

# Our Strategy 2025 to 2028

20↑25





# CHAIR'S MESSAGE

ELAN MACDONALD, ICD.D.

On December 1, 2020, substantial changes to RECA's governance and governing legislation, the *Real Estate Act*, came into force. This 2025-2028 Strategic Plan builds off the necessary and intricate work of the last five years of fine-tuning RECA's operations and governance to the modernized structure set out in the *Real Estate Act*. This second, three-year plan fully focuses on refining processes and structures to meet RECA's mandate of protecting consumers and enhancing the integrity of the industry.

With thoughtful and informed input from stakeholders, RECA's Board of Directors is proud to present this three-year strategy—designed to advance Alberta's real estate sector through greater regulatory excellence and long-term sustainability.

Key feedback from stakeholders included a need for:

- increasing the practice-ready competence and professionalism of new licensees, particularly in the real estate sector
- more guidance or standards on what it means to be competent in a particular sector, and eliminate 'dabbling' in multiple sectors
- a greater focus on fraud and getting legitimate bad actors out of the industry, and less focus on minor infractions by otherwise rule-following licensees
- increasing consumer and licensee awareness of regulation and RECA's role
- addressing the continued shortage of licensees in the residential property management and condominium management sectors

In 2024, RECA also undertook a third-party regulatory review, which was conducted by internationally renowned regulatory experts at The Regulator's Practice. The comprehensive review showed RECA performed well against international standards of excellence and provided numerous recommendations for RECA to improve even further.

The review recommended:

- committing to focus on consumer protection
- enhancing transparency and consistency
- improving regulatory efficiency and effectiveness
- formalizing policy development

These recommendations, along with feedback from stakeholders, inform the bulk of RECA's strategic plan initiatives to undertake over the next three years.

I would like to thank my fellow Board members, RECA's Industry Council members, RECA administration, industry trade associations, individual licensees, Alberta consumers, and Service Alberta and Red Tape Reduction for their insightful feedback and continued support. Together we can ensure efficient and effective self-regulation can continue in the Alberta real estate, mortgage, and property and condominium management industries.



## Our mission

*To protect Alberta's real estate consumers by ensuring licensees meet high ethical and competency standards. Through rigorous licensing standards, proactive fraud management, and firm but fair enforcement, we create a marketplace where Albertans can engage with confidence.*

## GOVERNANCE

RECA is governed by a seven-member Board of Directors comprised of three (3) public members and four (4) industry members. Four (4) Industry Councils oversee real estate standards in Alberta, including responsibility for the *Real Estate Act* Rules. Each Industry Council includes three (3) industry elected industry members and two (2) public members.

## LEGISLATIVE FRAMEWORK

### *Real Estate Act*

*Real Estate Act* provides for the creation of RECA to set and enforce standards of conduct for the real estate industry in Alberta.

Under the *Real Estate Act*, several key regulations provide further structure:

- **Ministerial Regulation:** This regulation outlines the administration of the *Real Estate Assurance Fund* and the nomination process for the Alberta Real Estate Foundation. It also sets limits on payments from the Assurance Fund and governs the election process for certain Council representatives.
- **Exemption Regulation:** This regulation identifies specific individuals and organizations that are exempt from the *Real Estate Act* or its licensing requirements.
- **Real Estate Act Rules:** RECA is responsible for developing the *Real Estate Act* Rules, which establish the standards of practice expected of licensees. In 2020, the Government of Alberta amended the *Real Estate Act* to clarify that the authority to create and amend the *Real Estate Act* Rules is delegated to the Industry Councils (*Real Estate Act* s.12), in response to stakeholder feedback. The current *Real Estate Act* Rules are available on [RECA's website](#).

All legislation and regulations referenced above can be accessed through the Government of Alberta King's Printer and [RECA's website](#).

## PURPOSE

RECA is dedicated to making Alberta the safest, most secure province for real estate transactions, whether buying, selling, renting, or mortgaging. Through rigorous oversight, transparent requirements and appropriate enforcement, RECA strives to foster an environment where buyers, sellers, owners, renters and industry professionals alike can have peace of mind that every transaction is conducted with professionalism and ethics.

## ADVOCACY STATEMENT

RECA protects the public through effective regulation of the practices of real estate, mortgage, property management, and condominium management licensees in Alberta. Any advocacy outside of our public protection mandate creates a conflict of interest with our purpose, and removes the independence required to effectively regulate in the public interest. As such, RECA will only take or advance positions on subjects within our mandate and purpose.

