



REQUEST FOR PROPOSALS

Regulatory Review Implementation Services

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

RFP No.	R-26-19
Issue Date	July 16, 2026 17:00 Alberta time
Notice of Intent to Respond Deadline	July 24, 2026 17:00 Alberta time
Closing Date and Time	July 31, 2026 17:00 Alberta time

RECA CONTACT

Terry Lockhart, CPA
Chief Financial Officer
Email: tlockhart@reca.ca

Index

RFP Terms and Conditions.....	3
Introduction.....	6
Background.....	6
2026 Deloitte Regulatory Review.....	6
Intent to Respond.....	6
Confidentiality and Protection of Personal Information.....	6
Project.....	7
Submissions.....	8
Proposal submissions.....	9
RFP Process.....	9
Timelines.....	9
Evaluation.....	9
Contract.....	10
Appendix A – Intent to Respond.....	11
Appendix B – Experience Summary.....	12

RFP Terms and Conditions

Definitions

Throughout the Request for Proposal, the following definitions apply:

"Alberta Time" means Mountain Standard Time or Daylight Savings Time as provided for in the Daylight Savings Time Act of Alberta.

"Business Day" means 08:00 to 17:00, Alberta Time, Monday to Friday, excluding holidays observed by the Province of Alberta.

"Business Hours" means 08:00 to 17:00 Alberta Time on Business Days.

"Consultant" means the legal entity that signs the contract with the Real Estate Council of Alberta (RECA). Consultant is the term that is used to refer to the successful Proponent once the Contract is signed.

"Contract" means the written agreement between a successful Proponent and RECA to provide the work contemplated by the RFP.

"Materials" means all the working papers, surveys, notes, plans, designs, reports, records, studies, drawings, examinations, assessments, procedures, specifications, evaluations, results, conclusions, interpretations, calculations, analyses, systems, software, source code, documents, writings, programs, hardware, devices, data, or any components of these, regardless of how they are represented, stored, produced, or acquired.

"must" "mandatory" "shall" means a requirement of this RFP that shall be met for the Proposal to receive consideration.

"optional" "preferred" means a requirement not considered essential, but for which RECA may give preference.

"Proponent" means a legal entity responding to the RFP with a Proposal.

"Proposal" means the Proponent's response to the RFP and includes all attachments, written clarifications, oral interviews, and presentation materials.

"RECA" means the Real Estate Council of Alberta.

"RECA Contact" means the individual authorized by RECA to provide information about this RFP, or to respond to any questions or requests for clarification regarding the RFP. The RECA Contact is displayed on the cover page of the RFP.

"Request for Proposal" or "RFP" means the solicitation for the Services, including appendices and addenda, if any.

"Services" means the Materials, work, functions, duties, tasks, and responsibilities to be provided by the Proponent as described in the Contract.

"work" means all the activities, services, goods, equipment, and things required to be done, delivered, or performed by the Proponent as described in the proposed scope.

Headings are used for ease of reference and do not affect the meaning or interpretation of the clauses.

Words in the singular reflect the plural and vice versa.

General Conditions

In consideration of the Real Estate Council of Alberta (RECA) accepting and assessing the Proponent's Proposal, the Proponent acknowledges that it has read, understood, and agrees to the following terms and conditions related to the RFP process.

Notwithstanding any other provision, RECA, in its sole discretion, shall have the right to do any or all the following:

- extend the RFP deadline
- amend, postpone, or cancel this RFP without liability whatsoever to any Proponent
- modify the terms of this RFP at any time prior to the RFP submission deadline by issuance of one or more addenda, which will be available to all Proponents in the same manner as the original RFP. This includes the right to discontinue this RFP process at any time prior to entering a contract with the successful Proponent without obligation or liability to any Proponent
- waive an irregularity with the requirements of the RFP where the irregularity is minor or inconsequential. The determination of what is or is not a minor or inconsequential irregularity, and the determination to waive or not waive the irregularity shall be at RECA's sole discretion
- accept any Proposal completely or in part or to discuss with any Proponent, different or additional terms to those envisaged in this RFP
- negotiate terms with any Proponent
- reject any or all Proposals

RFP – Regulatory Review Implementation Services

Addenda

At its sole discretion, RECA may issue any number of addenda to this RFP.

