



Strategic Plan **2026-2030**

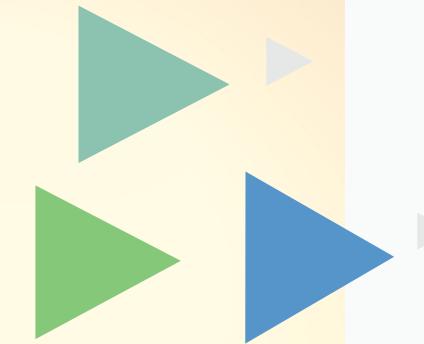


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CREB® acknowledges that our office is located, and that our REALTOR® members serve, on the traditional territories of the peoples of the Treaty 7 region: the Siksika, Kainai, and Piikani Nations of the Blackfoot Confederacy; the Chiniki, Bearspaw and Good Stoney Nations of the Stoney Nakoda; and the Tsuut’ina Nation. We also acknowledge that the region in which we serve is home to Métis Nation of Alberta Districts 4, 5 and 6. In the spirit of reconciliation and because we are all treaty people, we also acknowledge all Calgarians who make our homes in the traditional Treaty 7 territory of Southern Alberta.

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The average length of membership at CREB® is

9.5 years

In the three years from the start of 2022 to the end of 2024, CREB® members grew by

40.3%

Millenials are the largest group of CREB® members at

38%

At the midway point of 2025 CREB® had

8,700

members

In the same time, the population of Calgary grew by

12.1%

About CREB®

In Service to Our Members

The Calgary Real Estate Board (CREB®) is a non-profit, professional association of over 8,700 licensed brokers and REALTORS® across the Calgary region.

CREB® provides its members with essential resources to enhance professionalism, advance the industry's development, and enrich the communities they serve.



I am so proud of this plan and how our members, partners, and staff collaborated to create a strategic direction that is both visionary and actionable. With this plan we are positioned to deliver member-driven services and experiences while strengthening member professionalism and readiness for future change. I truly believe that this plan will lay a strong foundation for long-term success.”

Susanita de Diego

Chair, CREB® Board of Directors

How We Developed the Plan

JANUARY 2025

- External scan and internal document review
- Stakeholder engagement activities
 - 3 member engagement sessions, including online and in-person options
 - 27 individual interviews with CREB®'s Board of Directors, volunteer leaders, and staff leadership team members
 - 1 CREB® staff engagement session
 - 11 interviews with external partners and Alberta real estate boards

DECEMBER 2024

- Strategic planning ideation sessions with CREB® Board of Directors and staff leadership team

FEBRUARY 2025

- Online strategic questionnaire sent to members
- Strategic Summit with CREB® Board of Directors and staff leadership team

MARCH 2025

- CREB® Strategic Framework developed
- CREB® Strategic Framework approved by Board of Directors

APRIL TO JUNE 2025

- CREB® Strategic Plan developed
- CREB® Annual Implementation Planning Cycle refined
- Sessions to ready CREB® for implementation
- CREB® 2026-2030 Strategic Plan approved by Board of Directors



We listened, learned, and built our strategic plan around the needs of our members. We are excited about our new vision and eager to get started on delivering exceptional value to CREB® REALTORS®.

Lisa Latchford
Associate CEO, CREB®



There is much to be excited about with our new strategic plan but for me the most important thing is that it builds on our strengths to deliver on a new vision for the future. The plan provides us with a sharp focus and compelling purpose that will help us navigate a time of great change in our industry."

Alan Tenant
President & CEO, CREB®



Where We Are Now

Our plan reflects our continued focus on members

Building on the foundation of our previous plan and informed by members and partners, our plan for 2026 to 2030 outlines how we will deliver what they want and need while strengthening our commitment to ongoing engagement.

What we heard

Key themes guiding our strategic direction

Members, partners, and staff told us that they believe CREB® is doing a good job of:

- Supporting members with knowledgeable staff who care and are always ready to help
- Offering high-quality education and training
- Equipping members with forward-looking insights through forecasting and trend analysis
- Building an experienced and skilled board, staff leadership team, and staff
- Fostering a strong sense of community through networking and training events at the CREB® Campus

These are the things we want to build on and enhance.

