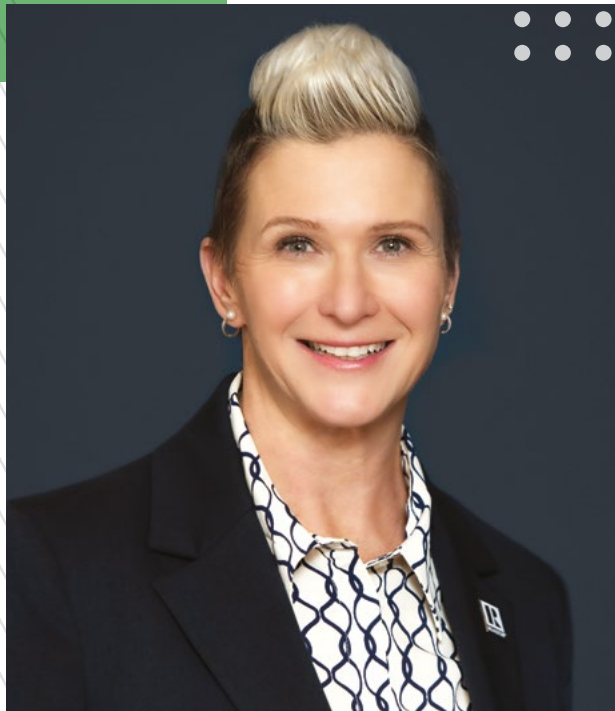


Foundations for the Future

2025 – 2027 RAE Strategic Plan



Why This Plan Matters to You



Dear RAE members:

The real estate industry is changing.

From technology disruption to shifting consumer attitudes towards the home buying and selling process, REALTORS® are facing unprecedented demands on their business.

At the REALTORS® Association of Edmonton (RAE), our foundation has always been our ability to support members through shifting challenges and opportunities, helping you thrive in a dynamic real estate landscape.

Now, we take the next step.

Our new strategic plan, Foundations for the Future, builds on what we've achieved together. It reflects your priorities and the values that define our Association while preparing us to meet the demands of an evolving industry. The plan is anchored in four key areas of strategic focus:

- **Professionalism:** The RAE will enhance member skills and standards to position REALTORS® as trusted professionals in their communities.
- **Member Confidence:** Through helpful resources, transparency, and support, the RAE will strengthen members' trust in the Association.
- **Service Excellence:** The RAE is committed to delivering seamless, professional support that exceeds member expectations.
- **Collaboration:** The RAE will foster strong partnerships to shape the future of real estate for members and the public.

At the RAE, everything we do is rooted in our commitment to your success. This strategic plan is no different. It has been crafted with one purpose in mind: to help you thrive in every aspect of your business.

The RAE's mission, vision and priorities are not abstract concepts; they are a roadmap to ensuring you have the tools, support, and advocacy you need to succeed. Whether you're navigating complex market conditions, serving your clients with the highest ethical standards or building your business in a competitive industry, this plan is designed to make your journey easier, your work more impactful and your professional value unmistakable.

Sincerely,

Darlene Reid

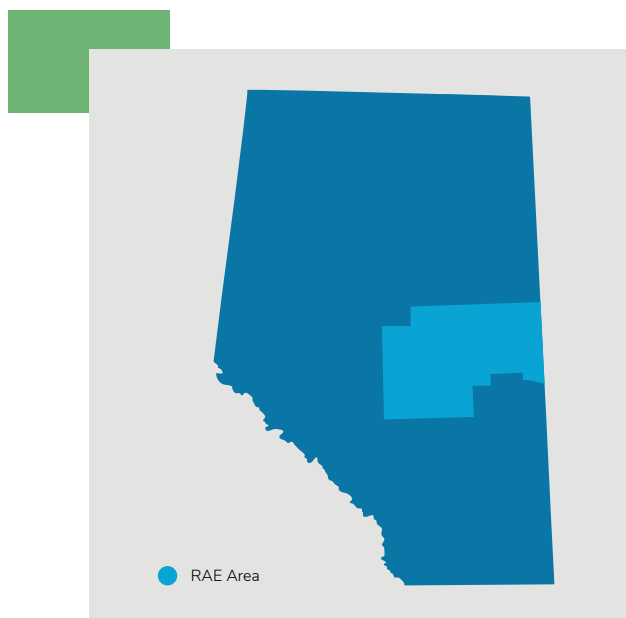
2025 Board Chair

About The RAE

For nearly 100 years, the RAE has been serving the needs of REALTORS® living and working in the Greater Edmonton Area and beyond.

