

Strategic Plan
2018-2022

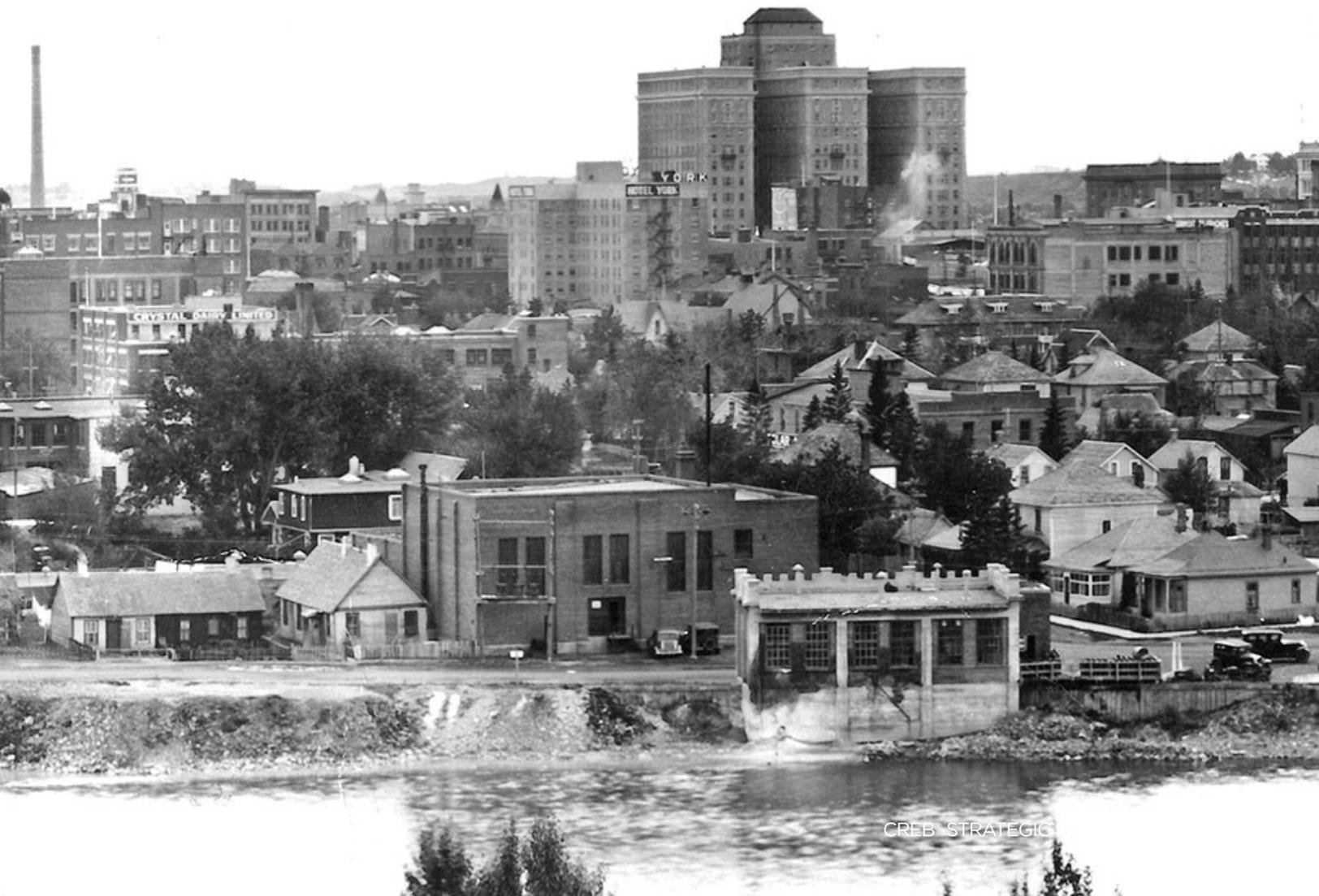
Contents

Our past	3
Our present	4
Our future	5
Strategic Priorities	6
Members	7
1. Better meet CREB® member needs	7
2. Enhance member competence	7
3. Continually enrich the member experience	7
Stakeholders	8
1. Lead the courageous conversations	8
2. Build and maintain strong government and regulator relationships	8
Financial Priorities	9
1. Drive responsible cost management	9
2. Preserve financial stability	9
Internal systems priorities	10
1. Cultivate sustainable process delivery	10
People priorities	11
1. Develop the right people with the right skills	11
Closing quotes	12

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® REALTOR® members.

Our future

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

To construct this 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.

Each year of the plan, CREB®'s board of directors and management team come together to review plan progress, refresh our environmental scan and determine whether changes to our strategy are required. Moving into the last year of the plan, work to deliver a provincial MLS® System and emerging dialogue on One Alberta Membership motivated the decision to extend our strategic plan by two (2) years and amend its goals to better reflect our current landscape.

CREB® will keep a watchful eye on strategic impact with a new plan developed as they come to a close.

As a result of all of this work, our mission and vision continue to give us clarity and focus as we move forward.

