MINNEAPOLIS AREA REALTORS®

Strategic Plan

2023–2025

OUR Vision

To ignite professional success and grow vibrant communities as the **expert resource and trusted leader** in the residential real estate industry.

OUR Mission

Providing the **resources and leadership** for Realtors® to succeed while promoting stronger, sustainable communities.

1. Champion

Housing for All, Promote Property Rights & Demonstrate the Realtor® Value

1.1 Enhance recognition of Realtor® value for our members to convey to their clients

1.2 Engage and mobilize on policy issues through outreach and the Realtors® Political Action Committee (RPAC)

1.3 Advance diversity, equity & inclusion through partnerships and policy positions

1.4 Advance policy positions to increase the housing supply with focus on affordability and sustainability

2. Link

Programs & Services to Member Success

2.1 Define and serve broker audiences segmented by needs

2.2 Explore tiered offerings by audience

2.3 Expand education and programs through partnerships, licensing, or purchasing solutions versus exclusively building in-house

2.4 Collaborate with NorthstarMLS to **improve member experience**

3. Build

the ONE MAR Team to Grow Our Capacity to Serve Members

3.1 Diversify revenue by developing strategies to grow sponsorships and fee-for-service revenue

3.2 Develop capability to analyze member data to **increase engagement**

3.3 Reach more members through marketing activities relevant to their lives

3.4 Complete office building renovation to **maximize utilization**

3.5 Create **organizational sustainability plan**

OUR VALUES EXCELLENCE • SUSTAINABILITY • INCLUSIVITY • GIVING BACK • LEADERSHIP

2023-2025 Strategic Plan

The 2023-2025 Minneapolis Area REALTORS® (MAR) three-year strategic plan is created by the staff leadership in partnership with the board of directors to serve as the blueprint for the direction of the association and what it wants to achieve in a longer time horizon than an annual plan.

Using the strategic plan as a guide, the staff builds annual plans to align resources toward those goals. The board reviews and approves those and receives reports on progress throughout the year and aligns on adjustments as needed.

This plan builds on a strong operations foundation while bringing specificity and focus to places where the association must shift and adapt to address current and foreseeable issues or trends in our business environment.

1. Champion Housing for All, Promote Property Rights and Demonstrate the Realtor® Value
    - 1.1. Enhance recognition of REALTOR® value for our members to convey to their clients
    - 1.2. Engage and mobilize on policy issues affecting REALTORS® and homeowners through outreach and the REALTORS® Political Action Committee (RPAC)
    - 1.3. Advance diversity, equity & inclusion in the industry through partnerships and policy positions to reduce the disparities in homeownership
    - 1.4. Advance policy positions to increase the housing supply with focus on affordability and sustainability

2. Link Programs & Services to Member Success
    - 2.1. Define and serve broker audiences segmented by needs
    - 2.2. Explore tiered offerings by audience
    - 2.3. Expand education and programs through partnerships, licensing, or purchasing solutions versus exclusively building in-house
    - 2.4. Collaborate with NorthstarMLS to improve member experience

3. Build the ONE MAR Team to Grow Our Capacity to Serve Members
    - 3.1. Diversify revenue by developing strategies to grow sponsorships and fee-for-service revenue beyond dues
    - 3.2. Develop capability to analyze member data to increase engagement with MAR
    - 3.3. Reach more members through marketing activities relevant to their lives
    - 3.4. Complete office building renovation to maximize utilization for member benefit
    - 3.5. Create organizational sustainability plan (e.g., staff, leadership, finances)

The below outlines each strategy in more detail and highlights some examples where relevant.

1. Champion Housing for All, Promote Property Rights and Demonstrate the Realtor® Value

   This group of strategies focuses on the public-facing part of our mission and the role MAR plays as a local association promoting the profession within the real estate ecosystem.

   1.1. Enhance recognition of REALTOR® value for our members to convey to their clients

   Provide tools from NAR, MN Realtors® and MAR to help Realtors® show their value to their clients while also working through association media relations to boost the reputation of the profession.

