



# 2022-2025 Strategic Plan

This plan represents the culmination of work done in the Foundation's 30th Anniversary year, bringing together information from:

- a significant review of all of the Foundation's work, including governance, finance, human resources, granting, and more;
- an extensive stakeholder engagement effort that gathered important feedback and direction from our stakeholders to feed into the plan; and
- considerable reflection by the Board and the Staff Team about the purpose, processes, and activities of the Foundation.

This new 2022-2025 plan cements our commitments to make the Foundation a much stronger force that benefits both industry and all Albertans.

## Mandate

The Real Estate Act states that the Foundation's purpose is to promote and undertake:

- the education of related professionals and the public in respect of the real estate industry,
- law reform and research in respect of the real estate industry, and
- other projects and activities to advance and improve the real estate industry.

## Vision

Partnering with a changing real estate industry in a changing Alberta.

## Mission

We invest in education, law reform, research, and projects and activities that benefit the real estate industry and Albertans. Every year, we fund projects, we connect people, and we share knowledge.

## Strategic Priorities

The plan is based on three priorities developed from our consultations with our stakeholders.

In each priority, we recognize that there is a clear opportunity to improve the work of the Foundation and better serve the Real Estate industry.

### Outreach

Strengthen our external relationships to collaboratively advance the changing real estate industry.

### Accountability

Enhance the impacts of the Foundation by better measuring and communicating the benefits of our activities and investments.

### Effectiveness

Optimize our internal capacity by continuously improving our organizational structures and processes.

## Organizational Values

Over the course of its 30-year history, the Foundation has been guided by our values of:

### Respect

We value respect in all our relationships: how Governors and Staff interact with each other, with all our stakeholders, and with applicants.

### Transparency

We value transparency in the communication of all of our activities and investments. We are committed to making all of our processes, impacts and outcomes visible to funders, applicants and the public.

### Collaboration

We value collaboration by actively seeking partnerships that advance the Foundation's Mandate and Vision.

### Continuous Learning

We value continuous learning through all of our processes, programs and initiatives. We are deeply committed to efficiency, efficacy and improvement.

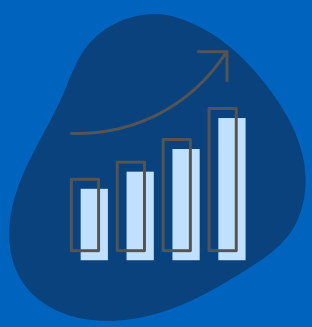
# 2022-2025 Strategic Priorities & Goals



## Outreach

We will strengthen our external relationships to collaboratively advance the changing real estate industry.

- We will show up more, to increase the industry's and public's awareness of the work of the Foundation. We recognize the need to have a higher and clearer profile
- We will listen more, to ensure that we better understand and support the industry's needs
- We will invite more engagement, to connect better with the industry and increase the number of funding applications
- We will share more, to help the public and the industry understand the work of the Foundation better



## Accountability

We will enhance the impacts of the Foundation by better measuring and communicating the benefits of our activities and investments.

- We will establish measurement frameworks, to ensure that the foundation has the breadth and depth of impact that the industry needs and desires
- We will clarify what our work is, to streamline the targets and processes of our work
- We will clarify who the work impacts to better justify the granting processes and outcomes
- We will clarify how the work is done, to help support the industry and public understanding of our processes and impacts



## Effectiveness

We will optimize our internal capacity by continuously improving our organizational structures and processes.

- We will objectively examine our internal processes to baseline our efficiency and effectiveness
- We will ensure that we have the right people in place doing the right things on our staff to maximize efficiencies
- We will ensure that we have the most meaningful, effective, and efficient governance by our board