



**VISION & STRATEGIC PLAN
2017 – 2021**



**Ontario Real Estate
Association**

THE REAL ESTATE INDUSTRY IS CHANGING.

Increasingly sophisticated consumers are demanding more from our profession. Government is watching closely. Technology is changing faster than ever. The Real Estate Council of Ontario's decision not to renew the Ontario Real Estate Association's contract for the delivery of education after 2020 has us reevaluating our identity.

As the professional association representing 70,000 REALTORS® and 39 local real estate boards, the Ontario Real Estate Association (OREA) is tackling this change head on. We are doing this for the benefit of current and prospective home owners, renters and commercial customers, and to give our members what they need to succeed.

"Ontario REALTORS® deserve strong representation at the provincial level. They deserve to know their dues are being spent wisely. OREA's Board of Directors has charted a new path so our members see practical benefits every single day."

Ettore Cardarelli, 2017-2018 OREA President

"OREA has taken bold steps forward to develop a smart strategy and prudent fiscal plan in the face of profound challenges. We are transforming OREA to become the leading professional association in Ontario. Our members deserve that and our Board expects it."

Tim Hudak, OREA CEO





NEED FOR CHANGE

OREA was founded in 1922 to organize real estate activities across Ontario, including promoting higher industry standards and protecting private property rights. While the core purpose of OREA is as relevant today as it was nearly 100 years ago, the context in which REALTORS® do business in Ontario has changed in important ways.

To begin with, the service most often identified with OREA for many decades has been providing education licensing courses to aspiring REALTORS®. However, this is all about to change as the Real Estate Council of Ontario (RECO) is ending the Education Services Agreement; the last students will receive their education from the OREA College in 2020.

In addition, OREA and its members face both external challenges (e.g. market conditions, regulatory obstacles) and internal ones (e.g. perception of low professional standards, lack of strategic direction). For these reasons, the Board and senior staff decided OREA had to change.

It is the purpose of this document to articulate OREA's plan to overcome those challenges.

A BOLD PATH FORWARD

The real estate profession is at an inflection point, not only in Ontario but all over the world. There are big opportunities to shape, for example, how technology impacts traditional business models and how government policy impacts the real estate market.

Because the real estate profession is chiefly regulated at the provincial level in Canada, the provincial association – OREA – has a critical role to play in advocating for REALTORS® and homeowners at Queen's Park and with RECO.

For the first time in its history, OREA has an ambitious Vision and Strategy that it is sharing with members and the public. In the following pages, we summarize the bold decisions OREA's Board has taken to transform OREA into Ontario's leading private sector professional association.

PROGRESS TO DATE

In the first half of 2017, OREA has already made significant changes to make the organization more efficient and impactful for our members.

ADOPTING A FIVE-YEAR VISION AND STRATEGIC PLAN

For the first time in its history, OREA's Board of Directors approved a five-year Vision and an ambitious, detailed Strategic Plan. Moreover, we are sharing these with the public and our members.

DOUBLING DOWN ON GOVERNMENT RELATIONS

OREA has met with nearly 100 MPPs and senior political staff at Queen's Park presenting impactful arguments on behalf of Ontario REALTORS® and home owners that have achieved results.

- Land Transfer Tax Rebate for first time homebuyers (a \$100 million tax cut)
- Introduction of the *Tax Fairness for Realtors Act*, co-sponsored by all three political parties
- Government commitment to update the profession's governing legislation, the *Real Estate and Business Brokers Act, 2002*

GROWING OUR PUBLIC PROFILE

OREA has aggressively and successfully advanced its members' interests in the media in 2017.

- Media appearances and impressions up 1600%
- Financial value of media appearances since December 2016 is over \$2 million
- Overall social media engagement up nearly 200%
- Social media video views up 400%

SAVING MONEY

OREA has been relentless in finding efficiencies in the ways members' dues are spent and in making the organization quicker on its feet.

- \$6 million in savings over the five-year Financial Projection
- Board expenses down 20%
- CEO budget down 37%
- Staff travel and hospitality budget down 32%
- Ended expensive consultant contracts
- Streamlined OREA management team

HOW THE VISION AND STRATEGIC PLAN ARE USED

OREA's Vision is the organization's ultimate ambition; it articulates why OREA exists.

The Strategic Plan comprehensively outlines what OREA's goals are and how OREA will achieve those goals set out by the Board of Directors.

TOGETHER, THE VISION AND STRATEGIC PLAN ARE A RESOURCE TO:

- Guide Board Members and staff when contemplating new initiatives or when facing new challenges
- Codify OREA's commitment to, and demand for, change on behalf of its members
- Outline a path to being a more focused and nimbler member-based association
- Promote organizational alignment within OREA, and among OREA, local boards and CREA





OREA'S VISION

HELPING ONTARIO REALTORS® SUCCEED IN BUILDING STRONGER COMMUNITIES.

This Vision is OREA's highest aspiration. While the Board and staff are accountable for OREA's overall performance, every successful organization is motivated by more than just operational effectiveness.

For the first time, OREA is stating unambiguously that its purpose is to enable Ontario's REALTORS® to serve their clients and their communities.

