

# 2026-2028 C.A.R. STRATEGIC PLAN

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## OVERARCHING C.A.R. STRATEGIC PRIORITIES

Political Clout - Increase housing supply, modern lobbying, protect property rights

Member Engagement - Personalize experiences, foster inclusion, strengthen relevance

Innovation - Empower members with tools, enhance consumer experience

Structure & Financial Health - Efficient, data-driven, future-ready governance

## PILLAR - INFLUENCE

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- **ADVOCACY**
- **IMPACTING HOUSING AFFORDABILITY AND SUPPLY**
- **FAIR HOUSING**
- **ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) PRACTICES**

## PILLAR - MEMBER BUSINESS VALUE

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- **BUSINESS RESOURCES**
- **PROFESSIONALISM/PROFESSIONAL DEVELOPMENT**

## PILLAR - REALTOR<sup>®</sup> POSITIONING

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- **C.A.R. BRAND**
- **REALTOR<sup>®</sup> BRAND**
- **BROKER RELATIONS**
- **MEMBER ENGAGEMENT**

## PILLAR - ORGANIZATIONAL DEVELOPMENT

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- **LOCAL ASSOCIATION RELATIONS**
- **VOLUNTEER/LEADERSHIP DEVELOPMENT**
- **GOVERNANCE**
- **STAFF CAPACITY**

# C.A.R. STRATEGIC PRIORITIES

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## ■ STRATEGIC PRIORITY 1:

Maximize political clout to increase housing supply in California.

Review and identify modern lobbying efforts to expand homeownership and protect private property rights.

**PILLAR(s): Influence, REALTOR® Positioning**

## ■ STRATEGIC PRIORITY 2:

Cultivate meaningful, personalized member engagement by deepening understanding of member and consumer needs, fostering inclusion, and delivering high-impact experiences that strengthen the value and relevance of California REALTORS®.

Leverage data, technology, and feedback to deliver personalized communications, simplify access to resources, highlight membership value, and build stronger connections that anticipate and meet member needs.

**PILLAR(s): REALTOR® Positioning, Member Business Value**

## ■ STRATEGIC PRIORITY 3:

Foster a culture of innovation that empowers members with cutting-edge tools and drives advancements in the real estate ecosystem.

Enhance the consumer experience and elevate the value members deliver throughout the transaction.

**PILLAR(s): REALTOR® Positioning, Member Business Value**

## ■ STRATEGIC PRIORITY 4:

Optimize C.A.R.'s structure and financial standing with a future-ready approach focused on efficient, data-driven decision-making.

Enable C.A.R. to be nimble and adaptable through effective governance and inclusive leadership. Evaluate new revenue opportunities and analyze expenditures to ensure financial sustainability.

**PILLAR(s): Organizational Development**