



THE REAL ESTATE COUNCIL

# Strategic Plan

2026 – 2028





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# Executive Summary

The Real Estate Council (TREC) presents a bold and forward-looking Strategic Plan for 2026-2028, designed to build and support the strongest commercial real estate community in the region. Anchored by the vision to “Build the City You’ve Imagined” and a mission that emphasizes relationships, community investment, policy influence, career development, and leadership cultivation, this plan outlines a comprehensive roadmap for impact across the industry and North Texas community.

## Strategy

The foundational direction of the organization includes its purpose, vision, and mission. These guiding statements define what we aim to achieve, why we exist, and the future we work towards.



### **PURPOSE:**

To build the strongest commercial real estate community in the world.



### **VISION:**

Build the City You’ve Imagined.



### **MISSION:**

To cultivate relationships in commercial real estate, catalyze community investment, influence public policy, propel careers, and develop the leaders of tomorrow.



## Key elements of the Strategic Plan Implementation

To ensure successful execution of the strategic plan, the following framework outlines the essential components for implementation, accountability, and performance tracking.

### STRATEGIC GOAL ALIGNMENT:

For every objective, targeted initiatives and projects are identified. Each strategy includes defined success measures through Key Performance Indicators (KPIs), ensuring clarity on expected outcomes and impact.

### KEY STRATEGIES & TACTICS:

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### RESOURCES:

Implementation requires the coordinated efforts of committees, staff, and subcommittees. Resource planning includes budget allocations, necessary tools, and technology platforms to support execution.

### GOVERNANCE & ACCOUNTABILITY:

Ownership is assigned to each objective and initiative to ensure responsibility and follow-through. Regular check-ins and reporting structures are established to monitor progress and maintain transparency.

### TIMELINE:

A phased timeline outlines start and end dates for each initiative. Dependencies and critical paths are identified to manage sequencing and ensure timely delivery.

### RISK MANAGEMENT

Potential challenges are assessed, and mitigation strategies are developed to reduce disruption and maintain momentum throughout the implementation process.

### COMMUNICATIONS PLAN:

Internal and external communications strategies are designed to keep stakeholders informed, engaged, and aligned. Messaging is tailored to each audience to support clarity and buy-in.

### PERFORMANCE TRACKING & ADAPTATION:

A process is established to collect and monitor performance data. Insights from metrics will inform adjustments to strategies, ensuring the plan remains responsive and effective over time.



## Strategic Initiatives

These core initiatives drive the organization's strategic goals forward. Each one is grounded in the organization's core principles which shape decision-making, guide collaboration, and ensure long-term sustainability.

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### CORE PRINCIPLES

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#### MEMBER CENTRIC:

We prioritize the needs, interests, and success of our members in every program, service, and decision. Their engagement and growth are central to our mission.



#### COLLABORATIVE:

We foster a culture of teamwork and partnership believing that shared ideas and collective action lead to stronger outcomes.



#### FISCALLY RESPONSIBLE:

We manage resources with discipline and transparency, ensuring that every investment supports our strategic priorities and delivers measurable value.