Clarification

1. At any time during the evaluation process, RECA may ask the Proponent to clarify statements made in the Proposal.
2. If interviews are held:
 - they will take place at a location and time determined by RECA, anticipated to be within 30 business days after the RFP submission deadline
 - Proponent representatives will be invited to attend
3. RECA will not consider unsolicited supplementary information provided by Proponents after the RFP deadline.

Communication

1. It is the responsibility of the Proponent to inquire and clarify any information, data, or requirements for this RFP that are not clearly understood.
2. Proponents must submit questions about the RFP in writing by email to the RECA Contact. RECA will not respond to phone inquiries or written questions by other means.
3. If a question requires clarification regarding interpretation or modification of the RFP, the response to that inquiry will be issued in the form of a written addendum only. RECA will decide at its sole discretion what response to provide. RECA reserves the right not to answer questions.
4. Proponents should submit inquiries as early as possible before the RFP deadline identified on the cover of the RFP, and no later than five (5) business days prior to the RFP deadline.
5. Any replies to inquiries or interpretations or modifications of the RFP made verbally, or by any manner other than in the form of a written addendum, are not binding on RECA.
6. Proponents must not attempt to communicate directly or indirectly with any employee, or representative of RECA, or with members of the public or the media, about the project described in this RFP, other than as expressly directed or permitted by RECA.

Conflict of Interest

Proponents must fully disclose, in writing to RECA on or before the closing date of the RFP, the circumstances of any conflict of interest or what could be perceived as a possible conflict of interest if the Proponent were to become a Consultant pursuant to the RFP.

RECA shall review any submissions by Proponents under this provision and may reject any Proposals where, in the opinion of RECA, the Proponent could be in a conflict of interest or could be perceived to be in a possible conflict of interest position if the Proponent were to become a Consultant pursuant to the RFP.

Contract

1. The Contract to be entered into shall be finalized with the successful Proponent and RECA and, in addition to other terms, shall contain the terms and conditions specified for the Contract in the RFP.
2. In the case of discrepancies, errors or omissions among the RFP, the Proponent's Proposal, and the Contract, including any documents or amendments to them, precedence will govern in the following order:
 - main body of the Contract
 - schedules
 - RFP issued by RECA
 - Proposal, for reference purposes only
3. Claims made in the Proposal shall constitute contractual warranties. Any provision in the Proposal may be included in the main body of the Contract.

Deadline

1. RECA will receive Proposals through e-mail and no later than the RFP submission deadline.
2. The RFP submission deadline is indicated on the cover of the RFP.
3. For receipt of Proposals, the official time of receipt shall be as determined by RECA's e-mail system time.
4. A Proposal received after the RFP submission deadline shall be rejected.

Jurisdiction

The laws of the province of Alberta govern this RFP process.

Liability for Errors

While RECA has used considerable efforts to ensure information in this RFP is accurate, the information contained herein is supplied solely as a guideline for Proponents. The information is not guaranteed or warranted to be accurate by RECA, nor is it necessarily comprehensive or exhaustive. The information in this RFP is not intended to relieve Proponents from forming their opinions and conclusions with respect to the matters addressed in this RFP.

RFP – Regulatory Review Implementation Services

Indemnity

Without limiting the scope and any other indemnity provided by the Proponent to RECA in this RFP process or in the subsequent Contract, the Proponent shall fully indemnify, defend and hold harmless RECA and all officers, directors, employees, agents, independent contractors, and successors from and against any and all claims, actions, demands, proceedings, losses, awards, judgments, damages, harm, liabilities, and reasonable costs and expenses (including without limitation, reasonable legal and other professional fees and disbursements, interest, penalties and amounts paid in settlement) arising from or related, directly or indirectly, to the Proponent's actions and will cooperate with RECA or its insurers in the event of any loss. These indemnity obligations shall survive any termination or expiration of this RFP.

Personal Information

Proponents are responsible for ensuring that they comply with the laws applicable to the collection and dissemination of personal information. If personal information is included in response to this RFP, Proponents will ensure that they have obtained written consent from individuals before forwarding such personal information to RECA.

Pricing

Prices quoted are to be:

- in Canadian dollars with GST (Goods and Services Tax) as a separate line item

Proposal Amendments

Proponents may amend or rescind their Proposal prior to the RFP submission deadline by submitting a clear and detailed email notice to the RECA Contact. Upon submission deadline, all Proposals become irrevocable. Proponents shall not change any part of their Proposal after submission deadline unless requested by RECA for purposes of clarification.

