

# 2022-2024 Strategic Plan

## Greater Philadelphia Association of Realtors®

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### **Mission Statement**

Enhance the ability and opportunity of its members to conduct their business successfully and ethically, and to promote homeownership and the preservation of the right to own, transfer and use real property for all.

### **Vision Statement**

To help drive Philadelphia forward as a place to live, work and play for all.

### **Primary Customer**

The professional agents and the firms they represent.

**Goal 1 – Legislative and Regulatory Leader** - Continue to expand on our current position as a leader in the legislative and regulatory community.

**Goal 2 – Communication and Member Engagement** - Involve members in the success of the association by developing programs and resources designed to increase member interaction and understanding of our value proposition.

**Goal 3 – Operational Excellence** - Broaden current resources for a stronger delivery of programs and services to increase awareness of member benefits and non-dues revenue.

**Goal 4 – Diversity Equity and Inclusion Leader** - Work to become more inclusive in our leadership and membership, and to increase minority homeownership in the City of Philadelphia.

**Goal 1 – Legislative and Regulatory Leader** - Greater Philadelphia Association of Realtors® will continue to expand on its current position as a leader in the legislative and regulatory community.

**Objective 1.1**

GPAR will be viewed as the only source for credible and timely information about the real estate industry by the Philadelphia City Council, as well as state and federal elected officials.

**Possible Action Plans**

- A. Hold at least one annual legislative event to connect with city council (i.e., legislative breakfast or forum).
- B. Consider developing a newsletter or similar publication specifically designed to keep elected officials informed on real estate issues at all levels.
- C. Develop a plan to meet and engage with state and federal officials on a consistent basis, outside of an “ask.”
- D. Review current key contacts and develop a plan to educate them on real estate issues to ensure a consistent voice is heard by elected officials.
- E. Explore creating a real estate caucus for city council.

**Objective 1.2**

Increase fundraising efforts by building a strong connection between legislative advocacy and investment in RPAC.

**Possible Action Plans**

- A. Identify members who have consistently invested at the same level for the past five years and encourage them to move up one investment level.
- B. Create a target list of major investors, and have the fundraising committee reach out directly to those members.
- C. Include a major RPAC investment from the association as part of the annual association budget.
- D. Develop an annual fundraising plan that includes a fundraising component (e.g., sweepstakes, auctions, events) at every membership meeting and event, utilizing grant money from NAR when possible.
- E. Create RPAC education strategy to increase awareness and participation by members.

**Objective 1.3**

Proactively address the changing political landscape in the City of Philadelphia.

**Possible Action Plans**

- A. Review and adjust advocacy strategy to ensure ongoing impact and effectiveness.
- B. Consider building relationships with external stakeholders, both traditional and non-traditional groups.
- C. Ensure policy statements and strategy leverages and utilizes accurate and accepted data.

**Goal 2 –Communication and Member Engagement** - Involve members in the success of the association by developing programs and resources designed to increase member interaction and understanding of our value proposition.

**Objective 2.1**

Members will seek out GPAR communications to more actively participate in the association.

**Possible Action Plans**

- A. Consider surveying members to determine how best to communicate with them (i.e., Do members prefer texts over email? One short message per week or one longer message per month? Newsletter?).
- B. Increase positive messaging in communications (i.e., talk about the wins) and spotlight members who are making an impact either in the association or in the community, at all touchpoints, including Annual General Membership Meeting.
- C. Develop a multi-faceted and interactive social media strategy that incorporates communication to members, the public and elected officials.

**Objective 2.2**

All members of GPAR will feel engaged and that their voices are heard by those in leadership.

**Possible Action Plans**

- A. Jump start the Office Ambassador Program to provide a point-of-contact for members.
- B. Consider having the association executive visit offices to provide insight into the association and provide a feedback mechanism for members.
- C. Continue and expand broker engagement, including Broker Summit, to provide quarterly update forums for legislative, regulatory, and industry issues.

**Objective 2.3**

New members are an active part of the association.

**Possible Action Plans**

- A. Continue “Coffee Talk with the president” program for new members to meet and talk with leadership in a relaxed setting.
- B. Initiate lunch and learns and/or continuing education opportunities for new members.
- C. Consider developing a feature on the GPAR website that spotlights new members and their activities outside of real estate.
- D. Have each active member or leader bring someone new to a membership meeting or event.
- E. Consider creating an internal coalition of new members to work with the Horizons Committee to serve as a think-tank looking at future trends and opportunities within the industry, and to provide insight and commentary on association activities to leadership.