We also heard

That over the next five years CREB® needs to focus efforts on

- Meeting evolving member needs impacted by:
 - Increasing competition in the real estate industry
 - Advancing technology and innovation
 - Shifting consumer demographics and expectations
 - Changing member demographics
- Enhancing REALTOR® value, reputation, and brand
- Responding to political, economic, and regulatory changes through collaboration and advocacy
- Demonstrating accountability and transparency

As the world continues to change, we will remain anchored in our commitment to members – responsive, adaptable, and future-focused.

CREB® Mission and Values

Mission

Our mission, which defines who we are, is:

We provide CREB® members with the services they need to deliver an exceptional real estate experience

Our members work hard to deliver exceptional real estate experiences to their clients – and they expect the same level of excellence from CREB®.

This means meeting members where they are, understanding what they need most, and providing the tools, services, and support they require to succeed.

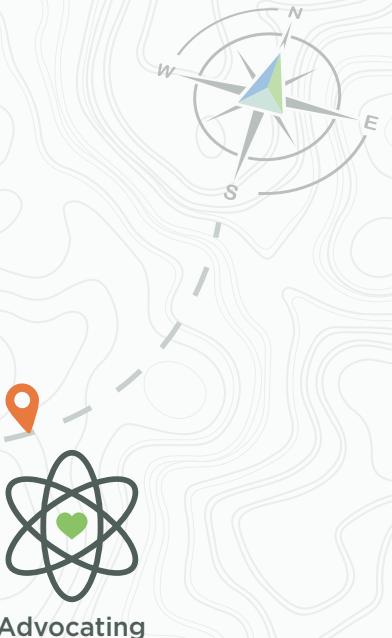


Values

Our values, which express what we stand for and how we conduct our business, are:

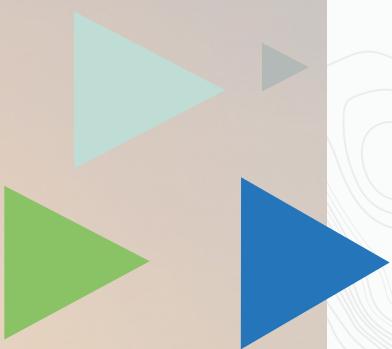
Accountability and Respect

We live these values every day by following these guiding principles:
Service, Excellence, Professionalism, Community, Listening, Advocating





We will remain agile and forward-looking – preparing members to succeed in a rapidly evolving future.



CREB® Vision – Where We Are Going

Our vision, which describes what we aim to achieve in the future, is:

REALTORS® first choice for a trusted, industry-leading partner

Members will see CREB® as an essential partner in building their business and brand – one that sets the benchmark for professionalism in real estate.

We will elevate the REALTOR® profession through strategic partnerships that advance the industry and strengthen our collective impact. Trust and collaboration with members and partners will be central as we promote a strong, unified organized real estate (ORE) system that delivers real value to REALTORS® and raises the bar across the profession.

We will remain agile and forward-looking – preparing members to succeed in a rapidly evolving future.



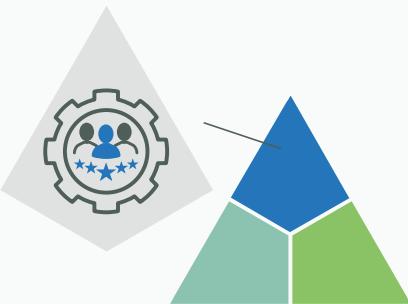
creb® Five-Year Strategic Framework 2026-2030

Mission We provide CREB® members with the services they need to deliver an exceptional real estate experience.