Proponent Expenses

Proponents are solely responsible for their own expenses in preparing a submission and for subsequent negotiations with RECA, if any.

If RECA elects to reject all Proposals, RECA will not be liable to any Proponent for any claims, whether for costs or damages incurred by the Proponent in preparing the Proposal.

By participating in this RFP process, the Proponent agrees that neither RECA nor its directors, officers, employees, or other representatives shall be liable to the Proponent for any action, cause of action, suits, debts, damages, costs, claims and demands of every nature and kind at law or under statute whatsoever arising out of, or in any way connected with this RFP or the performance of any work or services in relation to this RFP.

Proposal Evaluation

Proponents are deemed to understand and agree that the Proposal submitted by them will be evaluated against the evaluation criteria in this RFP, according to RECA's best judgement and discretion. RECA shall determine the Proponent who is best qualified to provide the required work and the Proposal that offers the best value to RECA.

Proponents meeting the mandatory requirements identified in the RFP, will have their Proposal evaluated further. RECA may conduct steps in the evaluation consecutively or concurrently.

Proposal Retention

Proposals and accompanying documentation, upon receipt by RECA, will become the property and will be retained by RECA.

Proposal Validity

Proposals shall be valid for four (4) months after the submission deadline. RECA may ask for Proponent's consent for an extension of the period of validity under exceptional circumstances.

Introduction

The Real Estate Council of Alberta (RECA) is seeking Proposals from select qualified Proponents to support RECA in implementing recommendations arising from the 2026 Regulatory Review conducted by Deloitte Canada (the “Regulatory Review”, the “Review”).

Background

Established in 1996, RECA is the independent, non-government agency, responsible for regulating and governing licensees in the real estate brokerage, mortgage brokerage, property management, and condominium management sectors in Alberta. At present, there are over 24,000 licensees under RECA’s regulatory oversight. Further information can be found on RECA’s website at www.reca.ca.

RECA underwent significant governance and operational changes in recent years.

- In 2020, RECA’s governance model was restructured. The new governance model came into force December 1st, 2020, and changes were as follows (in part);
 - the RECA Board of Directors (Board) is responsible for setting the strategic direction and ensuring effective operation of RECA. The Board is also responsible to protect against, investigate, detect, and suppress fraud as it relates to the business of licensees, in support of the Board’s consumer protection mandate.
 - four Industry Councils (individually referred to as “IC”) are responsible for rulemaking, setting and enforcing standards of conduct for licensees and the business of licensees in order to protect consumers and promote the integrity of the industry. The four ICs are:
 - Residential Real Estate Broker IC
 - Commercial Real Estate Broker & Commercial Property Manager IC
 - Residential Property Manager IC (this includes condo management)
 - Mortgage Broker IC

Further details regarding RECA’s legislative framework are publicly available [here](#).

2026 Deloitte Regulatory Review

Deloitte Canada was appointed under Section 76 of the *Real Estate Act* to conduct a Review, which took place between August 2025 and February 2026. The Review included a review of RECA’s: governance and leadership, regulatory framework, internal relationships and culture, external and stakeholder relationships, administrative operations and financial management, and oversight of education.

Intent to Respond

Interested Proponents shall acknowledge receipt and their intent to bid for this RFP by email to the RECA Contact, **Terry Lockhart, CPA at tlockhart@reca.ca** no later than 17:00 Alberta time on July 24, 2026 (Appendix A Form). By registering intent, the Proponent will have the benefit of receiving RECA’s Confidentiality and Personal Information Protection Agreement (a required submission for the RFP) as well as any notices of clarifications or amendments to the RFP.

Should you choose not to participate in the RFP process, please delete all electronic documents you have received from RECA.

Confidentiality and Protection of Personal Information

Each Proponent must complete a Confidentiality and Personal Information Protection Agreement (CPIPA) provided by RECA and include it with the submission. The CPIPA can be obtained upon registering intent

to respond. Proposals that do not include an executed CPIPA may be disqualified from further evaluation. The successful Proponent will also complete a CPIPA as part of the Contract negotiations.