Our 5,000+ members help Albertans from all walks of life achieve the Canadian dream of property ownership. The RAE is also the voice of real estate in the Greater Edmonton Area, working closely with elected officials at all levels of government to fight for public policy that supports property ownership and a robust real estate market.

We're proud to help our members succeed by offering cutting edge products and services including Paragon (RAE's Multiple Listing Service®), professional education and enforcing a strict Code of Ethics and Standards of Business Practice. Our members are also actively involved in surrounding communities through support for charities and not-for-profit organizations like the REALTORS® Community Foundation. Through the RAE's support, the Community Foundation was able to provide a one-time \$200,000 donation directed towards a Habitat for Humanity build in a North Edmonton community. In 2023/24, the Foundation donated \$332,420 to local charities.



Helping RAE Members Succeed

The RAE is on a mission to help our members succeed in a rapidly changing marketplace. In 2024, we asked members how important each of the following RAE services and benefits are to their business. Here's what we heard:



Supra Keybox System

95%



Paragon®

94%



MLS® Help Desk

92%



Advocacy on behalf of REALTORS®

90%



Enforcement of rules with REALTORS®

90%



RAE Communications with its members

90%



Statistical Data

87%



RAE Education & Professional Development Program

83%



Commercial Services

78%

Source: 2024 RAE Member Satisfaction Survey.

RAE by the Numbers

84%

of members say they are satisfied with the services they receive from the RAE.

Source: 2024 RAE Member Survey

31,347

total number of residential sales on the RAE's MLS® in 2024.

Source: RAE Market Statistics Data

40,538

total number of new residential listings on the RAE's MLS® in 2024.

Source: RAE Market Statistics Data

5,086

2024 RAE membership

Source: 2024 RAE Annual Report

1,460

total number of new commercial listings on the RAE's MLS® in 2024.

Source: RAE's Monthly Market Statistics

\$13.2 Billion

total value of residential sales on the RAE's MLS® in 2024.

Source: RAE Market Statistics Data

The 2025–2027 RAE Strategic Plan

Throughout 2024, the RAE's Board of Directors undertook a comprehensive and detailed process to develop this strategic plan. It included industry partner interviews, staff engagement, an in-depth analysis of the external environment and a two-day planning retreat. This process generated a meticulous and detailed plan that will support member success for the next three years.

Our **Mission**

Building a community of trusted real estate professionals by offering comprehensive services, promoting our members' interests and advancing professionalism within the real estate sector.

Our **Vision**

REALTORS® remain the leading choice for trusted advice, ethical service, and unmatched professionalism in every real estate transaction.



Our Strategic Focus

An effective plan prioritizes the areas that provide the greatest value to our members. The RAE's Board of Directors have identified four areas of focus that have guided the development of the plan's goals and priorities outlined in the sections that follow:

Advance Professionalism

This principle emphasizes the importance of enhancing the skills, knowledge, and ethical standards of REALTORS®. By offering continuous professional development opportunities and upholding high standards of conduct, the REALTORS® Association of Edmonton aims to ensure that members are recognized as trusted, competent professionals within the real estate industry and by the clients and communities they serve.

Build Member Confidence

This area of focus involves fostering trust and loyalty between members and the REALTORS® Association of Edmonton by consistently delivering helpful resources, support and advocacy. Ensuring transparency, clear communication, and responsiveness to member needs will help reinforce confidence that the REALTORS® Association of Edmonton is reliable and dedicated to the success of its members.

Service Excellence

Providing superior services is critical to our members' success. This focus highlights the REALTORS® Association of Edmonton's commitment to delivering support that exceeds member expectations and creates positive, professional experiences at every level.

Collaborative Relationships

This strategic focus encourages building strong, mutually beneficial relationships with other organizations and stakeholders within the real estate sector. By embracing collaboration, the REALTORS® Association of Edmonton can both lead and participate in the evolution of the real estate industry for the benefit of our members and the public.

Our Strategic Priorities

The RAE's strategic plan is guided by a clear set of focus areas designed to support the professional growth and success of our members. Under each focus area, the RAE's Board of Directors has identified strategic priorities aimed at empowering members, strengthening industry relationships and enhancing the overall member experience.

Our Mission

Building a community of trusted real estate professionals by offering comprehensive services, promoting our members' interests and advancing professionalism within the real estate sector.

