-laws and policies are fit for today's environment.

Expected Outcomes:

- Modernized governance and by-laws
- Clear decision-making authority, accountability, and follow-through
- Governance that enables progress



FINANCIAL RESILIENCE:

ensuring fees are used responsibly and aligned with strategic priorities.

Expected Outcomes:

- A stable and predictable financial position
- Financial decisions that are explained and understood
- A clear breakdown of what dues include

ABOUT TRREB

TRREB is a not-for-profit founded in 1920 by a small group of real estate professionals. Today, as Canada's largest real estate board, TRREB serves almost 70,000 licensed real estate Brokers and Salespersons in the Greater Toronto Area and beyond. TRREB is the collective voice for both its commercial and residential Members and operates under the direction of an elected voluntary Board of Directors.



BOARD OF DIRECTORS



Daniel Steinfeld
President



Elechia Barry-Sproule
Past President



Anna Michaelidis
President-Elect



Colby Bayne
Director-at-Large



Frank Farhangi
Director-at-Large



Michelle Francis
Director-at-Large



Paul Helps
Director-at-Large



Anu Joshi-Mehendale
West Regional Director



Rebecca Kopel
Central Regional Director



Keith Kwan
North Regional Director



Michael McLachlan
Director-at-Large



Charles Park
Director-at-Large



Georgiana Woods
East Regional Director



Kate Young
Director-at-Large



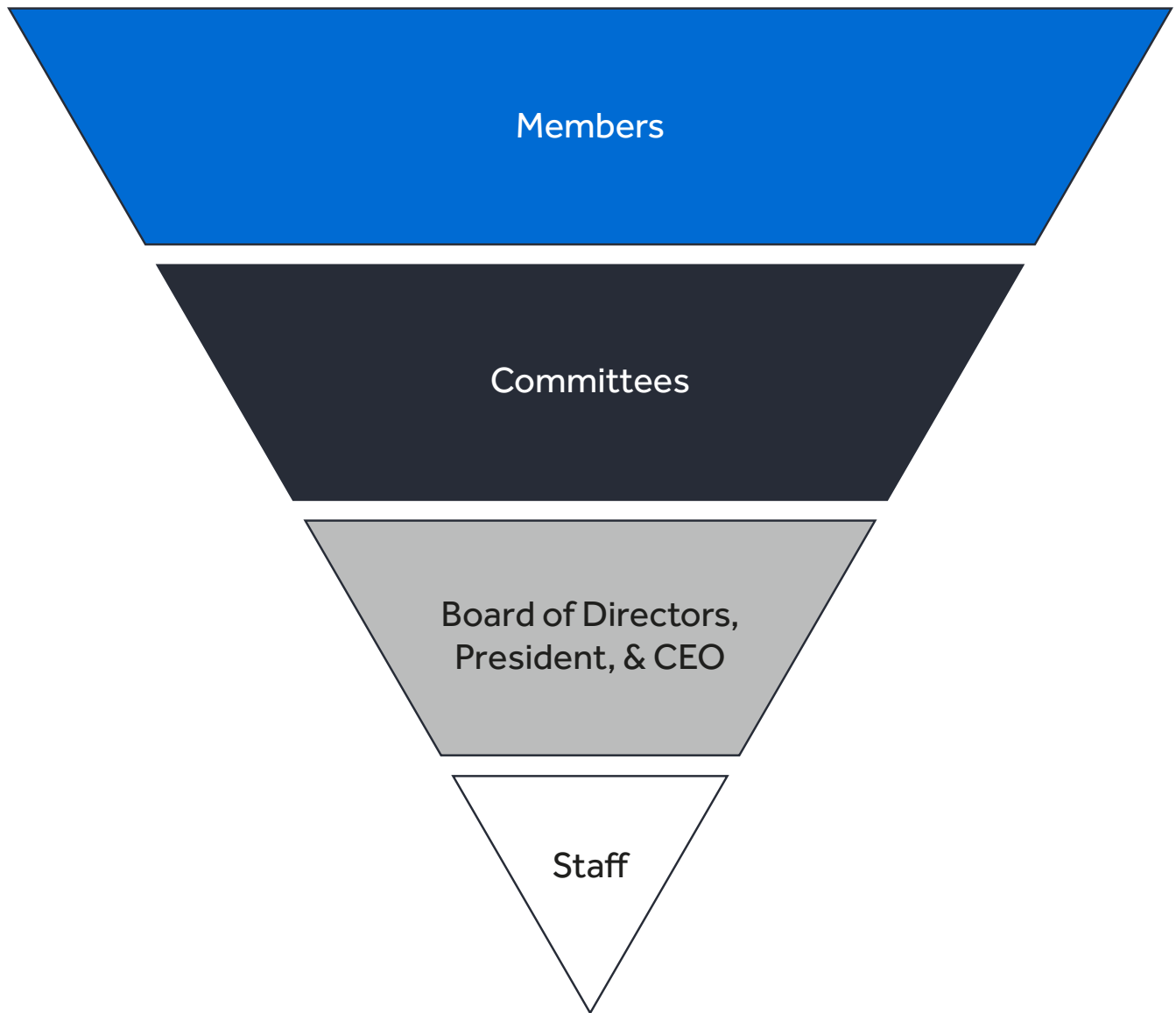
CORE SERVICES

As a TRREB Member you have access to:

Leading-edge technology and tools, including REALM[®], Matrix, BrokerBay, SkySlope Forms, DigiSign and Offers, The Habistat, PropTx Verify, HoodQ, Rental Beast, Fintracker, GeoWarehouse, MPAC propertyline[™], ListTrac, Altus Data Studio, RealTrack, and more.

- **Data-rich analytics and reports**, such as the *Market Watch*, *Condo Report*, *Rental Report*, *Community Reports*, *Commercial Report* and more.
- **Specialized and top-notch training**, including in-person and online courses, workshops, webinars, and brokerage outreaches, in addition to the PropTx Learning Academy offering self-paced and interactive online modules with step-by-step guides and helpful quizzes.
