



Strategic Plan **2018-2020**

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Our past

CREB®'s (Calgary Real Estate Board) legacy dates to the 1920s when real estate professionals came together with a collective desire to enhance professionalism, advocate for the industry's development and better serve the community. These principles influenced CREB®'s official formation on January 26, 1943 as the real estate board for Calgary and area REALTORS®.

Our REALTOR® members remain committed to a high standard. This means a strong level of professional conduct, a strict code of ethics and standards of business, while practicing professional development to deliver service for clients and the community.





Our present

CREB® is the fourth largest real estate board in Canada. A non-profit, professional association, it is comprised of over 5,400 licensed brokers and REALTORS® representing over 240 offices across the Calgary region.

We offer a full-range of services to support the growth and development of our REALTOR® members. In so doing, we strive to enhance their professional expertise and commitment to consumers.

One of our principal functions is the operation of the Multiple Listing Service® (MLS®) System, which gives members and their clients instant access to the latest information on properties for sale. Additional services include market statistics and economic reports, innovative real estate based technology tools and philanthropic giving — all powered by the support of CREB®'s REALTOR® members.

Our future

As a high-performance association, CREB®'s operations are guided by our vision, mission, values and strategic plan.

To prepare for the current strategic plan, CREB® gathered input from members, stakeholders and staff, in addition to performing a comprehensive environmental scan. Using this research as a backdrop, CREB®'s board of directors and management team met in April 2017 to map out CREB's strategic priorities for the next three years.

As a result of this work, our mission and vision have evolved to give us greater clarity and focus as we move into 2018.

CREB® MISSION

Ensure CREB® REALTORS® have the tools and support they need to be successful.

CREB® VISION

CREB® REALTORS® are essential to real estate consumers.

CREB® VALUES

CREB®'s fundamental principles and beliefs that guide our actions and decision making are:

