



REALTORS[®]
ASSOCIATION
of Hamilton-Burlington

~ Since 1921 ~



STRATEGIC PLAN

2020 – 2024



RAHB IN REVIEW

The REALTORS® Association of Hamilton-Burlington (RAHB) is a real estate association based in Hamilton, Ontario, Canada. Established in 1921, RAHB is a registered non-profit organization that is the second largest real estate association in Ontario, and the eighth largest in Canada. We empower over 3,750 members to succeed within a jurisdiction that covers approximately 2,500 square kilometres including Hamilton, Burlington, Haldimand County, West Lincoln, Grimsby and other small centers south to Port Maitland on the shores of Lake Erie.

We have two important mandates: *to promote the collective interests of our more than 3,750 licensed members* and *champion property ownership of consumers*.

Complacency is not part of our culture, since we strive to continuously improve to meet the evolving needs of our members and stakeholders.

CORE IDEOLOGY





EXECUTIVE SUMMARY

The 2020 – 2024 RAHB Strategic Plan anticipates and contemplates changes in the real estate sector, as well as prepares for the unexpected. It serves to strategically position RAHB and our members within the changing organized real estate landscape.

The Strategic Plan was developed through a two-day intense planning session, supported by a focused follow-up session, both led by professional consultants. Present at the two-day session were the Directors, the Chief Executive Officer (CEO) and senior staff. Present at the follow-up session were the CEO and senior staff. A rigorous interactive process took place, which was designed to extract thematic directions geared towards developing, sharpening, leveraging and strengthening RAHB's resources and abilities. With a concentration on defining RAHB's competitive edge, three broad strategic directions were identified.

These strategic directions are:

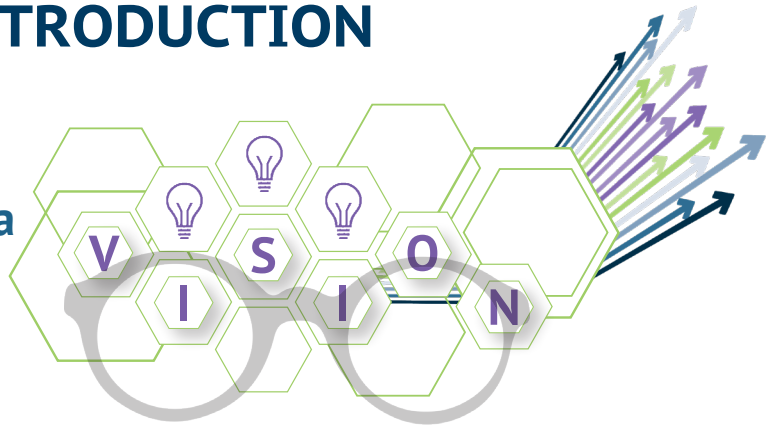


The identification of these three strategic directions prompted the development of objectives, strategies, expected outcomes, and associated targets and metrics. Supported by an operational plan and a new accountability framework, the 2020 – 2024 Strategic Plan positions RAHB well to shape its destiny and be a positive force in the marketplace.



INTRODUCTION

It Starts with a



RAHB has a powerful and succinct vision to *Be the Ultimate Choice for REALTORS®*.

To *be the ultimate choice for REALTORS®* is not a descriptor that we take lightly. To be the ultimate in anything is aspirational. It is an ambitious goal that demands the best possible application of our human abilities, talents and resources.

The wealth of knowledge and experience within our Board of Directors, members, and staff, as well as the various stakeholders with whom we have relationships, is best applied to a strategic framework.

Our sector is changing. New models of delivery have emerged and will continue to emerge. Governments are reevaluating policies and legislation to respond to a changing environment and a more informed consumer. Technology has further engaged members, their clients and consumers. The level of sophistication, as a natural consequence of empowered members and consumers, has put new demands on the sector and REALTORS®.

Partnerships and other collaborative relationships are increasingly becoming essential modes of operation. As the landscape changes, organizations such as RAHB will vie for positioning. Those entities that understand and anticipate the changing landscape, embrace innovation and opportunities, and strive to grow to their full height, will undoubtedly emerge as leaders within the sector.

This Strategic Plan plays a critical role in shaping our destiny towards RAHB being a resilient organization. We will not only withstand change, but also influence it and be on its leading edge. Our Strategic Plan identifies the strategic directions that we must take to drive our future.

The 2020 – 2024 Strategic Plan builds on the progress of the past and represents a departure to a new way of planning, working, achieving and learning. This plan is reflective of the Board of the Directors – the directing minds of the organization – as it sets expectations that will challenge, invigorate and ignite the hard-working professionals who, led by our CEO, comprise our treasured staff pool.

Of utmost importance is the positive impact it will have on our members and, by extension, their clients. Planning strategically with a corresponding structure for accountability will move us forward in our aspirations to truly ***Be the Ultimate Choice for REALTORS®.***





2020 – 2024 STRATEGIC OVERVIEW

RAHB's strategic goals provide practical, clear and measurable value to stakeholders – particularly our members. In addition to objectives, strategies and metrics, implementation tools will provide a roadmap to attain our strategic goals and RAHB's vision of being the *ultimate choice for REALTORS®*. RAHB will empower our REALTORS® to succeed by taking the following four strategic directions:

1

DIVERSIFICATION

Enhance, increase and diversify value-added features, programs and services for members to position RAHB as an essential, unique and ultimate resource for REALTORS® within the organized real estate landscape.