2025 – 2027 RAE Strategic Priorities

| For Our Members | With Our Stakeholders | For Our People | With Our Internal Systems | With Our Members' Resources |
|--|---|---|--|--|
| <ul style="list-style-type: none">• Promote an environment of professionalism and mutual respect.• Effectively engage and communicate in a clear and timely manner.• Provide access to the data, tools, services, and education members need to succeed in their business.• Support innovation with third-party providers while protecting data.• Showcase and promote the value of our members. | <ul style="list-style-type: none">• Advocate to influence the regulatory environment and shape the evolution of the real estate industry.• Collaborate and leverage our collective strengths, when possible, to advance the interests of our members.• Strengthen and enhance relationships within organized real estate. | <ul style="list-style-type: none">• Empower our people to focus on our members' success and service experience.• Shape a culture of accountability and performance excellence.• Develop and support our people to succeed in their roles.• Engage and develop volunteer leaders. | <ul style="list-style-type: none">• Maintain data security, accuracy and integrity.• Engineer our processes to positively affect the member experience.• Exemplify excellence in real estate association governance. | <ul style="list-style-type: none">• Ensure financial discipline and transparent reporting to members.• Be prudent with members' resources to optimize the value they receive from their membership.• Maintain financial stability and organizational sustainability.• Ensure appropriate risk management strategies are in place. |

For Our **Members**

Members are at the centre of our plan, and we are committed to their success. Our focus is on delivering the tools, resources and support that empower members to excel in their business. The RAE is also committed to the highest standards of professionalism and raising the bar across the industry.

1 Promote an environment of professionalism and mutual respect.

The RAE offers diverse professional development opportunities to serve your clients better and stay compliant. Our professional development offering includes CCIM for Commercial, NAR designations like Accredited Buyer Representative and Real Estate Negotiation Expert and essential training on contracts, FINTRAC, and legal compliance.

2 Effectively engage and communicate in a clear and timely manner.

The RAE is your resource for market, regulatory and industry information. Members can access content through various channels (e.g. email, web and social media), with timeliness and relevancy at the forefront.

3 Provide access to the data, tools, services, and education members need to succeed in their business.

The RAE will continue to provide access to dozens of tools to help members succeed like Paragon, ShowingTime, Supra Keybox, RAE Trends, Tech Helpline, Data Co Op, Cloud CMA, weekly and monthly market statistics. These tools save you time and money, and help you serve your clients better.

4 Support innovation with third-party providers while protecting data.

The RAE has a proud history of working with third-party providers to help our members stay ahead of the curve. Going forward, we will partner with third-party providers to generate new products and services to help members succeed.

5 Showcase and promote the value of our members.

The RAE will continue to run public relations campaigns (e.g. "Local REALTOR®, Local Knowledge" video campaign) on the value of using a REALTOR®. The RAE also supports CREA's national advertising campaign highlighting the unique value that REALTORS® bring to every home transaction.

Member Satisfaction

We know how important MLS® is to your business and that's why we are working to make it even better. Member satisfaction ratings for the RAE's MLS® System (Paragon) continue to climb - with a satisfaction rating of 74% in 2024, compared to 66% in 2023.

Source: 2024 Paragon Survey

With Our Stakeholders

The RAE is committed to building strong, collaborative relationships with key industry partners to amplify our collective influence and better serve our members. By advocating for a positive regulatory environment, fostering partnerships across organized real estate, and ensuring our voice is heard at decision-making tables, we create opportunities that support member success and strengthen the profession.

1

Advocate to influence the regulatory environment and shape the evolution of the real estate industry.

The RAE is the voice of Edmonton and Area REALTORS®. We advocate on behalf of members at City Hall, at the provincial legislature and in Ottawa. We work with provincial and federal industry partners to support public policy outcomes that benefit REALTORS® and their clients.

2

Collaborate and leverage our collective strengths, when possible, to advance the interests of our members.

The RAE actively works to advance the interests of our members through collaborating with national, provincial and local partners. The RAE attends CREA's annual PAC Days, where we advocate for policies that support a strong real estate market. The RAE also participates in industry coalitions to shape policy and industry priorities.

3

Strengthen and enhance relationships within organized real estate.

Stronger collaboration and alignment within organized real estate ensure that members benefit from a more unified voice on industry issues, improved access to shared resources, and greater collective advocacy power. The RAE's commitment to these partnerships amplifies the support and influence available to its members.

Strengthening Partnerships

“In 2024, the RAE, along with other Boards and Associations across the country, supported CREA in our effort to develop a plan for transitioning REALTOR.ca into a separate, taxable, wholly owned subsidiary of CREA. This collaboration exemplifies the strength of organized real estate working together to modernize our industry and deliver enhanced value to our members. By strengthening partnerships within organized real estate, we can continue to invest in innovation, promote professionalism and help REALTORS® provide the best service to their clients.”