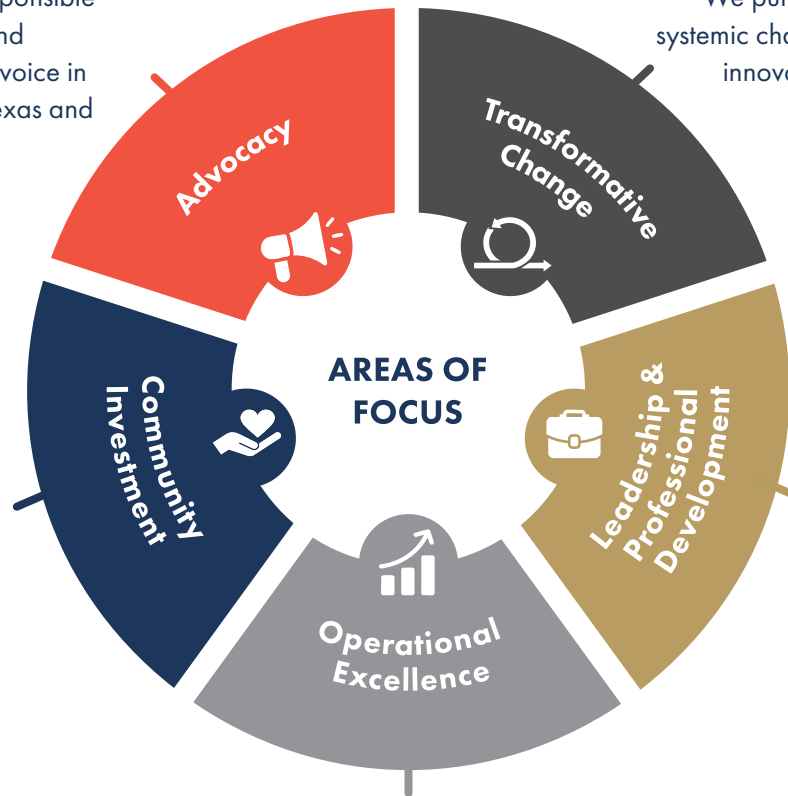


# Areas of Focus

The strategic plan centers on priority areas that most effectively advance TREC’s mission and strengthen organizational impact. These focus areas guide resource allocation, shape key initiatives, and address emerging needs in the industry and community. Together, these areas of focus, establish a framework for measurable progress.

We champion policies that support responsible development and economic growth, and position the organization as a leading voice in commercial real estate across North Texas and beyond.

We pursue bold, long-term initiatives that address systemic challenges and create lasting impact through innovation, research, and strategic partnerships.



We invest in underserved communities through lending, development partnerships, and catalytic projects that promote equity and economic opportunity.

We cultivate talent across all career stages, offering programs that build skills, expand networks, and prepare the next generation of commercial real estate industry leaders.

We commit to strong internal systems, financial discipline, and continuous improvement to ensure the organization remains effective, efficient, and aligned with its strategic goals.



## Advocacy



Advocacy is a cornerstone of our strategic plan, reflecting our commitment to shaping policies that support responsible development and strengthen the commercial real estate industry. Through proactive engagement and collaboration, we aim to advocate for key issues at both the local and state level.

### STATEMENT OF DESIRED GOALS

TREC advocates for policies that promote responsible commercial real estate practices. TREC is the go-to resource for development related policy decisions in North Texas and across the state.

### OBJECTIVES & STRATEGIES

#### Influence the rewrite of Dallas's Development Code

*TREC will play a significant role in shaping the city's updated development code to encourage responsible and thoughtful development practices.*

- Convene a Development Code Task Force composed of member experts, to review proposals and recommend positions.
- Host listening sessions and distribute member surveys to gather feedback on proposed changes.
- Submit written position papers and provide expert testimony at public hearings.

#### Unify statewide advocacy efforts

*TREC will strengthen our impact by aligning with other real estate councils across Texas to unify efforts and share resources.*

- Establish a statewide policy coalition with like-minded organizations.
- Develop shared legislative priorities document ahead of each state legislative session.
- Hold quarterly coordination meetings with peer councils to maintain alignment.
- Identify and leverage joint lobbying or public affairs resources to amplify our voice.

#### Engage with suburban cities to influence development policy

*TREC will expand our advocacy efforts to include key cities across North Texas, ensuring a broader regional impact on development practices.*

- Engage with North Texas key cities on 3-4 development-related issues on an ongoing basis to influence future policy.
- Proactively communicate advocacy efforts with membership, including updates on current initiatives and their status.
- Maintain regular communication with elected officials to share priorities and expectations. Track voting record on key issues and utilize data to inform candidate endorsements.





## Community Investment



Community investment is central to our mission of creating equitable growth and opportunity across North Texas. Through strategic partnerships, lending programs, and catalytic projects, we aim to make meaningful investments in underserved and disinvested communities.

### STATEMENT OF DESIRED GOAL

TREC is making critical investments in the disinvested and underserved communities through a broad spectrum of community investments.

### OBJECTIVES & STRATEGIES

#### Expand CDFI lending and partnerships

*TREC will grow our lending pipeline and strengthen relationships with community developers to increase access to capital and support impactful projects.*

- Expand partnerships with community developers.
- Strengthen loan pipeline development to support a steady flow of qualified projects.
- Leverage visibility to attract capital and developers.

#### Complete the Dallas Catalyst Project- Mill City

*With projects completed, TREC will ensure accountability and amplify the success of Mill City to inform future efforts.*

- Ensure full execution of project deliverables and maintain accountability.
- Engage the community to celebrate project success.
- Amplify outcomes and lessons learned to support replication.





## Leadership & Professional Development



Leadership development is a vital part of TREC’s mission to cultivate talent and inspire engagement across all career stages. Through intentional programming and opportunities, we aim to empower individuals to lead within their companies, the industry, TREC, and the broader community.

### STATEMENT OF DESIRED GOAL

As the organization of choice, TREC provides the leadership and professional development opportunities to attract and inspire individuals at every stage of their careers. TREC equips individuals with the skills needed to become leaders within their companies, industry, TREC, and the community at large.

