

Real
Estate
Council
Alberta

reca.ca



Our Strategy 2022 to 2025



CHAIR'S MESSAGE

ELAN MCDONALD, ICD.D.

The Board is setting out a three-year Strategy. It was developed with significant input from stakeholders and focuses on RECA's forward-looking vision.

As the third Board Chair under RECA's new governance structure it is my privilege to launch the strategic plan. However, it is the result of the hard work of many under the leadership of my predecessors, Patricia McLeod and David James. The strategic plan is also the outcome of lively discussion with government and stakeholders and the supportive collaboration from RECA's senior leadership team and staff.

RECA required an updated strategic plan, but another challenge drove its creation: the need to inform our stakeholders about RECA after the *Real Estate Act* amendment in 2020.

Self-regulation has been a proven model for protecting Albertans involved in real estate transactions in the province for many years. Nonetheless, RECA must continue to demonstrate our excellence. We must conduct our regulatory activities in relevant, understandable, and predictable ways. RECA's regulatory role has never been more important as we guard against complacency and set the bar higher.

Planning sessions revealed key areas of attention:

- the way RECA regulates must demonstrate work in the public interest because that's our mandate under the *Real Estate Act*
- RECA must find efficiencies and hone effectiveness to focus on our performance
- it is important for RECA to adapt to digital convergence. The evolving landscape reflects contradictions in tumultuous economic times:
 - overlapping professional disciplines
 - highly specialized practitioners
 - many consumers viewing real estate professional services as a commodity

Bringing the Board's Strategy to life will take the work of our Board, Industry Councils, Administration and dedicated licensees across the province. RECA is well positioned to fulfill our mandate. We stand ready to continue our journey toward excellence while achieving the objectives we have set for ourselves.

Our collective efforts - in service of the public interest - is a privilege that is reflected in RECA's 2022-2025 Strategic Plan.



Our mission

Serving the public interest by ensuring high standards of RECA's licensees' competence and conduct while supporting an informed real estate market

GOVERNANCE

RECA is governed by a seven-member Board of Directors comprised of three public members and 4 industry members.

Four Industry Councils oversee real estate standards in Alberta, including responsibility for the Rules. Each Industry Council includes three elected industry members and two public members.

LEGISLATIVE FRAMEWORK

Real Estate Act (REA)

REA provides for the creation of RECA to set and enforce standards of conduct for the real estate industry in Alberta.

Real Estate Act (Ministerial) and Exemption Regulations

The **Ministerial Regulation** establishes payment limits made from the *Real Estate Assurance Fund* and the Alberta Real Estate Foundation election process.

The **Exemption Regulation** sets out organizations and individuals who are exempt from application of REA or its licensing requirements.

The above legislation can be found at the Government of Alberta Queen's Printer at REA.

Real Estate Act Rules (Rules)

RECA has both the responsibility and opportunity to create Rules that set the standards of practice expected of licensees in Alberta. In 2020 the Government of Alberta, in response to stakeholder feedback, amended REA to clarify that responsibility for Rules is delegated to Industry Councils (REA s.12). The current rules can be found on RECA's [website](#).

As a provincial regulator, RECA monitors and supervises the compliance of condominium, mortgage, property management, and real estate licensees. RECA's regulatory work affects consumers, businesses, and the Alberta economy.

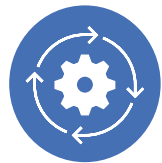
Over the next three years we are strengthening our focus on:



REGULATORY EXCELLENCE



TRUST AND CONFIDENCE



ORGANIZATIONAL RESILIENCE

The commitments set out in this Strategy, support these three areas of focus, building on changes RECA has made since Bill 20 introduced substantive changes.