James Mabey

2024-25 CREA Chair & 2017 RAE Chair



For Our People

At the RAE, our people—staff and volunteers—are the driving force behind the success of our Association and its members. Through fostering a culture of accountability, professional growth, and leadership development, we ensure that our team is equipped to deliver exceptional service and support to our members.

1

Empower our people to focus on our members' success and service experience.

The RAE equips staff with the tools, training and mindset to prioritize exceptional member service, ensuring every interaction with the Association is positive, productive, and supportive of members' professional goals.

2

Shape a culture of accountability and performance excellence.

A culture rooted in accountability and continuous improvement allows members to trust the RAE to deliver high-quality services with consistency and integrity. The RAE staff and volunteers are working collaboratively to exceed expectations and deliver results that directly benefit members.

3

Develop and support our people to succeed in their roles.

Investing in professional development and skill-building for staff and volunteers strengthens the RAE's ability to provide expert guidance, resources and support to members. Members benefit from more knowledgeable assistance, innovative services and a proactive approach to industry challenges when staff and volunteers are empowered to thrive.

4

Engage and develop volunteer leaders.

Engaging and empowering volunteer leaders ensures member voices are well-represented in decision-making and leadership. The RAE delivers better products and services to members because REALTORS® help shape policies and initiatives that directly impact their success.

A Commitment to Collaboration

“Serving as a volunteer leader at the RAE has shown me firsthand how committed this Association is to empowering its members. Through collaboration, accountability and continuous professional development, we're ensuring that every REALTOR® has access to the tools, training and advocacy they need to succeed. It's rewarding to be part of a team where voices are heard and where leadership is genuinely focused on elevating our profession.”

Colleen Roenspies

RAE Member / Volunteer - Arbitration & Professional Standards and Communications Committees



With Our Internal Systems

The RAE is committed to operational excellence that strengthens the foundation of our Association and supports long-term member success. These priorities are designed to build member confidence, streamline experiences and uphold the integrity of our operations, so REALTORS® can focus on their business with the assurance that their Association is working seamlessly in the background to support them.

1

Maintain data security, accuracy and integrity.

Members rely on timely and accurate data to make informed business decisions. By prioritizing robust data protection and quality control measures, the RAE ensures that members can trust the information they access, safeguarding their professional reputation while protecting sensitive client information.

2

Engineer our processes to positively affect the member experience.

The RAE is committed to streamlining internal processes and improving operational efficiencies. This work ensures smoother interactions, faster response times and more intuitive tools, allowing REALTORS® to access the support they need without unnecessary complexity.

3

Exemplify excellence in real estate association governance.

Strong governance builds trust and accountability within the Association. By adhering to best practices in governance, decision-making transparency, and leadership accountability, the RAE ensures member voices are represented and key decisions are made in the best interests of the entire membership.

Building Member Confidence

“At the RAE, we understand that operational excellence isn’t just about systems—it’s about trust. By prioritizing data security, streamlined processes, and transparent governance, we’re ensuring our members can focus on their business with confidence, knowing their Association is working efficiently behind the scenes to support their success.”

Troy Paquette
2025 Chair Elect, RAE



Foundations for the Future

With Our **Members'** Resources

The RAE is committed to the responsible management of member resources to maximize the value and sustainability of the Association. This focus supports not only the long-term stability of the RAE but also enables continued innovation, advocacy and service excellence, empowering members to thrive in a competitive marketplace.

1 Ensure financial discipline and transparent reporting to members.

The RAE's commitment to financial discipline means members can trust that their dues are managed with care and accountability. Transparent reporting ensures clarity on how resources are being allocated, reinforcing trust in the Association's leadership and decision-making.

2 Be prudent with members' resources to optimize the value they receive from their membership.

By carefully managing resources, we ensure that every dollar invested by our RAE members directly supports tools, services, and advocacy efforts that contribute to their professional success.

3 Maintain financial stability and organizational sustainability.

The RAE's focus on long-term financial health prevents members from unnecessary fee increases while ensuring the Association remains resilient in changing market conditions.

4 Ensure appropriate risk management strategies are in place.

Proactive risk management helps safeguard the Association's assets and reputation, which in turn protects the services and benefits members rely on.

Prudent Financial Management

“Financial discipline and transparency are essential to ensuring our members receive maximum value from their investment in the Association. By carefully managing resources and prioritizing long-term sustainability, we're not just protecting the financial health of the RAE—we're safeguarding the tools, services and advocacy efforts that directly support our members' success.”

Melanie Boles

2023/2024 Chair of the Board of Directors & Audit Committee





Foundations for the Future

2025 – 2027 RAE Strategic Plan

Learn More

realtorsofedmonton.com/strategic-plan

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