Since its inception in 1921, providing unique value to members has been RAHB's primary focus. For this plan, our aim is to build on nearly a century of value creation by substantially bolstering the membership value proposition.

Through the improvement, addition and diversification of member-only features, programs and services, RAHB's goal is to increase our member base and retain members. Diversification will support the integration of features, programs and services that elevate and distinguish RAHB in the marketplace.

In pursuit of this goal, our desired outcome is to be unique, valued and embraced by our members as a progressive organization that empowers members to succeed in a very real way. Our goal is to be regarded by our members as an organization that understands the needs of REALTORS®, and acts on those needs.

2

LEVERAGE ASSETS AND BUILD CAPACITY

Cultivate organizational agility by leveraging assets and strengthening capacity.

The future is not solely about managing change; it's about capitalizing on it. This plan is designed to foster organizational resilience, capacity and sustainability in order to expand RAHB's strategic choices. By becoming more agile, RAHB and our members will be well-positioned to embrace the rapid shifts, twists and turns in the real estate sector, and seize opportunities.

Leveraging and amplifying the capacity of RAHB's material and intellectual assets is fundamental to achieving this goal. The desired outcomes are to maximize member benefits, reduce risk, and deliver exceptional levels of service in a sustainable manner. By providing diverse, well-funded new offerings and enhanced services, supported by the optimization of assets and capacity, members' confidence and trust in RAHB will be magnified and strengthened.

3

FOSTER STAKEHOLDER RELATIONSHIPS

Expand and further develop
RAHB's unique position as a strong,
forward-looking, collaborative and
nimble organization.

Mission-critical initiatives have laid the foundation of RAHB's success in the past, and will continue to factor prominently in the future. Inherent in this plan is a commitment to building on current relationships and forging new ones within organized real estate, as well as with allied organizations, governments, vendors and media.

RAHB's aim is to foster mutually beneficial initiatives that strengthen RAHB's voice, relevance and vitality. By engaging in meaningful and perceptive dialogue, RAHB's desired outcome is to be a valued leader, strong ally to stakeholders, and an essential business resource for REALTORS®.



ENVIRONMENTAL SCAN

In formulating this Strategic Plan, RAHB conducted an Environmental Scan following the **PESTLE** analysis approach, which incorporates Political, Economic, Socio-Cultural, Technological, Legal and Environmental factors as its basis.

The Environmental Scan surveys data that can impact future decision making, and is an essential component of strategic planning. As such, it is not a stagnant document. It will be refreshed periodically as changes in the landscape that affect or influence the real estate sector take place.





THE WAY FORWARD

Building on nearly 100 years of service, generations of REALTORS® have entrusted RAHB to be their vanguard, advancing and promoting the real estate sector in the RAHB Market area. The 2020 – 2024 Strategic Plan embodies our ongoing commitment – **Empowering RAHB REALTORS® to Succeed** – through the provision of exceptional services, optimization of resources, and the cultivation of strong relationships. As we look to the future, accelerated change and increased complexity continues to define the organized real estate landscape. In the midst of these opportunities and challenges, our intent is clear: To **be the ultimate choice for REALTORS®**.

Strategic planning involves positioning, redirecting and tilting an organization toward working in new ways that will strengthen its position in the marketplace. Some of these changes will be more immediately apparent, while others will take place over the medium and longer terms. The 2020 – 2024 Strategic Plan sets forth a trajectory for deepening our impact and improving every aspect of our operation.

In addition to strategic goals, objectives and strategies, other key factors to successful implementation of our plan include:

Connecting Inspiration with Impact

There is a desire for a renewed and refreshed approach to the business. This will require strong leadership that is visionary and strategic. RAHB's ability to achieve the objectives in the strategic plan will require appropriate resources to implement the plan in a manner that will yield optimal results.

RAHB Brand and Reputation

RAHB has a distinct and purposeful voice in the real estate sector. The strategic plan provides an opportunity for RAHB to focus on modernization and become an agile, innovative and cutting-edge organization. Doing so will ensure that members' interests remain at the forefront.

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A Performance Focused Culture

A healthy workplace culture leads to a thriving and successful organization. This plan serves as an opportunity to align employee values and beliefs with organizational objectives. A significant focus on human resource deployment is required to ensure RAHB continues to foster engaged and empowered employees to align their work and deliver on the plan's goals and objectives. Achievements are best had in a supportive and safe working environment that encourages and rewards hard work, innovation and reasonable risk taking.

The 2020 – 2024 Strategic Plan is a dynamic road map – one that projects our desired state in five years and beyond. It demands our best, along with an appetite for growth, learning and achievement.

The needs of our membership and the changing environment will continue to shape our implementation efforts. As we encounter the challenges and paradoxes inherent in our sector, we will remain steadfast in our mission, vision and values – those enduring ideals that serve as a compass for our Board of Directors and staff as we navigate our way into the next 100 years and beyond.



Empowering RAHB REALTORS® to Succeed

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