- Integrity
- Transparency
- Commitment
- Collaboration

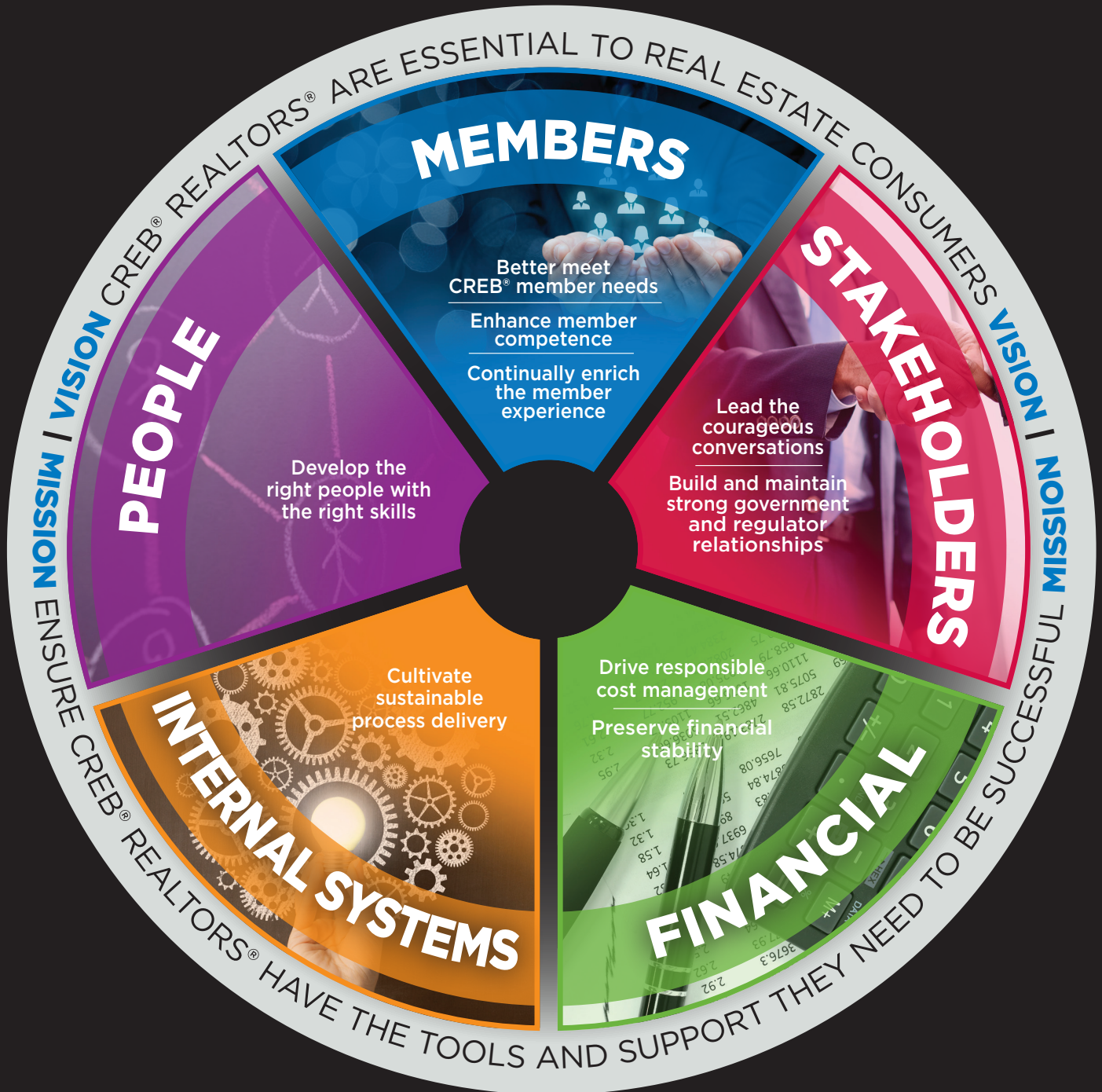
STRATEGIC PRIORITIES

- Members
- Stakeholders
- Financial
- Internal systems
- People



Strategic Priorities

Our commitment to meet our mission can be seen in the members, stakeholders, financial, internal systems and people strategic priorities. These priorities emphasize sustainable process delivery, talent management, financial stability, cost management and our member needs.



Our strategic plan objectives illustrate how we will meet member expectations, ensure all aspects of our business receive attention, and respond to the changing real estate landscape. Good governance, along with strong leadership and operational planning, will mean we stay on track and remain accountable to our members.

MEMBERS

Better meet
CREB® member needs

Enhance member
competence

Continually enrich
the member
experience



Priority: MEMBERS

Our members are at the centre of every decision we make. It is essential we provide them with access to the best resources to support their success.

1. BETTER MEET CREB® MEMBER NEEDS

We must enhance our understanding of member needs and take action to deliver meaningful products/services — this is the foundation of member satisfaction.

2. ENHANCE MEMBER COMPETENCE

REALTORS® are held to a high professional standard, and adhere to a strict code of ethics and conduct. We will inspire our members to enhance their knowledge and practice competence. This will, in turn, increase their professionalism and amplify their value to the public.

3. CONTINUALLY ENRICH THE MEMBER EXPERIENCE

Our members expect service excellence — by understanding member needs, we will create a responsive member experience.



Priority: STAKEHOLDERS

Our dedication to member service and innovative solutions has given us an influential voice in the industry. We will continue to use this voice to nurture and maintain strong stakeholder relationships.

1. LEAD COURAGEOUS CONVERSATIONS

Organized real estate is poised for change. As an industry leader, CREB® is committed to courageous conversations that create efficiencies and reduce duplication in Alberta.

2. BUILD AND MAINTAIN STRONG GOVERNMENT AND REGULATOR RELATIONSHIPS

Government bodies and regulators have major influence on local real estate. It is vital we strengthen existing stakeholder relationships while establishing effective partnerships with government and regulators.

Lead the courageous conversations

Build and maintain strong government and regulator relationships

STAKEHOLDERS

Priority: FINANCIAL

CREB® is committed to financial stability as evidenced by its strong history of effective fiscal management. As a member-based, non-profit association, we strive to provide an improved level of service to our members within a balanced fiscal environment.

1. DRIVE RESPONSIBLE COST MANAGEMENT

Fiscally responsible decision making is imperative. By leveraging best practices and pairing them with key financial reporting metrics, we will drive responsible cost management.

2. PRESERVE FINANCIAL STABILITY

Strong investment policies and financial reserves management makes us more resilient. By defining our key metrics and exploring the benefits of a triple bottom line approach to our accounting practices, we will preserve financial stability.



Priority: INTERNAL SYSTEMS

CREB's commitment to high performance means we regularly assess and enhance our processes, policies and technologies. Our goal is to continually improve on our productivity, service excellence, and employee and member satisfaction.

1. CULTIVATE SUSTAINABLE PROCESS DELIVERY

By making smart decisions to transform our processes and build on our best technologies, we will realize more efficient operations.





PEOPLE

Develop
the right people
with the right skills

Priority: PEOPLE

CREB's board of directors and staff leadership team understand that high-performance begins with people. We will focus on talent development across all levels to meet our people priority.

1. DEVELOP THE RIGHT PEOPLE WITH THE RIGHT SKILLS

Skilled employees and member volunteers are vital to CREB's success. We will align employee roles, responsibilities and skill development to strategic objectives in order to enhance employee performance. At the same time, we will add to the knowledge-base of our committed, member volunteers to maximize their achievements and contributions.

“The world of real estate is ever-changing. This strategic plan not only sets precedent on specific priorities to better our members, but also creates a clear path for progressive, measurable growth in the years to come.”

**DAVID P. BROWN,
2017 IMMEDIATE PAST PRESIDENT**

“I am thrilled to step into the role as president in tandem with the launch of our new plan. CREB®’s renewed mission and vision is aligned to optimize organizational success. We can’t wait to get going.”

TOM WESTCOTT, 2018 PRESIDENT

For the development of our 2018-2020 strategic plan, we wanted to be more inclusive and mine new, diverse areas of thought. To meet these objectives, we sought stronger engagement with our board, members, leadership team, staff and external stakeholders.

The result is a comprehensive plan that takes us boldly and confidently into the future.

“As CREB® celebrates its 75th anniversary, we reflect on our history of stewardship and member service. With a new road map in hand, our staff will be well equipped to provide the best possible service, guidance and expertise to support member success today and into the future.”

ALAN TENNANT, CEO