   1.2. Engage and mobilize on policy issues affecting REALTORS® and homeowners through outreach and the REALTORS® Political Action Committee (RPAC)

   Through the Government Affairs Committee, RPAC participation and fundraising goals to strengthen Realtor® influence, and the tight connection to advocacy at all three levels of the associations, MAR not only raises awareness and mobilizes through things like calls to action, but also drives substantive policy positions on issues like rent control or anything touching private property rights.

   1.3. Advance diversity, equity & inclusion in the industry through partnerships and policy positions to reduce the disparities in homeownership

   Partner with organizations such as NAR, MN Realtors®, SPAAR, NAREB, NAHREP, AREAA, and The LGBTQ+ Alliance to advance shared goals around DEI both within the profession and within the homeowning public. MAR will also launch ongoing waves of public policy recommendations to further the closing of the homeownership gap in our region.

   1.4. Advance policy positions to increase the housing supply with focus on affordability and sustainability

   Define the role of the local association in the three-level model for advocacy and reach out to MN Realtors® and NAR for alignment and support. Within this framework MAR will launch an initial public policy position on environmental initiatives.

2. Link Programs & Services to Member Success

   This group of strategies reflects our core mission and vision to ignite professional success for Realtors®.

   2.1. Define and serve broker audiences segmented by needs

   Identify and define 2-3 audiences and their top priority needs to begin shaping services and programs to change or pilot new ones during this period. Begin measuring engagement.

2.2. Explore tiered offerings by audience

Focus on new members as one audience and identify another important audience in addition to the broker segments from 2.1. For example, future and growing leaders. Recommend the top needs for each audience and develop offerings to serve those needs. Pilot offering(s) and measure engagement.

2.3. Expand education and programs through partnerships, licensing, or purchasing solutions versus exclusively building in-house

Identify curriculum gaps (e.g., classes, engagement programs like lunch and learns, virtual resources, leadership academies, At Home with Diversity, etc.) and prioritize based on broker audiences in 2.1 or other audiences in 2.2. Research and engage potential partners or vendors and work to pilot 2-3 new programs.

2.4. Collaborate with NorthstarMLS to improve member experience

Reach agreement with NorthstarMLS on the key member pain points to solve and the roles that each organization should play to solve. Determine any training, tools, or processes needed to close service gaps and begin communicating to members and subscribers.

3. Build the ONE MAR Team to Grow Our Capacity to Serve Members

This group of strategies is about continuous improvement of the infrastructure and business model to ensure MAR can serve members long into the future.

3.1. Diversify revenue by developing strategies to grow sponsorships and fee-for-service revenue beyond dues

Inventory possible affiliate and sponsor benefits and create a strategy that aligns with core member segment needs and create a sales plan with defined revenue goals each year. Explore a fee-for-service model to supplement the base membership dues with value added products or services and conduct some tests to learn about market viability (e.g., research reports, webinars, more hands-on support, etc.).

3.2. Develop capability to analyze member data to increase engagement with MAR

Assign ownership of the RAMCO member database and create an organizational data governance framework with the end-in-mind to glean member insights from trackable activities. Build processes and/or tools for member engagement and marcomm to use member data for audience segmentation and more targeted outreach.

3.3. Reach more members through marketing activities relevant to their lives

Ensure clear annual marcomm plan with metrics linked to both reach and engagement and evolving to be more targeted as capabilities in 2.1, 2.2, and 3.2 grow.

3.4. Complete office building renovation to maximize utilization for member benefit

Create project plan that allows MAR to meet its budget and business operation needs during- and post-renovation. Focus on addressing trends of hybrid working and learning through space and technology. Expand view of member spaces beyond the walls of a classroom.

3.5. Create organizational sustainability plan (e.g., staff, leadership, finances)

Outline the processes and documents necessary for continuity of leadership and operations and plan to address over the coming years. Particularly focus on areas around the staff and volunteer leadership development pipelines to ensure that fresh energy and expertise is being groomed through succession planning. Also continue building on strong financial practices to take a longer-time horizon view of the budgeting process to better weather market cycles.