## OUR VALUES:

- Effective
- Accountable
- Respectful
- Professional
- Collaborative
- Forward-Looking

## BRAND PROMISE

Protect. Inform. Elevate. Protect and inform consumers, inform and elevate licensees.



## Our mandate is to:

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





# Consumer Protection

RECA continues to be one of the few truly self-regulated professions in the real estate sectors in North America. RECA's 20,000 licensees provide ethical and skilled advice to Alberta consumers across the province, in all aspects of the real estate market. From city condos and suburban houses to farms and commercial buildings, licensees protect and serve the public in their dealings. Real estate decisions are significant financial choices for consumers, and licensees are the experts who can help Albertans navigate them successfully.

The regulatory conditions RECA sets, encourage and, if needed, enforce good conduct and competent service so consumers know they can trust licensees to act in the consumer's best interest.



## AN EFFECTIVE AND TRUSTED REGULATOR

### Success Indicators

- » Improved consumer protection:
  - » Reduction in complaints and investigations concerning basic competency issues
  - » Increased consumer awareness of RECA, and consumer and industry understanding of RECA's role
  - » Clear, concise, and effective regulatory policy
- » Improved engagement:
  - » Increased and continuous feedback from more stakeholder groups
  - » Increased reporting to stakeholders about their feedback and how it was used in the decision-making process

- » RECA will expand consumer, industry, and stakeholder awareness of:
  - » RECA being the industry regulator
  - » How regulation works
  - » How RECA protects consumers
  - » Industry's role in self-regulation
- » RECA will work collaboratively with, and support, stakeholders, brokers, and third-party education providers to ensure high licensee competence and robust consumer protection
- » RECA will work closely with industry associations to increase licensee professionalism and practice-readiness
- » RECA will continue to engage all stakeholders transparently and meaningfully in the decision-making process
- » RECA will adapt its regulatory and operational procedures to proactively respond to technological, societal, and economic change

### Key Initiatives:

- » Implement approved and improved standards in the *Real Estate Act* Rules resulting from the 2022-2024 comprehensive Rules Review
- » Work with course providers and brokerages to improve the competence and practice-readiness of new licensees
- » Implement graduated licensing for the property management sector
- » Conduct a comprehensive consumer awareness campaign
- » Review and update all RECA content to ensure increased consumer and licensee understanding of RECA's role
- » Expand stakeholders and stakeholder engagement opportunities
- » Review, update, and improve all regulatory policy and guidelines



## SUSTAINABLE

### Success Indicators

- » RECA's revenues and expenditures align to allow RECA to achieve its mandate
- » RECA's internal culture aligns with RECA's Brand Promise of Protect, Inform, and Elevate
- » RECA's systems are integrated, efficient, and centralized as a single source of truth for all regulatory and operational information
- » RECA's governance turnover process runs smoothly, efficiently, and ensures retention of information and skills

- » RECA will be operationally and financially sustainable
- » RECA will ensure it continues to have the necessary resources to advance its mandate, purpose, and strategic plan by effectively deploying technology, human resources, and finances
- » RECA will foster and strengthen a committed and focused organizational culture
- » RECA will ensure operations are efficient and effective, including focused red tape reduction efforts for all procedures and consumer, industry, and stakeholder interactions
- » RECA will strive for effective and knowledgeable leadership in governance and administration

### Key Initiatives:

- » Fully implement RECA's Digital Plan, including an updated online licensing system, and fully integrated internal systems used in RECA's regulatory functions and more efficient systems for RECA operations
- » Engage third-party forecasting experts to assist in forecasting future licensee numbers to better inform RECA's budgeting process
- » Work with government to ensure knowledge and experience is retained for RECA's governance bodies

## RECA MANAGEMENT

STACY PAQUIN  
Chief Executive Officer

JANICE HARRINGTON  
Chief Operating Officer

WARREN MARTINSON  
Registrar

## CONTACT RECA

202, 1506 11 Avenue SW,  
Calgary, AB T3C 0M9

Phone (403) 228-2954  
Toll-free 1-888-425-2754  
Fax (403) 228-3065  
[www.reca.ca](http://www.reca.ca)

[info@reca.ca](mailto:info@reca.ca)