- **Complimentary Member events featuring changemakers, trailblazers, and industry leading speakers**, ranging from our signature Market Outlook events and TRREB REALTOR[®] QUEST to Annual Meetings, focus groups, town halls, and more.
- **Meaningful networking opportunities with industry leaders and peers** through committees, task forces, rosters, and events.
- **Expanded advocacy efforts on behalf of Members at the local, regional, provincial and federal levels.**
- **Two regional hubs, in Simcoe County and Peel Region**, helping us grow our reach and increase Member access.
- **Member Services and Help Desk Support.**

ORGANIZATIONAL STRUCTURE



PLEDGE OF COMPETITION

Member Boards and Associations of The Canadian Real Estate Association support free and open competition. We believe in the principles embodied in the Competition Act of Canada. Therefore, we adhere to a Code of Conduct which includes the following standards:

- Commission rates or fees members charge for services offered to the public, and the division of those fees among cooperating members, are solely the choice of those providing the services.
- A brokerage may offer any variety of services e.g. exclusive, open, MLS® listings etc. Boards and real estate Associations accept MLS® listings regardless of the price, commission rates or fees, or the division thereof.
- Advertising by members and non-members is subject to the discretion of the individual, as long as it is honest and lawful. We encourage creative, competitive choice in the services advertised to the public.
- The business relationships between broker members, their salespersons and non-members is theirs to determine. With regard to Board and Association membership, members may choose for themselves to work full or part time, as long as they remain available to serve the public on a regular basis and provided provincial enabling legislation does not otherwise authorize a limitation of such choice.

All members are required to meet uniform and reasonable financial and educational standards. They are required to demonstrate integrity and character necessary to protect the public. By using the MLS® and REALTOR® trademarks, all member Boards and Associations of The Canadian Real Estate Association proclaim adherence to these principles, designed to preserve free and open competition.





Professionals Connecting People,
Property and Communities.