Strategic Goals

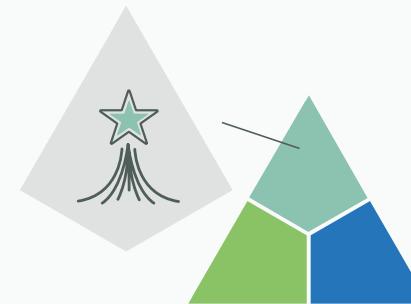
Elevate the REALTOR® profession...
to reinforce trust and credibility.



Strategic Objectives

- ▶ Adopt best practices for strengthening member professionalism
- ▶ Establish a 'CREB® REALTOR®' professional membership model
- ▶ Promote the 'CREB® REALTOR®' brand as the leading consumer option

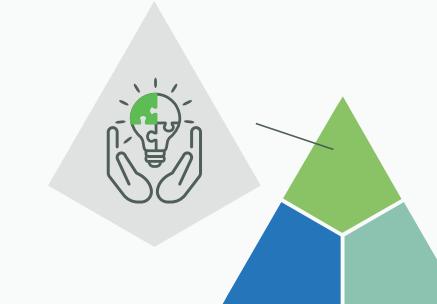
Deliver member-driven services and experiences... Exceed their expectations and provide exceptional value in every interaction.



Strategic Objectives

- ▶ Understand our members' needs and expectations
- ▶ Enhance the services and experiences we provide
- ▶ Strengthen the broker network
- ▶ Champion member prosperity

Strengthen CREB® REALTORS® future readiness... to adapt seamlessly to a rapidly evolving real estate environment.



Strategic Objectives

- ▶ Equip CREB® and CREB® REALTORS® for change
- ▶ Strengthen relationships with peers in the organized real estate (ORE) system
- ▶ Collaborate on initiatives to develop an organized real estate (ORE) system that most benefits members

Foundational Goals

Harness technology • Partner with purpose

Values

Accountability and Respect

We live these values every day by following these guiding principles:



Service



Excellence



Professionalism



Community



Listening



Advocating





Elevate the REALTOR® profession... to reinforce trust and credibility

Strategic Objectives:

- **Adopt best practices for strengthening member professionalism**
CREB® members value professionalism. By promoting consistent standards, we build trust and credibility. CREB® will define these standards based on best practices from real estate and other professions.
- **Establish a ‘CREB® REALTOR®’ professional membership model**
CREB® members are skilled and knowledgeable real estate experts. CREB® will strengthen these capabilities by introducing a certification path with training and support and mandatory professional standards. This model will strengthen licensing fundamentals and offer advanced credentials for members seeking to excel.
- **Promote the ‘CREB® REALTOR®’ brand as the leading consumer option**

CREB® and the ‘CREB® REALTOR®’ brand will signal professionalism as evidenced by public and consumer perceptions. The ‘CREB® REALTOR®’ brand will be a benchmark in the industry and will support professionalism throughout organized real estate (ORE).

“Standards are so important. Our clients trust us with one of the most important decisions in their lives and we have to live up to that by having the knowledge to help them make good decisions and make every step in the purchase easy.”

“... We should be proud of what we do, and we can’t be unless all of us are good real estate professionals.”

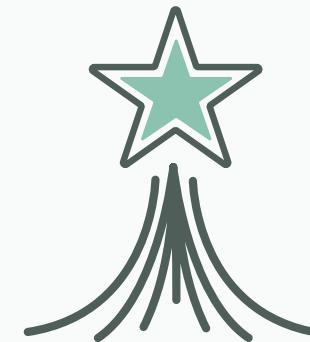
CREB® Member





CREB® does a pretty good job of meeting my needs, but I'd like them to listen more to my suggestions and to get back to me about why things did or didn't happen. I think communication could be improved a bit, so we all know what's going on and why."

CREB® Member



Deliver member-driven services and experiences... to exceed their expectations and provide exceptional value in every interaction

Strategic Objectives:

- **Understand our members' needs and expectations**

As CREB® members grow and evolve, understanding who they are and what they need is essential. We will explore new and creative ways to connect with members to drive CREB®'s future decisions.