Real estate goes beyond just bricks and mortar or financing arrangements and managing multiple offers. It is about helping people realize their dreams. Whether that is a young couple buying their first home or a retired couple unlocking the value of their home by selling it or job creators finding commercial space for their employees, REALTORS® play a critical role in strengthening the economic and social fabric of communities across Ontario. Our success is our clients' success, and vice versa.

OREA's purpose is to help REALTORS® help current and aspiring homebuyers and sellers. We intend to keep residential and commercial ownership issues top-of-mind for the Ontario government.

A close-up, teal-tinted photograph of a person's hand holding a pencil, drawing on a whiteboard. The hand is positioned on the left side of the frame, and the pencil is pointing towards the right. The whiteboard surface is visible, showing some faint lines and a small rectangular object attached to it. The background is blurred, suggesting an office or meeting room setting.

OREA'S GOALS AND STRATEGIES

Based on this Vision, OREA's Board of Directors set four Goals. If the Vision answers the question "why does OREA exist?", these Goals tell us what the organization's job is. They are practical ways in which we will provide clear and measurable value to our 70,000 members. From there, OREA has established specific Strategies as to how we achieve the Goals.

GOAL: FIGURE OUT WHO DOES WHAT AND KEEP A CONSISTENT DIALOGUE

Too often the different levels of the REALTOR® Association Community – local, provincial, national – get in each other's way. This is wasteful and often leads to frustration among organizations who exist to serve the individual REALTOR® and it does nothing to help homebuyers. OREA is committing to structured collaboration with local boards, and the Toronto Real Estate Board in particular, since it represents the vast majority of Ontario REALTORS®, to focus on the activities that we can and should be leading.

STRATEGY: TO BE MORE EFFICIENT AND EFFECTIVE FOR OUR MEMBERS, WITHIN THE SCOPE OF THE THREE-WAY AGREEMENT, OREA WILL:

- Work with the REALTOR® Association Community to identify overlapping areas of member services and products, and eliminate as many existing areas of duplication as possible.
- Develop a process to manage potential future disagreements over duplication.
- Obtain direct access to REALTORS® so as to facilitate two-way communication with its membership.





GOAL: ADVANCE AND PROMOTE THE INTERESTS OF ONTARIO REALTORS®

OREA's job is to facilitate REALTORS'® success. We want to promote Ontario's real estate market in a domestic context of course, but also globally since it is a very attractive one because of our province's stability and prosperity. Given that our industry is chiefly regulated at the provincial level, we will focus on becoming the most effective private sector advocacy group at Queen's Park. We will achieve a stature where government consults OREA before policy changes are proposed that impact our profession.

STRATEGY: TO CREATE THE OPTIMAL BUSINESS ENVIRONMENT FOR ONTARIO REALTORS®, OREA WILL:

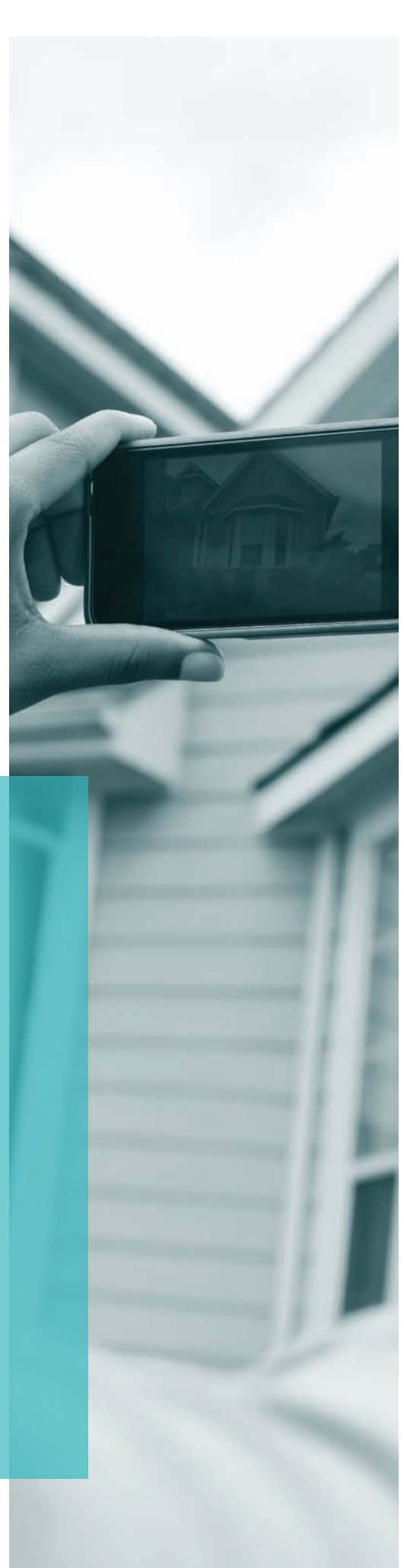
- Continue to position itself as the champion of homeownership and residential and commercial property rights in Ontario.
- Mobilize our grassroots member REALTORS® and current and prospective homeowners through leading-edge technology to influence provincial government policy.
- Become a go-to resource for government, media and other key audiences.
- Ensure that REALTORS® have access to our standard forms and clauses to facilitate common business practices and mitigate legal risk.

