



Real Estate Institute of Canada
Institut canadien de l'immeuble

2021-2023 STRATEGIC PLAN





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ABOUT REIC

The Real Estate Institute of Canada (REIC) is a not-for-profit membership organization dedicated to advancing education and professionalism in the real estate industry.

Our courses and designation programs shape the future of real estate by enhancing the skills of talented professionals and business leaders.

Since 1955, REIC has supported the education and designation needs of real estate professionals who are committed to the highest professional and ethical standards.

*ADVANCING EDUCATION AND
PROFESSIONALISM*





BUILDING A NEW STRATEGIC PLAN

In 2020, REIC embarked on the development of a new strategic plan. The goal was to define a new three-year strategic plan that would guide the organization moving forward. Throughout the process, REIC utilized the insight and input gathered to help inform the development of the new strategic plan:



In order to gather feedback on the proposed strategy for the organization, REIC and its independent facilitator reached out to the members and the stakeholder community to conduct two online surveys and a series of interviews with several of the strategic planning session participants. The research clearly indicated that REIC needed to focus on the following four areas: member engagement, education model, outreach, and infrastructure.

Following the completion of the research, the national Board of Directors, representatives of REIC’s Chapters, and the national Management Team participated in a series of virtual planning sessions. Utilizing the research and the insight garnered from the planning sessions, REIC has now developed the following three-year strategic plan.

2021-2023 STRATEGIC PLAN



VISION

Strengthen real estate through the advancement of education and the recognition of experience, expertise, and ethical standards.

MISSION

Elevate professionalism in the real estate industry.

VALUES

We are committed to:

- high professional and ethical standards;
- ensuring the relevance, timeliness, and industry-based experience;
- the power of knowledge and the importance of sharing it;
- bringing the broad range of real estate professionals together to strengthen the industry; and,
- operating in the most effective and impactful way to support our members.

REIC'S STRATEGIC PLAN

During the next three years, REIC will focus on the delivery of the following five strategic priorities:

Enhanced
Member
Value and
Engagement

Advanced
Education and
Designation
Programs

Industry
Connectivity
and
Partnerships

Brand
Awareness and
Recognition

Organizational
Excellence





ENHANCED MEMBER VALUE & ENGAGEMENT

Members are at the heart of REIC. The Institute is committed to supporting and expanding its membership through [Enhanced Member Value and Engagement](#). The organization recognizes that it must elevate the benefits of membership at a national and local level to fully support its members and attract new members.

Under this strategic priority, REIC will focus on the delivery of the following objectives:

- Increase new members and increase the retention of existing REIC members
- Identify and deliver an enhanced member value proposition
- Implement new member programs and resources
- Increase Chapter value and participation
- Expand membership support through virtual Chapter networking

EXAMPLES OF HOW REIC WILL DELIVER ON ENHANCED MEMBER VALUE AND ENGAGEMENT:

- ☑ Understand members needs at various stages of membership and create new levels of support, engagement, and value
- ☑ Implement new member programs and resources
- ☑ Launch mentorship programs for applicants and candidates
- ☑ Develop young professional's program
- ☑ Define clear path for a professional's designation journey and identify the value of the designation
- ☑ Implement enhanced and efficient member payment policies to better meet members' needs
- ☑ Support Chapters through dedicated resources and support
- ☑ Examine and launch new Virtual Chapter

ADVANCED EDUCATION & DESIGNATION PROGRAMS

REIC aims to be recognized as a leader in supporting the professionalism of individuals practising in organized real estate, offering professional education that is the best in the industry, is easy to access, and is reasonably priced. A transformation of REIC's education and designation program is required to meet the dynamic and changing needs of real estate professionals and the broader industry.

Under the strategic priority of [Advanced Education and Designation Programs](#), REIC will focus on the following objectives:

- Ensure educational programs are industry-informed and relevant with flexible program delivery options
- Elevate professional and educational standards
- Expand partnerships and collaboration for course delivery
- Develop an intellectual property strategy
- Promote REIC courses and designations

EXAMPLES OF HOW REIC WILL DELIVER ON ADVANCED EDUCATION AND DESIGNATION PROGRAMS:

- ☑ Establish a learning framework and standards to guide education programming at REIC
- ☑ Partner with industry stakeholders and thought leaders to create an ongoing infusion of content that is evidence-based, informed by industry, and up-to-date
- ☑ Increase course registrations across all courses and promote REIC as an education provider that delivers quality education
- ☑ Create multiple opportunities for learners to complete courses and designations so that different learning styles are considered
- ☑ Adapt course content suitable for multiple learning channels and delivery partners





INDUSTRY CONNECTIVITY & PARTNERSHIPS

A strong and sustainable real estate industry is built upon a network of interconnected partners. REIC recognizes that a strong and collaborative real estate industry will ultimately drive value for members and make real estate stronger. REIC will look to build upon its existing partnership community to expand its reach, create new value, and bring the real estate industry together to support advanced education.