## **Objective 2.4**

Affiliate members will recognize the benefits of membership in GPAR.

### **Possible Action Plans**

- A. Meet with Affiliate members to identify GPAR programs, products or services that would appeal to Affiliate members.
- B. Develop a 30-second pitch and multi-media presentation to use when promoting GPAR Affiliate membership.
- C. Identify potential industry partners for Affiliate membership in the Philadelphia area and establish outreach strategy to connect with them.
- D. Consider partnering with other industry and business associations, the PA/NJ/DE CCIM Chapter or the SIOR Philadelphia Chapter on education or events.

**Goal 3 – Operational Excellence** - Greater Philadelphia Association of Realtors® will broaden current resources for a stronger delivery of programs and services to increase awareness of member benefits and non-dues revenue.

## **Objective 3.1**

Assess GPAR staffing, operating, and financial capacity to execute on the strategic priorities of the organization given the increased number of members served.

### **Possible Action Plans**

- A. CEO to conduct a comprehensive operational assessment to ensure proper staff alignment and capacity to deliver expected products and services in a timely manner.
- B. CEO to conduct a comprehensive communications audit and prepare plan to enhance internal and external communication capacity
- C. Establish a work group to examine the financial policies and assets of the organization to ensure they are properly deployed and achieving acceptable returns and are within proper risk tolerances.

## **Objective 3.2**

Maximize association effectiveness by identifying and implementing new sources of non-dues revenue.

### **Possible Action Plans**

- A. Examine ways to expand profitability, including whether current member subscription services could be restructured.
- B. Leverage opportunities with affiliates as outlined in Objective 2.4, including specific affiliate-centric events.
- C. Examine opportunities to partner with other groups regarding services such as insurance.
- D. Examine ways to better leverage relationships and revenue when working with external continuing education providers.

### **Objective 3.3**

Identify and cultivate future GPAR, PAR, and NAR leadership.

#### **Possible Action Plans**

- A. Develop a mentorship program to connect new members with established practitioners.
- B. Consider providing the mentorship program with resources to hold a quarterly networking event.
- C. Use Office Ambassador Program to identify individuals that have leadership capabilities and establish them as committee or task force chairs.
- D. Create outreach programs to enhance diversity within the GPAR volunteer leadership structure

**Goal 4 – Diversity Equity and Inclusion Leader** - Greater Philadelphia Association of Realtors® will work to become more inclusive in its leadership, membership and to increase minority homeownership in the City of Philadelphia.

### **Objective 4.1**

Maximize efforts to educate members regarding the needs of a diverse population.

#### **Possible Action Plans**

- A. Develop a mission statement and goals for the Diversity Committee that focus on member education.
- B. Host at least one At Home with Diversity course per year and utilize available grant monies to reduce cost to members.
- C. Develop and incorporate LGBTQIA programing into a goal of the Diversity Committee.
- D. Host annual state of the housing market for minority and underserved populations.
- E. Develop local pilot of NAR's Spire Mentorship Program providing exposure to the various career paths in real estate and generational wealth through property ownership.

### **Objective 4.2**

GPAR will be the voice for real estate to the public and community organizations.

#### **Possible Action Plans**

- A. Consider leveraging existing real estate coalitions to organize a housing summit, bringing in top industry speakers to discuss the state of housing in Philadelphia.
- B. Continue to develop and/or participate in coalitions and facilitate information sharing between like-minded groups.
- C. Develop innovative ways to promote housing affordability in the City of Philadelphia.

### **Objective 4.3**

Leverage local, state, and national resources to increase the percentage of minority homeownership.

#### **Possible Action Plans**

- A. Continue to host events with ARREA, Philadelphia Metropolitan Board of Realtist and the National Association of Real Estate Brokers and other minority-based organizations in order to better understand the obstacles toward homeownership by the various constituencies.
- B. Promote NAR DEI resources (Fairhaven, AHWD, and others) to eliminate fair housing violations in the City of Philadelphia.
- C. Consider re-constituting the Women's Council locally or on a regional basis.