### OBJECTIVES & STRATEGIES

#### Increase member engagement across career stages

*TREC will broaden participation by making it easier for members to get involved and will measure meaningful participation across all platforms and career stages.*

- Review the structure and goals of all committees ensuring the ease by which members can get involved.
- Revisit calendar of events to focus on quality over quantity (and structure - networking)

#### Strengthen Leadership Outcomes for Program Participants

*TREC will ensure participants of the leadership class demonstrate growth through increased leadership roles within their companies, measurable career advancement, and active volunteerism in their industry and community.*

- Strengthen the Associate Leadership Council (ALC) program to promote participant engagement with TREC and community initiatives.
- Expand career development offerings to include more intentional executive leadership development opportunities and a cohort for sharing best practices.

#### Increased interest and diversity in all TREC leadership programs

- Develop small group forums targeted to underrepresented age ranges in the Leadership Development Continuum (ages 27–32 and 38–45).
- Revisit calendar of events to focus on quality over quantity.





## Operational Excellence



Operational excellence ensures that TREC functions as a high-performing, mission-driven organization. By aligning leadership, strengthening internal systems, and delivering value to members and the community, we aim to operate with clarity, discipline, and impact.

### STATEMENT OF DESIRED GOAL

TREC is recognized as a highly functioning, well-respected organization that is financially stable, professionally staffed, mission-aligned, member-centric, and clearly communicates its value to members and the greater community.

### OBJECTIVES & STRATEGIES

#### Strengthen Organizational Alignment and Leadership Culture

TREC will foster a collaborative environment where staff and volunteer leadership are aligned around a strong culture of collaboration, trust, and shared purpose. The organization operates with clear priorities and is disciplined in execution.

- Strengthen leadership and mission alignment with emphasis on strategic discipline.
- Define committee responsibilities clearly and provide training before annual committees kick off.
- Invest in leadership and professional development.

#### Deliver High-Quality, Responsive Programming

TREC will ensure that all programs are best-in-class, innovative, and responsive to industry needs.

- Assess current programs and initiatives to ensure alignment with organization's mission and member needs.
- Re-imagine the Programs Committee to enhance strategic oversight and innovation.

#### Ensure Financial Stability and Growth

TREC is financially healthy and has diversified revenue streams to support long-term sustainability.

- Strengthen the organization's financial stability.

#### Grow and Diversify Membership

TREC will increase membership headcount across all sectors and career stages, with a focus on retention and representation.

- Increase Young Guns membership at a rate that matches or exceeds commercial real estate job growth in North Texas.
- Grow and diversify membership.
- Improve retention & engagement.

#### Elevate Brand Value and Visibility

TREC will enhance the brand's value and messaging by amplifying member voices through strategic storytelling and thought leadership.

Operate with influencer mentality.

- Use storytelling to build brand equity, using members and community partners as the primary storytellers.
- Position TREC as a connector and convener by elevating leadership, members, and ambassadors as brand champions.
- Integrate brand messaging across experiences by aligning in-person events, digital content, and partnerships with unified brand themes - reinforce a sense of belonging and exclusivity in member and partner interactions.
- Strengthen community activation with influencer mentality.



# Transformative Change



Transformative change reflects TREC’s commitment to bold, forward-thinking initiatives that create lasting impact across the commercial real estate industry and the broader community. These efforts go beyond incremental improvements, aiming to address prevalent challenges through innovation, collaboration, and strategic leadership.

## STATEMENT OF DESIRED GOAL

Transformative change is achieved through bold and innovative initiatives designed to generate far-reaching impact to the commercial real estate industry and greater community.

## OBJECTIVES & STRATEGIES

**Transformative change is achieved through bold and innovative initiatives with a focus on far-reaching impact to the commercial real estate industry and greater community.**

- Conduct rigorous research and environmental scanning to identify opportunities and challenges.
  - Develop a comprehensive framework to guide the design and execution of transformative initiative(s).
  - Engage membership and community stakeholders in the co-creation process to ensure relevance and shared ownership.
    - Ensure strategic alignment and feasibility throughout planning and implementation.
    - Position TREC as a thought leader by elevating visibility and influence in transformative initiatives.



# Acknowledgements

We extend our sincere appreciation to the dedicated leaders, members, staff, and community partners who contributed their time, expertise, and insight to the development of this strategic plan. Your commitment to TREC's mission and your belief in the power of collaboration have shaped a bold vision for the future. A future that reflects the values, priorities, and aspirations of our organization and the community we serve.

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