Under the priority of **Industry Connectivity and Partnerships**, REIC will focus on the following objectives:

- Build partnerships with trade and industry associations
- Secure more training partnerships with real estate boards, real estate associations, government agencies, and non-profit housing organizations
- Create a network of sponsors, advertisers, and supporters with private sector real estate companies
- Establish formal links with provincial regulators
- Expand connections with educational institutions

EXAMPLES OF HOW REIC WILL DELIVER ON INDUSTRY CONNECTIVITY AND PARTNERSHIPS:

- ☑ Retain existing partnerships and secure new partnerships with industry and trade associations that lead to a steady stream of new program enrollments
- ☑ Retain existing partnerships and secure new partnerships with real estate boards and associations
- ☑ Retain, build upon, and secure more formal partnerships with provincial regulators
- ☑ Retain, steward, and grow existing relationships and secure new government agency partnerships
- ☑ Review, retain, and secure new partnerships with non-profit housing organizations

BRAND AWARENESS & RECOGNITION

In order to truly activate REIC's new strategic plan, a comprehensive and integrated marketing and communication approach is required. This will allow REIC to tell its story, expand the recognition of the Institute and real estate professionals, and enhance the value of membership.

Under the strategic priority of **Brand Awareness and Recognition**, REIC will focus on the following objectives:

- Increase brand recognition and promote the legacy of REIC
- Strengthen REIC's industry voice
- Raise the profile and awareness through integrated marketing and communication campaigns
- Develop an enhanced events model

EXAMPLES OF HOW REIC WILL DELIVER ON THE STRATEGIC PRIORITY OF BRAND AWARENESS & RECOGNITION

- ☑ Develop new content and tools to enhance member value
- ☑ Launch three-year communication plan and corresponding campaigns
- ☑ Implement modernized and enhanced brand elements
- ☑ Undertake website renewal strategy to enhance REIC's website
- ☑ Elevate REIC's events, including conference, webinars, and tradeshow
- ☑ Utilize media relations initiatives to tell REIC's story
- ☑ Implement co-marketing programs with key partners





ORGANIZATIONAL EXCELLENCE

A strong foundation of organizational excellence is required to be efficient, effective, and innovative to deliver on the needs of REIC and its members.

To achieve **Organizational Excellence**, REIC will focus on the following objectives:

- Expand virtual support and engagement
- Elevate support for Chapters
- Enhance the use of technology to improve organizational efficiency and support
- Create clear, efficient, and measurable performance management metrics
- Enhance internal communications and collaboration

EXAMPLES OF HOW REIC WILL DELIVER ON THE STRATEGIC PRIORITY OF ORGANIZATIONAL EXCELLENCE

- ☑ Establish scorecard to track and communicate the delivery of the strategic plan and annual operating plans
- ☑ Assess and deliver on organizational efficiencies resulting in cost savings and productivity
- ☑ Conduct a risk analysis review related to commerce security, technology, and regulatory requirements
- ☑ Expand internal communication and collaboration
- ☑ Develop and establish service level agreements to enhance REIC's customer service
- ☑ Provide dedicated Chapter support

OUR TEAM

BOARD OF DIRECTORS

President - Johnmark Roberts, FRI

Immediate Past President - Ken Loeppky, CPM®

Vice President - Theresa Salsman, CPM® ARM®

Secretary / Treasurer - Walter Lui, FRI CPM® CRES

Directors

Natalka Falcomer, JD, CLO

John Bowen, FRI CPM® ARP

Maria Jeck, CRP

Yolanta Scott, CPM® ARM® CRP

Edwin Kwok Yu Yan, FRI

Maria Da Ponte, CPM®

MANAGEMENT

CEO - Stephen Ashworth

Executive Administrator & Project Coordinator - Natalia Vasquez

Director of Education and Training - Hafeeza Bassirullah, Ed.D

Director of Marketing and Communication - Kristina Fixter

Director of Finance - Li Liu, CPA CGA

Business Development and Partnership - Don Inouye

Manager of Membership Services - Shelley Barfoot-O'Neill





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