RECA will continue to review this Strategy to ensure we're adapting to important changes. The real estate market RECA regulates is not static. Our response to challenges and opportunities in 2022 will not be the same in 2025. For example, RECA expects the rising cost of living and geopolitical events to have a lasting impact on Alberta's real estate marketplace.

high standards are a prerequisite for providing licensed real estate professional service in Alberta



Our mandate is to:

- protect consumers
- protect against, investigate, detect, and suppress fraud as it relates to the business of licensees
- set and enforce standards of conduct for licensees and the business of licensees to promote the integrity of, and confidence in, the industry
- provide, or support the provision of, services that promote regulatory compliance by licensees



Consumer Protection

RECA is one of only a few self-regulated real estate professions in North America. Over 18,000 RECA licensees in Alberta provide ethical and skilled advice to the rural farmer, urban condo-dweller, suburban family, small business owner and large corporation while concurrently protecting and serving the public. Licensees are often called upon to assist Albertans in the most important investment decision Albertans will make.

RECA sets the regulatory conditions to encourage, and if needed, enforce good conduct. This includes the need to communicate clearly and transparently to help customers understand the risks related to real estate transactions. An underlying principle is that consumers should take responsibility for their choices and decisions. Consumers ability to take responsibility may be reduced, especially if they are in vulnerable circumstances. RECA will increasingly work with consumers to enable them to protect themselves.

RECA also takes part in national conversations regarding real estate regulatory issues through RECA's involvement with Real Estate Regulators of Canada and Mortgage Brokers Regulator' Council of Canada.



REGULATORY EXCELLENCE

RECA is committed to accountability – demonstrating respect, results, and continuous improvement

Success Indicators

- » Governance accountability highlights regulatory performance results
- » Regulatory action plan delivers continuous improvement, including stakeholder input for licensing and Rules review
- » Licensees are provided with market-driven education options

Comprehensive Rules Review

Examine the current rules to ensure effective consumer protection

Governance

Provide clear and consistent reporting to all stakeholders on the achievement of our mandate

Licensing Framework

Assess and, where necessary, adapt the licensing framework to reflect the current *Real Estate Act*

Education

Facilitate greater choice in education while maintaining quality and high standards

Compliance

Thorough and timely investigations to detect fraud, and where merited, prescribe education or administer discipline to reduce harm to consumers and promote licensee integrity



TRUST & CONFIDENCE

RECA will promote trust in our regulatory capability

Success Indicators

- » Engagement creates feedback loops with stakeholders to demonstrate how consultation input has been incorporated into RECA actions
- » Governance members actively participate in stakeholder consultation, including attendance at stakeholder meetings
- » RECA and Service Alberta interact in ongoing and purposeful two-way

Protection

Protect the public from harm

Outreach

Ensure the public is well-informed by providing ease-of-access to essential real estate regulatory information

Collaboration

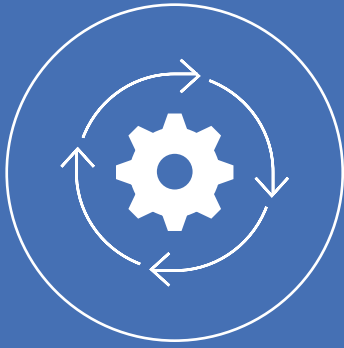
Promote collaboration amongst regulators, licensees, government, and associations to deter deceptive or fraudulent conduct, and promote consumer disclosure

Engagement

Involve stakeholders in a timely, transparent, and consistent manner to ensure meaningful, and effective participation

Government Engagement

Be a trusted agent and advisor to government regarding policy, and independent regulatory oversight of the real estate sector



ORGANIZATIONAL RESILIENCE

RECA promotes change while seeking to be a resilient and sustainable organization

Success Indicators

- » RECA's culture reflect accountability, professionalism, and teamwork
- » Ongoing opportunities are identified to use integrated IT systems to improve regulatory efficiency, improve service delivery and share data and best practices
- » RECA's self-funding model provides adequate resources to prioritize work and fund programs to achieve RECA's mandate
- » RECA employs an organizational-wide approach to monitor, assess and mitigate risks

Culture

Create a resilient culture grounded in professionalism, and consumer protection

Financial

Ensure financial soundness with a multi-year integrated plan

Resourcing

Establish appropriate staffing, and succession planning to meet RECA's mandate

RECA MANAGEMENT

RUSS MORROW
Chief Executive Officer

JANICE HARRINGTON
Chief Operating Officer

WARREN MARTINSON
Registrar

STACY PAQUIN
General Counsel & Corporate Secretary

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