



Strategic Plan
2023-2025

Contents

Where We Are Now	3
Our Future, Together	4
Our One and Only Priority	5
CREB® Mission, Vision, Values	6
Our Strategic Foundation	7
Our Value Proposition	8
Our Expectation Gaps	9
Our High-Value Opportunities	10
Our Expected Outcomes	11
2023 Focus Areas	12

Where We Are Now

CREB® is an association of 7,300 real estate professionals and brokers. CREB® is one of Canada's larger local real estate boards and operates in partnership with its neighbouring and peer real estate boards, the Alberta Real Estate Association, and the Canadian Real Estate Association.

Together, this community of real estate boards and associations seeks to support the professional success of its 160,000 members and ensure they remain the consumers' first and most trusted resource for real estate information and transactions. CREB®'s members are held to professional standards which are regulated and overseen by the Real Estate Council of Alberta.

At present, there are many changes in CREB®'s professional 'ecology' including the evolution and consolidation of MLS® systems, mergers or shared service arrangement with smaller local boards, rules review and changes with the regulator, continued and expanding 'overlap' of services provided to members from the broader real estate community, proposed changes by CREA to REALTOR.ca and other technology that can impact members business. Additionally, CREB® has faced larger than normal membership growth because of the recent real estate boom, and brokers belonging to multiple boards. Like many organizations, CREB® continues to face 'post pandemic' effects that influence consumer, member, volunteer and staff attitudes, choices and behaviours.

Perhaps most importantly, the recent SGM vote to not proceed with the merger of CREB® and AREA has stirred more member engagement and provided more specific member feedback. This increased engagement and feedback affirmed CREB®'s unique value to its members and provided rich details about the relationship members expect from THEIR board. Needless to say, a lot has occurred since CREB®'s last strategic plan was developed. This new plan seeks to address this affirmed need, head on, while also preparing CREB® for longer-term changes and opportunities that may present themselves to further solidify CREB®'s value and relationship with its members.

To CREB® members that are waiting for our response to this feedback, let us simply say this:

“Thank you. We hear you. We are acting on what you said. This plan is our commitment to you.”



Our Future, Together

This plan, like no other before it, sets out one, very simple and critically important priority, CREB® members. We know your expectations of us are high and that is right where we want them. We also know your business needs are changing and we have to adapt with you and for you.

Our future together is bound in tradition and fired by a burning desire to enhance, promote and protect your interests. We are confident stating this because the work to build this new strategic plan is built upon a foundation of massive member feedback over the past several months. You told us what you want and expect from us, this plan maps out how we are going to deliver on our commitment to do just that.



Our One and Only Priority

To achieve these worthy outcomes, CREB®'s 2023-25 strategic plan will focus on one priority - **OUR MEMBERS**.

We will deliver in three ways:

ENHANCE

- Focus on member prosperity, tools and technology
- Education and professional development
- Our sense of community
- Professional standards
- Skilled, aligned, service focused staff

PROMOTE

- Industry advocacy
- Skilled, engaged, ambassador volunteer leaders
- Committed, engaged member volunteers
- Broker partnerships
- Provincial professionalism

PROTECT

- Collaboration across organized real estate
- Financial stability and predictability
- Ongoing reporting transparency
- Access to reliable and comprehensive listing data
- Integrity of our governance



STRATEGIC PLAN 2023 - 2025



Our MISSION

To be the essential support resource for a diverse community of CREB[®] members.

Our VISION



CREB[®] is a community of passionate, prosperous professionals adapting to industry changes and setting the standard for excellence in real estate.



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What we VALUE most

Some of the things we hold dear and will keep at the forefront as we live out our mission for members:

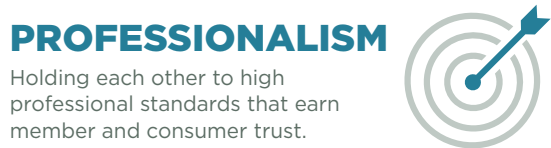
SERVICE

Putting the interests and needs of our members at the forefront of our interactions.



EXCELLENCE

Continuously improving our work and ourselves to meet increasing expectations.



PROFESSIONALISM

Holding each other to high professional standards that earn member and consumer trust.