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:

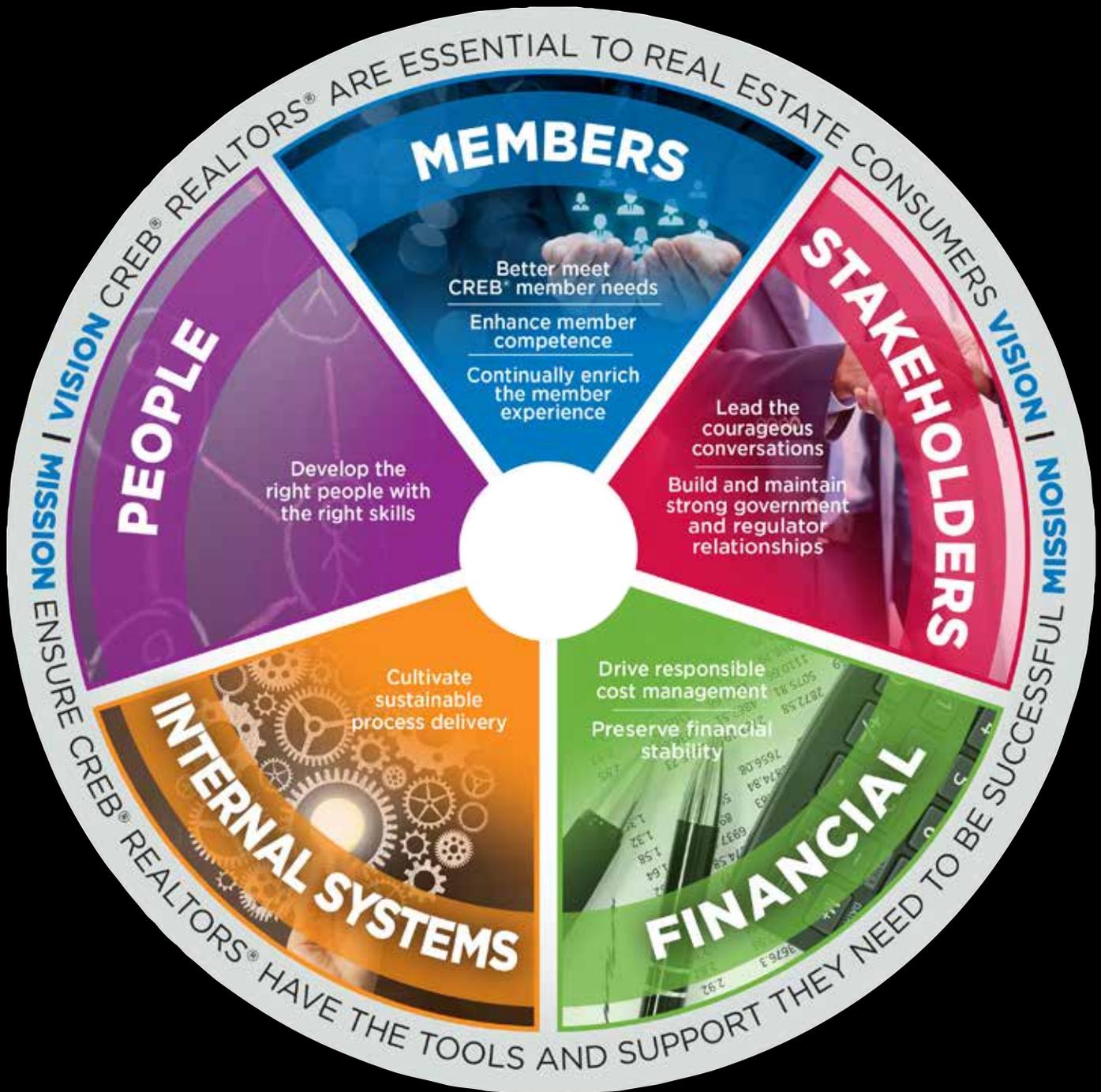
- Integrity
- Transparency
- Commitment
- Collaboration

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 center 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

Deliver meaningful membership value and profitability through a One Alberta Membership model.

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 helping them to create a sustainable competitive advantage for their profession and ultimately contribute to the overall value proposition and benefits the profession delivers 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 maximize member value and minimize member cost.

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.



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 metrics reporting, we will drive responsible cost management.

2. PRESERVE FINANCIAL STABILITY

Strong investment policies and financial reserves management make 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 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 and sustainable 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.

"I look forward to serving as Chair in 2021-2022 and seeing our strategic plan through in this time of change. This will continue to be our roadmap as we navigate the next couple of years ahead."

LORNA HAMM, CHAIR-ELECT

"The extension of our strategic by another two years opens our minds and sets our path forward in a very focussed and purposeful way."

**ALAN TENNANT,
PRESIDENT & CEO**

For the development of our 2018-2022 strategic plan, we wanted to be more inclusive, and mine new, diverse areas of thought.

Through strong engagement with our board, staff and external stakeholders, we developed a comprehensive strategic plan. Building on these relationships and new methodology, we can thoroughly assess CREB®'s strengths, challenges and objectives to the benefit our membership.

We believe this approach is the hallmark of a high-performance organization.

"Our vision continues to be crystal clear in the work we do to ensure CREB® REALTORS® are essential to real estate consumers. To achieve this, our five established strategic priorities will ensure we stay on track and are held accountable in our endless pursuit to be better".

**SARAH JOHNSTON,
2020 CHAIR**

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