



## *Strategic Plan 2021 -2023 (amended)*

**Mission Statement: To provide our members with the tools and support to successfully conduct business, operate with the highest professional standards of practice and protect private property rights.**

### **1. How do we grow and maintain strong financial health and meet the financial needs of our members?**

*Implement a 5-year post-merger plan wherein our financial position is enhanced.*

- Adopt a 5-year post merger plan by *November 2021* which shows to enhance the overall financial position. Include: Income, Assets, Liabilities and Net Worth as well as the assumptions that lead to the plan results. Quantify & track the following: REALTOR® and MLS member numbers & dues and fee revenue.

### **2. How do we maintain and enhance the value of our membership?**

*Continue and improve services to a customer driven organization.*

- Understand membership needs & wants by surveying the brokers, office managers and members to determine the priority of desired services. Results to be delivered by a designated task force to the Board by September 2021.

### **3. How do we improve the professionalism of our members?**

*Educate, enhance and maintain adherence to the code of ethics and standards of practice.*

- Education Committee to develop a campaign around Code of Ethics and Standards of Practice, to be delivered on at least a quarterly basis, with the first offering no later than September 2021.

### **4. How do we increase the member participation in the association and develop future leadership?**

*Establish a robust marketing campaign around volunteer involvement.*

- Establish twice yearly broker meetings, hosted by the Executive Committee to disseminate information, “top down participation”.
- Every year, each Board member will take one general member to coffee to discuss the benefits of association involvement/leadership.
- Budget funds to allow for additional attendance at CAR’s leadership summit in September.

### **5. How do we become more effective advocates of real estate issues?**

*Increase the effectiveness of local advocacy on real estate issues.*

- Budget funds for “Leadership lunches” and meetings of the like for members to connect with leaders in local government.
- Establish a sub-committee by the end of the year to investigate/explore the hiring of a Government Affairs Director.