- **Enhance the services and experiences we provide**

CREB® is committed to adapting member services and experiences based on what members need and value. Guided by feedback, we will refine and enhance our offerings to deliver greater impact. The CREB® Campus will be a hub for learning, professionalism, networking, and community, making CREB® the first place members turn for solutions.

- **Strengthen the broker network**

Brokerages are essential to the success of CREB® members and the real estate industry. By collaborating with brokers, we strengthen knowledge sharing and create opportunities that help all members thrive. CREB® will stay flexible to meet diverse brokerage needs while promoting consistency to support shared standards and industry-wide success.

- **Champion member prosperity**

Our members work hard to meet their clients' needs, while growing their business. CREB® will provide the tailored support, tools, and services members need to run a successful REALTOR® business, aligned with their individual goals and preferences.



Strengthen CREB® REALTORS® future readiness... to adapt seamlessly to a rapidly evolving real estate environment

Strategic Objectives:

- **Equip CREB® and CREB® REALTORS® for change**
CREB® will provide future-readiness training and resources for CREB® staff and members to help them prepare for a rapidly changing real estate world. As a result, CREB® members will embrace industry shifts and be ready and resilient in the face of change.
- **Strengthen relationships with peers in the organized real estate (ORE) system**
CREB® will be synonymous with collaboration, cooperation, and doing what is right. To better serve members, CREB® will leverage the strengths of partners and promote their good work.
- **Collaborate on initiatives to develop an organized real estate (ORE) system that most benefits members**

As real estate evolves through technology, regulation, and shifting consumer expectations, CREB® will work with industry partners to adapt and strengthen the organized real estate (ORE) system – reimagining a system that works now and in the future.

You know, we have more to gain by working together than we think. We all have strengths, and we all have weaknesses. Maybe we can complement and support each other instead of always trying to be the best on our own.”

CREB® Partner



It's strange times! There's so much information. Things are changing so fast and it's hard to keep up and run a business. Something that helps me sort out the important stuff from the not so important would be great. And then training that's quick and dirty to help me get on top of all this new technology."

CREB® Member

Foundational Goals

CREB®'s two foundational goals are woven into everything we do, shaping our decisions, strengthening our impact, and guiding how we deliver value to members.

Harness technology

Technology is evolving rapidly, and CREB® will help REALTORS® harness it to grow their business. We will develop an agile plan to support technology adoption for both members and staff, stay current with artificial intelligence (AI) tools and innovations, and offer events and training to enhance members' businesses.

Partner with purpose

CREB® will develop a strategic partnership plan to assess current relationships, explore new opportunities within and beyond organized real estate and identify where collaboration adds value for members and supports CREB® priorities.

What Success Looks Like

A strategic plan provides broad directions and can sometimes feel vague or hard to translate into action.

To focus our implementation efforts, CREB® will select a handful of strategic objectives to work on each year.

We will track and report on success so we can recognize whether the things we are doing are helping CREB® to be REALTORS®' first choice for a trusted industry leading partner.



Our Focus for Implementation

CREB®'s Strategic Plan is results-driven, with a focus on what needs to be done to achieve those results.



Our new strategic plan was developed collaboratively with input from our members and partners, reflecting diverse perspectives and feedback from across our community. The board is proud to champion CREB®'s 2026-2030 strategic plan, which reaffirms our unwavering commitment to putting members first. We recognize that the coming years will bring even more transformation to our industry, and we are dedicated to working alongside you – our members – as well as our industry stakeholders and partners in real estate. Together, we will navigate these changes and drive progress for the benefit of our entire industry."