GOAL: ENHANCE REALTORS'® ACCESS TO TECHNOLOGY AND INNOVATION

Technology is changing the way business happens, and real estate is no exception. We believe that a) technological disruption currently poses the gravest risk to the livelihood of REALTORS®, b) the Government of Ontario will be at the centre of this challenge because it is the largest provincial government in Canada, and c) the power of the consumer is only going to continue to grow. OREA will make a top priority of identifying opportunities for, and managing the risks of, technological disruption.

STRATEGY: TO ANTICIPATE AND SHAPE THE OPPORTUNITIES AND RISKS TECHNOLOGICAL DISRUPTION MAY MEAN TO ONTARIO REALTORS®, OREA WILL:

- Examine how other jurisdictions (inside and outside of Canada) are attempting to mitigate these risks, with a particular focus on how consumers are being empowered through technology, and how REALTORS® and Associations are partnering with technology companies.
- Develop a two-year plan to address the challenge and properly resource the plan.
- Identify and advocate to eliminate outdated regulatory or legislative barriers to useful technology for the benefit of REALTORS®.
- Adopt modern technology to communicate with REALTORS®.





GOAL: ELEVATE THE REALTOR® BRAND

Ontario REALTORS® have much to be proud of but OREA can and will do a better job promoting that value in a provincial context. Through an ambitious re-branding initiative all of our key audiences – members, government, homebuyers and sellers, the public broadly – will understand the important role REALTORS® play in every Ontario community.

STRATEGY: TO IMPROVE THE REPUTATION OF REALTORS® IN ONTARIO, OREA WILL:

- Understand better the current public perception of REALTORS® in Ontario.
- Develop public communications plan demanding higher professional standards, including higher education standards, and promoting best practices for REALTORS® and registrants.
- Condemn publicly unethical or unlawful practices committed by REALTORS® and registrants.
- Partner with local boards to develop and promote best practices across Ontario, and continuously update those practices
- Provide continuous training of industry leaders.
- Rebrand our organization to make it more relevant to our members for the first time in many years.



OREA'S GOVERNANCE

Governance reform was discussed often at the Board of Directors' 2017 Strategic Planning session. The Board noted, and OREA staff agree, that it is imperative for the current governance initiatives to move forward as governance reform is essential to enable OREA to implement its Strategic Plan and achieve its Vision: *Helping Ontario Realtors® succeed in building stronger communities.*

CHANGES TO SERVE MEMBERS

OREA's Vision and Strategic Plan are ambitious, purposefully so. The opportunities and challenges facing Ontario REALTORS® are significant and their provincial professional association has a responsibility to support their success. Through many initiatives, including this document, OREA is going to look and act differently to serve its members better.

AS A RESULT OF THESE EFFORTS, AND ON BEHALF OF ITS MEMBERS, OREA'S BOARD OF DIRECTORS AND STAFF WILL:

- Clarify roles within the REALTOR® Association Community by collaborating more, communicating consistently and being structured and disciplined in determining who does what.
- Advance REALTORS'® interests through a smaller, more focused senior management team including our new CEO; by making advocacy, not education, paramount; and through a laser-like focus on spending members' dues efficiently and effectively.
- Be proactive and outward looking on the significant risks and opportunities of technological disruption to our profession and consumers.
- Elevating the REALTOR® brand (both residential and commercial) at the provincial level through a new brand identity, relocating to a more strategic and affordable location, and being an unrelenting champion of homeowners' and REALTORS'® interests in all of our public communication.



OREA BOARD MEMBERS AND SENIOR STAFF

At the annual OREA Strategic Planning session held on April 12-13, 2017, the Board of Directors and senior staff developed a new Vision and set strategic Goals for OREA.

OREA BOARD MEMBERS

Ettore Cardarelli, *President (Mississauga)*

Ray Ferris, *Immediate Past-President (Port Rowan)*

David Reid, *President-Elect 2017 (Muskoka)*

Mark McLean *(Toronto)*

John Oddi *(Brantford)*

Azizali Kanjee *(Mississauga)*

Mike Douglas *(Barrie)*

Eavan Travers *(London)*

Costa Pouloupoulos *(London)*

Larry Cerqua *(Toronto)*

Bradley Mayer-Harman *(Brampton)*

John Meehan *(Toronto)*

David Oikle *(Ottawa)*

Steve Kotan *(North Bay)*

Sean Morrison *(Hamilton)*

Karen Cox *(Grey Highlands)*

OREA SENIOR STAFF

Tim Hudak, *Chief Executive Officer*

Alison Berne, *General Counsel and Chief Privacy Officer*

Nalini Bhargava, *Chief Financial Officer*

Natasha Lemire-Blair, *Vice President of Membership and Technology*

Matthew Thornton, *Vice President of Public Affairs and Communications*

EXTERNAL GUESTS

John DiMichele, *CEO, Toronto Real Estate Board*

Ian Burns, *CEO, Alberta Real Estate Association*