

June 30, 2026

VIA EMAIL ([ministersa@gov.ab.ca](mailto:ministersa@gov.ab.ca))

The Honourable Dale Nally  
Minister of Service Alberta and Red Tape Reduction  
103 Legislature Building  
10800 - 97 Avenue  
Edmonton, AB  
T5K 2B6

Real Estate Council of Alberta  
Suite 202, 1506 11 Avenue SW  
Calgary, Alberta T3C 0M9

**E** [info@reca.ca](mailto:info@reca.ca)  
**T** (403) 228-2954  
**TF** (888) 425-2754  
**F** (403) 228-3065

Dear Honourable Minister Nally,

Thank you for the opportunity to review Deloitte's *Third-Party Review of the Real Estate Council of Alberta Final Report*, including its findings and 42 recommendations.

RECA welcomes the report, accepts its findings, and views the recommendations as a constructive roadmap to strengthen its effectiveness as a modern, consumer-focused regulator.

Over the summer, RECA will hire a project manager to support development of an implementation plan and will seek stakeholder input on the recommendations. A full implementation plan will follow in the fall 2026.

Our preliminary response is organized around the six areas identified in the report.

### **1. Governance and Leadership**

The report identifies opportunities to strengthen governance structures, clarify decision-making authority, and ensure accountability frameworks reflect leading regulatory practice. RECA will use its existing legislative authorities to clarify the roles, responsibilities, and accountabilities of the Board, Industry Councils, and Registrar, including through a formal review of the Registrar's role. RECA will also strengthen transparency and accountability by developing and publishing performance measures, expanding public reporting, including a Management Discussion and Analysis, and improving documentation of governance decisions and rationale.

## **2. Regulatory Framework Review**

The report recognizes RECA's strong regulatory practices and identifies opportunities to improve consistency, timeliness, and documentation across the complaint lifecycle. RECA will establish and publish clear service standards for complaint investigations and related processes. It will also implement standardized decision-making frameworks and strengthen documentation and data controls, so decisions are consistent, evidence-based, and auditable.

## **3. Internal Relationships & Culture**

The report recognizes RECA's strong foundation in regulatory integrity and commitment to its legislative mandate, while noting that a compliance-driven, risk-averse culture and capacity pressures can affect timeliness, coordination, and effectiveness. RECA will respond by strengthening internal alignment, decision-making, and organizational effectiveness through clearer decision guidance, targeted training, a comprehensive workforce strategy, and stronger cross-functional coordination and learning mechanisms. These actions will improve collaboration, strengthen feedback loops, and support continuous improvement.

## **4. External & Stakeholder Relationships**

The report acknowledges RECA's active engagement with a range of stakeholders, while noting that the absence of a formal framework and limited feedback reporting have contributed to a gap between engagement efforts and perceived outcomes. RECA will refine its stakeholder engagement framework to define objectives, frequency, and alignment with regulatory priorities. It will also introduce more consistent public reporting and progress on key initiatives.

## **5. Administrative Operations & Financial Management**

RECA recognizes the need to better align revenue, budgeting, and financial planning with its public protection mandate. Although RECA has maintained financial stability and licensing costs remain among the lowest nationally, the report identifies opportunities for a more structured and transparent approach. RECA will strengthen financial management by improving public reporting, using scenario planning to support budgeting and forecasting, and increasing awareness of the Real Estate Assurance Fund. RECA will also continue working with your department on related legislative considerations.

## **6. Oversight of Education**

RECA recognizes that, after divesting direct education delivery, it must strengthen oversight of third-party education providers. Deloitte identified gaps in provider quality assurance, monitoring, and alignment between

education, examinations, and regulatory expectations. RECA has already improved engagement with education providers and begun updating competencies. Building on this work, RECA will develop a comprehensive Education Framework with clearer review cycles and risk-based quality assurance. Work is also underway to establish re-licensing education frameworks across all sectors and assess future models for pre-licensing education oversight.

RECA recognizes that meaningful change requires careful implementation. This letter provides our preliminary response. A more detailed plan will follow, with prioritized actions aligned to RECA's strategic plan and existing improvement work, supported by stakeholder engagement, resource planning, and clear intended outcomes.

RECA will use this opportunity to strengthen governance, modernize operations, and reinforce its public interest mandate through sustainable improvement.

Thank you to Deloitte, the Ministry, RECA Board members, staff, industry stakeholders, and all who contributed to this review. Their participation reflects a shared commitment to a strong, credible, and responsive regulatory framework for Alberta.

We look forward to continuing to work with you as we assess, prioritize, and implement the improvements arising from the report.

Sincerely,

Stacy Paquin, CEO