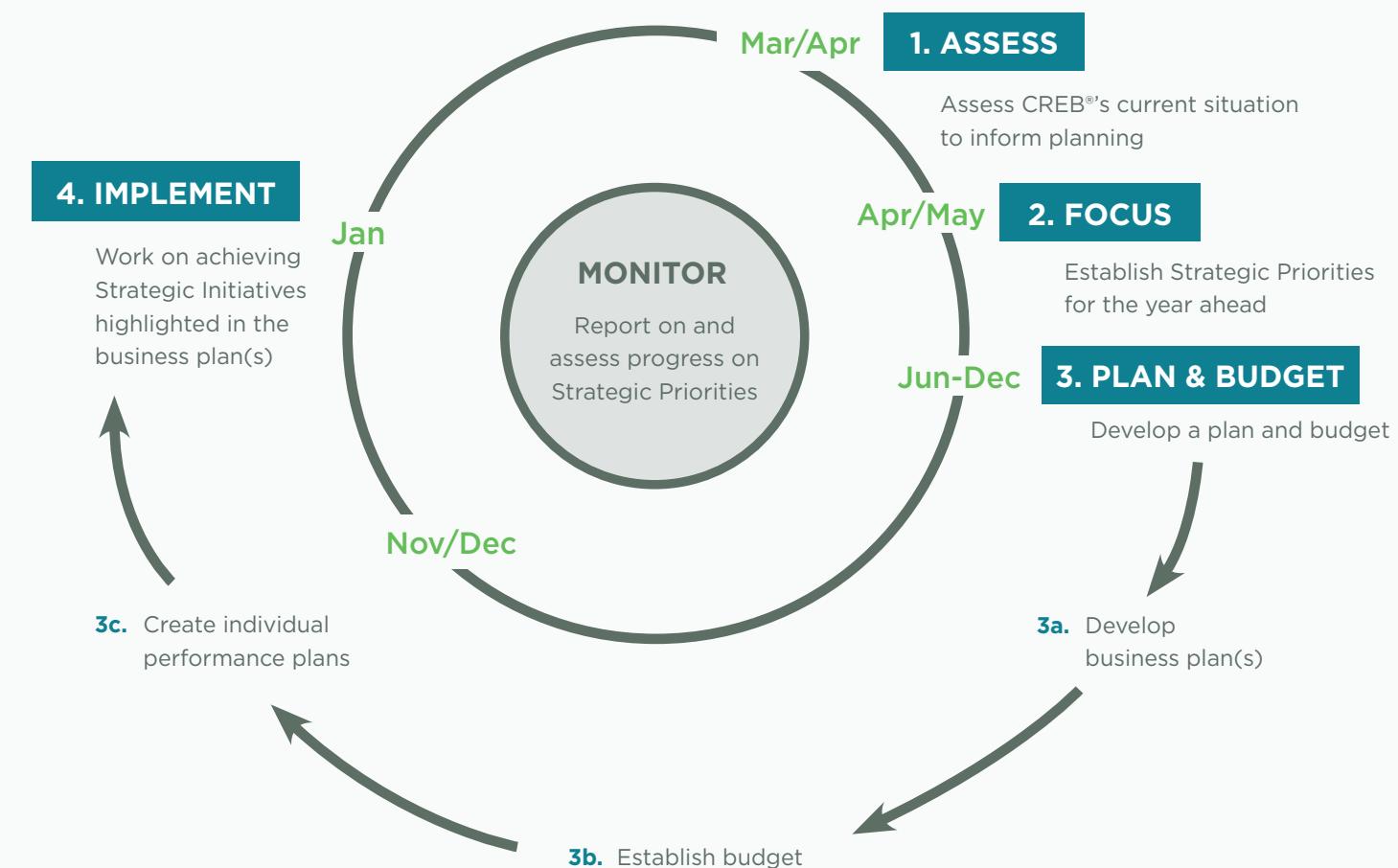
Matt McBean

Chair-Elect, CREB® Board of Directors

Annual Implementation Planning Cycle Overview

Implementation is built into the planning process to create a clear path to reach strategic goals. A structured annual implementation cycle helps monitor and assess progress and set priorities for the year ahead.

Regular progress reporting will indicate how CREB® is advancing toward its goals and ultimately its vision.





Thank you to everyone who participated in a session, attended an interview, or submitted feedback. Your input shaped this powerful and exciting future direction.

We also sincerely thank everyone who contributed to the planning process, especially the planning team for their dedication and many hours spent developing the framework, the board of directors for their visionary leadership, and the staff leadership team for their insightful contributions and ongoing commitment to implementation.