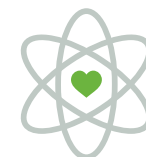
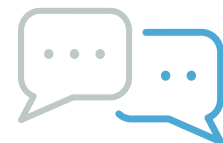


COMMUNITY

Building and nurturing a diverse, inclusive and equitable community of professionals that are better together.

LISTENING

Asking members what they need and responding to the collective interest of the community.



ADVOCATING

Proactively protecting and enhancing the interests of our members.

Our Strategic Foundation

As a member-focused and controlled association, our priorities seek to ensure members' needs are at the centre of our decisions, investments and interactions.

CREB® members expect to receive exceptional value from their membership and trust that their elected board leaders and operational staff are looking out for their best interests.

Our new plan builds on CREB®'s existing capabilities, while focusing on what CREB® Members' have said they value most from their real estate board.

Our Strengths

Some of our key strengths that position us to succeed on behalf of our members:

- Size, diversity, and engagement of our membership
- Reliable member data and insights
- Many valued, high-quality services
- Strong broker community
- Reputable identity
- Our people: skilled, committed, courageous
- Resourced to innovate and maintain excellence
- Adaptable and forward thinking
- Relationships with peer boards and associations
- Great, accessible, iconic facility



Our Value Proposition

Members have told us they value the following:

- Education that makes them better
- Reliable and accessible statistics/information
- Professional practice support
- Technology that makes business easier
- Help when they need it
- Engaging service-oriented staff
- Advocating for CREB® member interests
- CREB® reputation and identity – including the CREB® building



Our Expectation Gaps

Members have told us they expect more value from the following:

- More opportunity for quality education
- Upholding professional standards
- More advice to solve everyday challenges
- More/better technology to simplify work
- Stronger advocacy for CREB® member interests
- Communication the way they want it
- Being a 'one-stop-shop' for their needs
- Best value for dues (cost of membership)



Our High-Value Opportunities

Given what our members have told us, we see the following opportunities:

- Education beyond fundamental real estate practice
- Mentorship to support practice ready members
- Reinforcement of professional practice standards
- Ensure the best MLS® solution/access to data
- Collaboration on services with/for other boards and associations
- Reimagine how we communicate
- Clearer, direct advocacy for CREB® member interests
- Increased involvement of our member community, with more touchpoints throughout the professional journey
- Build out vision of CREB® Real Estate Campus (CREC)
- Reimagine dues and non-dues strategy



Our Expected Outcomes

If we are to be most successful with this new, member-focused strategic plan, we'd expect to see:

- A strong, cooperative professional community that CREB® members are proud to be part of and are active in supporting.
- CREB® members thriving in their practice, exceeding their client's expectations and reinforcing the reputation of CREB® members as the only choice for real estate information and transaction support.
- CREB® members that embrace and uphold professional standards that ensure members remain trusted, valued and indispensable to consumers.
- CREB® members have access to the greatest and most reliable real estate data that ensures they can offer their clients intelligence and insights that give confidence to their decisions.
- CREB® members have the education, information, support structure and professional community necessary throughout their professional journey to ensure they are and remain 'market ready and confident'.
- CREB® members have access to practical tools and technology they need and will use to stream line their work, remove any transaction 'pain points' and increase their capacity to serve their clients.
- CREB® member voices are heard loud and clear at the forums where discussions and decisions about the future of real estate are being held, and are influenced by their presence.
- CREB® members counting on their real estate board to organize and provide a reliable, single-point of access to everything they need to cooperate and compete in an increasingly complex real estate market.



2023 Focus Areas

The following short-term priorities will 'jump start' the new strategic plan:

- Communicate what's going on and what to expect next.
- Speed up the launch of the new plan, so we can propel this work sooner rather than later.
- Empower Directors as member ambassadors.
- Remove any obvious member pain points - New Standing Committees.
- Start up new communities of member interest.
- Initiate CREB® Real Estate Campus (CREC) visioning and launch.
- Ramp up CREB® in Your Community (CiYC) outreach.
- Develop connections with newest members.
- Revisit key internal work: people alignment, governance clean-up, budget, fee structure.
- Outreach to peer boards/associations to explore 'better together' options.