It is the responsibility of the Proponents to identify any proprietary or confidential information in their Proposal.

Project

The successful Proponent will provide project-management and implementation support for RECA's implementation of the Regulatory Review recommendations. The successful Proponent will work with RECA's Chief Executive Officer, executive/leadership team, Board of Directors, and other internal stakeholders as required. The Proponent may also be required to support alignment with Ministry expectations and external stakeholder considerations where directed by RECA.

Scope of Work

The successful Proponent will work with RECA to develop and implement a practical plan for carrying out the Regulatory Review recommendations. Responsibilities are expected to include:

- developing a project charter and implementation plan;
- prioritizing and sequencing recommendations, including identifying quick wins and longer-term initiatives;
- establishing appropriate governance, reporting, and oversight processes;
- supporting the development and implementation of policies, processes, and operational changes arising from the recommendations;
- providing change management and stakeholder engagement support, as needed;
- monitoring progress, risks, and outcomes through regular reporting; and
- providing project management, coordination, and implementation support throughout the engagement.
- supporting RECA leadership with practical, agile execution and adjustments as implementation needs evolve.

RECA can provide:

- the [Regulatory Review](#) report and related recommendations;
- relevant governance, operational, policy, process, and reporting documentation;
- access to appropriate internal stakeholders, decision-makers, and subject-matter experts;
- leadership direction on priorities, constraints, assumptions, and desired outcomes;
- access to meeting schedules and materials required to support implementation; and
- timely review of draft deliverables and decisions required to maintain implementation progress.

Timeline

RECA anticipates that the successful Proponent will begin work shortly after contract execution. Proponents should propose a realistic timeline and level of effort. For planning purposes, RECA anticipates an initial engagement of approximately 12 months, subject to RECA's needs, budget, and contract terms.

The successful Proponent will be required to:

- meet with the leadership team in early September 2026 to develop a project charter and implementation plan;
- provide draft project charter and implementation plan for review by the Board in late September 2026;
- direct implementation of approved priority recommendations beginning in October 2026 and continuing until September 2027.

RECA reserves the right to change the timeline and dates at its sole discretion.

Proposals must include a cover letter signed by an individual authorized to execute a contract with RECA on behalf of the organization, acknowledging that the Proponent agrees to be bound by all the terms and conditions of the RFP and affirming that all information contained in the Proposal is true and accurately portrays all aspects of the work to be provided.

Submissions

Proposals must include the content listed below and shall be organized in the following manner:

1. **Proposal summary**

- summarize your statement of interest and understanding of RECA's needs, describing how and why Proponent is different from others being considered.

2. **Proponent Information**

- summarize details including number of employees, history, and the work that you offer that would assist RECA in evaluating your Proposal.
- clarify commitments you will make to staff availability and continuity, including your staff turnover experience in the last three years.

3. **Expertise**

- describe qualifications, education, and experience of the Proponent team, demonstrating how these qualifications will support successful implementation of the Review recommendations.
- demonstrate experience providing project management and implementation services to not-for-profit organizations, regulatory bodies, professional regulators, or similar public-interest organizations.
- describe the Proponent's experience with governance modernization, regulatory reviews, organizational change, Board and executive governance, and implementation of strategic or operational recommendations.
- identify the partner, project manager, or lead consultant who will be assigned to the engagement, including their relevant experience and role on the project.
- provide examples of comparable projects and outcomes achieved.

4. **Workplan & methodology**

- provide a proposed approach, methodology, workplan, governance model, reporting cadence, deliverables, timelines, assumptions, and the expected requirements for RECA resources.

5. **Costs**

- provide a detailed cost breakdown of all applicable fees and costs including:
 - hourly rates;
 - estimated total fees by phase or deliverable;
 - any proposed monthly cap or not-to-exceed amount;
 - travel or other expenses; and
 - expected payment terms.

6. **References**

- provide a minimum of three (3) references of current or recent clients for which the Proponent has provided work of comparable scope and complexity. References should be provided using

the Experience Summary Form (Appendix B).

