



**stakeholders**



**process**

**members**



**financial**



**people**



**strategic  
plan**  
2022-2025

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# our past

More than 100 years ago, real estate professionals in Calgary and area began a journey to enhance professionalism, advocate for the industry's development and better serve the community. On Jan. 26, 1943, CREB® (Calgary Real Estate Board), serving Calgary and area REALTORS®, was officially formed as the embodiment of those principles.

Our REALTOR® members remain committed to these guiding principles. With a high standard of professional conduct, a strict code of ethics and standards of business, and a commitment to service excellence and volunteerism, CREB® REALTORS® deliver value daily to their clients and the diverse and vibrant communities where they live and work.





# our present

CREB® is the fourth largest real estate board in Canada. It is a non-profit, professional association with a membership of more than 6,400 licensed brokers and REALTORS® representing over 300 offices across the Calgary and area region.

We offer a full range of services to support the profitability, professional expertise, and consumer value of our REALTOR® members. This includes instant access to the latest information on properties for sale, market statistics, economic reports, innovative real estate-based technology tools, community investment, and resources to encourage and advance diversity, equity, inclusion and anti-racism.

As organized real estate adapts to an ever-changing landscape, it is imperative we listen to the diverse perspectives of our members and stakeholders to guide decisions that nurture value for our members and the clients they serve. By making informed and inclusive choices, we strengthen our position as the key resource and advocate for our REALTOR® members and their commitment to consumers.



# our future

Our members are integral to diverse and vibrant communities. We know their needs are evolving in response to new and emerging marketplace, societal, and environmental conditions. This translates into new and different expectations for all areas of organized real estate.

Our job is to stay in front of these changes. CREB®'s 2022-2025 strategic plan is built to embrace innovative product and service delivery through a transformative and valued membership experience, empowering a diverse community of CREB® REALTORS® to deliver exceptional value to real estate consumers.

The development of our plan was a collaborative effort that included input from members, stakeholders, and staff, as well as a comprehensive environmental scan. Using this as a backdrop, CREB®'s board of directors and management team modernized our mission, vision and values to give us clarity and focus. Progressive priorities and objectives were then defined to guide our success over the coming four years.

# strategic priorities



## **MEMBERS**

Our members and their success guide every decision we make. Providing them with the best tools, knowledge, and resources to achieve success and deliver exceptional value to real estate consumers is essential.



## **STAKEHOLDERS**

CREB® has a credible and influential voice in the industry. We will use our voice to advocate for progressive change that benefits our members and the clients they serve.



## **FINANCIAL**

A healthy, sustainable financial position is critically important. CREB® has a strong history of financial management success. We will continue to maximize membership value within a financially balanced and socially responsible framework.



## **PROCESS**

Continuous improvement, governance and operational efficiency, alongside the effective use of technology, are the backbone of CREB®'s commitment to high performance. Intensifying our efforts will improve productivity, governance and service excellence, and employee and member satisfaction.



## **PEOPLE**

Our success is the result of our people. We are committed to providing them with a healthy environment and opportunity to develop their strengths.

# mission

Empowering a diverse community of CREB® REALTORS® to deliver exceptional value to real estate consumers.

# vision

CREB® REALTORS® are integral to our diverse and vibrant communities.

# values

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

## **INTEGRITY**

transparency, accountability, trust and commitment

## **INCLUSION**

diversity and equity

## **COLLABORATION**

openness and co-operation

## **WELLNESS**

physical, mental and community well-being

# members

**Our members and their success guide every decision we make. Providing them with the best tools, knowledge, and resources to achieve success and deliver exceptional value to real estate consumers is essential.**

## **1. Enhance our members' value to the consumer.**

Measurable membership value will be delivered with innovative products and services that cultivates our members' success and strengthens their value delivery to consumers.

## **2. Strengthen and diversify our member community.**

Our members, their clients and our communities are diverse and vibrant. We are committed to nurturing an environment rooted in wellness, diversity, equity, inclusion and anti-racism.





# stakeholders

**CREB® has a credible and influential voice in the industry. We will use our voice to advocate for progressive change that benefits our members and the clients they serve.**

## **1. Support the integrity of professional self-regulation.**

Self-regulation is a privilege that we take seriously. We will champion robust standards of competency and conduct along with co-operative dialogue with our regulator and our government. To deliver on our commitment to the integrity of self-regulation.

## **2. Lead progressive change that strengthens the CREB® REALTOR® community and their success.**

Industry stakeholders have major influence on local real estate. It is vital that we strengthen relationships and lead courageous, value driven conversations motivated by the needs of our members.

# financial

**A healthy, sustainable financial position is critically important. CREB® has a strong history of financial management success. We will continue to maximize membership value within a financially balanced and socially responsible framework.**



## **1. Maintain responsible cost management and financial stability.**

Financially responsible decision making is imperative. We will simplify our funding model to manage our members' cost to belong to CREB® without forgoing products and services that are valued by our members.

## **2. Advance our application of the 'environmental, social and governance' (ESG) accounting framework.**

CREB® is a socially conscious organization. Our commitment to this will be codified in a reporting framework that shares our stewardship of the environment, relationship and reputation management, and our internal system of practices and controls.

# process

**Continuous improvement, governance and operational efficiency, alongside the effective use of technology, are the backbone of CREB®'s commitment to high performance. Intensifying our efforts will improve productivity, governance and service excellence, and employee and member satisfaction.**



## **1. Encourage continuous improvement that ensures consistency, efficiency and reliability throughout CREB®.**

By channelling the strengths and knowledge of our people, we will continue to transform our processes and build on our technologies to realize more efficient and sustainable operations.

## **2. Expand and mature risk governance practice.**

Risk is a normal part of operating a business. Identifying and assessing that risk is essential to effectively managing it. We will embrace risk governance and measurement practices that minimize exposure and maximize member value.

# people

**Our success is the result of our people. We are committed to providing them with a healthy environment and opportunity to develop their strengths.**

**1. Ensure a safe, healthy, diverse and equitable environment for our people to thrive.**

Our member volunteers and our staff are diverse and vibrant. We are committed to nurturing an environment for them that is rooted in wellness, diversity, equity, inclusion and anti-racism.

**2. Strengthen our most valuable, unique and transferable strengths.**

Our member volunteers and our staff are capable and accomplished. We will champion their development and expand their achievements and contributions.





 creb<sup>®</sup>