Proposal submissions

Submit one (1) electronic copy of your Proposal, ensuring the Confidentiality and Personal Information Protection Agreement is part of the submission, by the RFP deadline July 31, 2026, 17:00 Alberta time via email to the RECA Contact, **Terry Lockhart, CPA at tlockhart@reca.ca**. RECA requests that the email subject line refers to the RFP title. The maximum file size submission is 30MB. Proposals must include a cover letter signed by an individual authorized to enter into a contract with RECA on behalf of the Proponent, acknowledging that the Proponent agrees to be bound by all the terms and conditions of this RFP and affirming that all information contained in the Proposal is true and accurately portrays all aspects of the Services to be provided.

RFP Process

Timelines

Events	Dates	Alberta time
RFP issued	July 16, 2026	17:00 Alberta time
Deadline for Intent to Respond	July 24, 2026	17:00 Alberta time
Deadline for submission of questions	July 28, 2026	17:00 Alberta time
Deadline for submission of Proposals	July 31, 2026	17:00 Alberta time
Interviews	August 2026	
Selection of Successful Proponent	August 2026	
Tentative date for contract negotiation	August, 2026	
Tentative date for contract to begin	September 1, 2026	

RECA reserves the right to change these dates or extend dates at its sole discretion. RECA is not responsible for any delays or costs to the Proponents associated with any reviews or the approval process.

Evaluation

At its sole discretion, RECA will evaluate Proposals based on quality and cost. Evaluation will consider the written response to this RFP, additional written information (when requested by RECA), oral interviews (if any) and reference checks.

The Proposal will be evaluated as follows:

Criterion	Possible score
TECHNICAL MERIT	
Expertise	20
Availability – sufficiency of staffing and commitment to responsiveness	10
Approach and methodology	20
Experience – provision of similar services in the not-for-profit sector	15
PRICE	
Competitiveness of rates	35
Total	100

The Proponent with the highest combined rating of technical merit and price will be recommended for award of a contract.

RECA reserves the right to disqualify Proposals that, in its opinion, do not demonstrate the expertise, experience or adequate resources to complete the project requirements.

There shall be no direct payment for the preparation and submission of Proposals or attendance of interviews in response to this RFP.

All Proponents will be notified at the conclusion of the RFP process.

Contract

RECA will require the successful Proponent (the Consultant) to execute a Contract. In executing the Contract, the Consultant agrees to be bound by the terms and conditions of this RFP, and all representations, warranties and commitments in the Proposal and related correspondence are contractual obligations.

The term of the Contract is expected to be for an initial period of approximately 12 months, beginning approximately September 2026, with options to extend or amend the scope at RECA's sole discretion based on implementation progress, organizational needs, and budget.



Appendix A – Intent to Respond

Regulatory Review Implementation Services

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

All information is to be provided with the clear understanding that such information is confidential and for the exclusive use of the Proponent only for the purpose of this request. Information identified by the Proponent as confidential will be regarded in the same manner.

By signing the intent to respond and returning it to the Real Estate of Council of Alberta (RECA), you agree as a precondition to receiving the request package, to hold the package, all its contents, and all subsequent amendments, clarifications, correspondence, conversations, presentation or any other proprietary or non-public RECA information that you, or any representative of yours, becomes aware of or acquires in submitting Proposals, regardless of the manner or medium in which it is furnished or otherwise obtained by you, as confidential.

The undersigned acknowledges when notified that RECA has completed the RFP process, they shall dispose of RECA's confidential information contained in electronic format in hardware of the Proponent and request disposal of this information by its employees, contractors, or agents.

Please complete and return by email to **Terry Lockhart, CPA** at tlockhart@reca.ca no later than **July 24, 2026**.

Please ensure you indicate whether you intend to respond to the request by checking YES.

_____ YES

Company Name

Date

Company (Contact Name)

Signature of Authorized Representative

Appendix B – Experience Summary

Reference Summary for _____ page 1
 <enter Proponent name>

Reference #1			
Company Name		Reference Technical contact name & title	
		Contact information (email, phone)	
Work start		Date work was completed	
Description of work			

Reference #2			
Company Name		Reference Technical contact name & title	
		Contact information (email, phone)	
Work start		Date work was completed	
Description of work			

Reference Summary for _____ page 2
 <enter Proponent name>

Reference #3			
Company Name		Reference	
		Technical contact name & title	
		Contact information (email, phone)	
Work start		Date work was completed	
Description of work			

Reference #4			
Company Name		Reference	
		Technical contact name & title	
		Contact information (email, phone)	
Work start		Date work was completed	
Description of work			