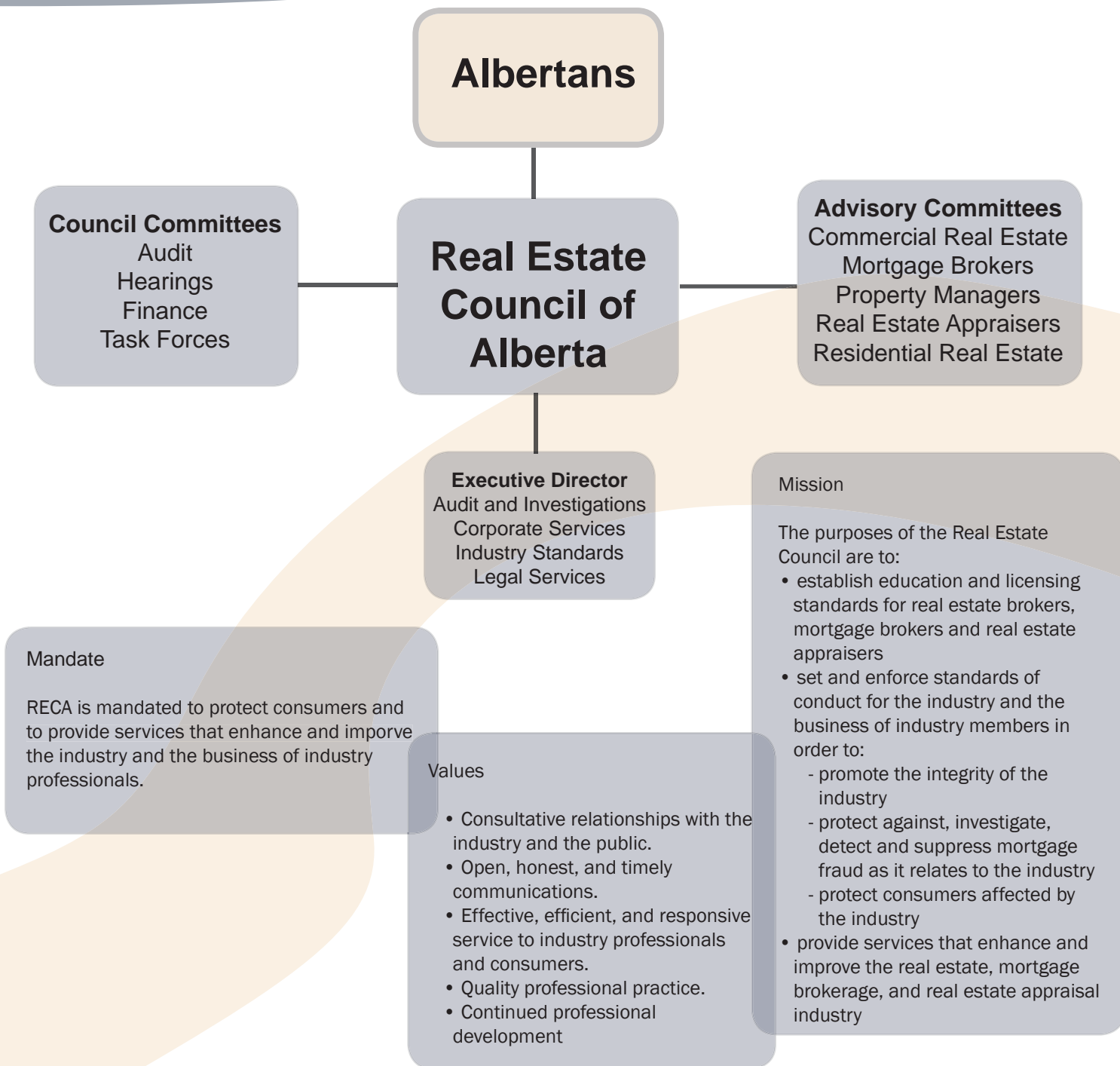


# Real Estate Council of Alberta Business Plan for Fiscal 2008 to 2011



**REAL ESTATE  
COUNCIL  
OF ALBERTA**

# MISSION, MANDATE, VALUES



The Real Estate Council of Alberta (RECA) is an independent, non-government agency responsible for regulating industry professionals in the real estate, mortgage, and real estate appraisal industries in Alberta under the *Real Estate Act*.

# OVERVIEW

The Real Estate Council of Alberta (RECA) was formed as a statutory corporation on November 1, 1995 pursuant to the Real Estate Act of Alberta. On July 1, 1996 it became responsible for the administration of the Real Estate Act and assumed licensing and regulatory responsibility for the province's real estate and mortgage broker industries from the Government of Alberta. On October 1, 2004 real estate appraisers were added to its responsibility.

As an industry self-regulatory body, RECA is accountable for the administration of the Real Estate Act to the general public, industry members, and the government. Its mandate is to act in the public interest in all areas of its regulatory responsibilities.

Increasingly, self-regulatory organizations are being scrutinized by government, the public and media to ensure they are meeting their mandate of setting standards for the industry and consumer protection. Regulators must not be perceived to be setting standards solely for the purpose of restricting competition.

Delivery of RECA's core licensing and regulatory services in a manner consistent with expectations of the government, public, industry members and courts remains a priority.

Given Alberta's economic outlook, growth in the number of industry members is anticipated to be moderate when compared to the previous three years.

The investigative and disciplinary processes of professional regulatory bodies are regularly challenged in the courts. Courts are setting increasingly high legal standards in the areas of timeliness, effectiveness, fairness and due process.

These expectations require regulators to be properly resourced, maintain legally sound policies and procedures, and develop appropriate investigative and legal expertise within their organizations. These standards also require a high level of quasi-judicial expertise for industry and public members who sit as decision-makers on hearing and appeal panels.

Provincial governments continue to support labour mobility and standardization of licensing processes. RECA is expected to facilitate the goals of the Alberta/B.C. Trade, Investment, Labour Mobility Agreement (TILMA).

RECA has been a leader in the field of online licensing and registration services. Emerging technologies will provide new opportunities for increasing operational efficiencies in the areas of licensing, records management and delivery of education programs.

Today's educational standards should enhance knowledge, competence and professionalism of industry members. The role of regulators and traditional education providers is evolving. Delivery of timely, practical and relevant education is becoming increasingly important. Increasingly online learning is becoming the most desirable and efficient delivery method in workplace learning.

As an independent and reliable source of information, RECA will be relied upon to provide information and tools to consumers and industry members that promote awareness of RECA and its various initiatives.

New developments in service relationships, advances in technology, rule changes and new ways of doing business will impact consumers and industry members. As a result, communications with all stakeholders will continue to play a key role. As practitioners, council members will play a more prominent role in communication with the various industry sectors. RECA will need to provide a wide range of industry targeted communications including a modern, user-friendly, and informative website.

All organizations face the challenge of effective governance and stewardship in a rapidly changing environment. Consumer and industry research will assist RECA in further developing itself as a knowledge based decision-maker. The allocation of resources to support core services and fund strategic initiatives to respond to a changing environment will be an ongoing challenge.

# STRATEGIC PRIORITIES, OBJECTIVES AND PERFORMANCE MEASURES

Strategic Priorities	Objectives	Performance Measures
<b>Accountability &amp; Governance</b>	Strategic Leadership	<p>Set clear goals and priorities that are consistent with the mandate outlined in the Real Estate Act</p> <p>Monitor industry trends and issues; identify any areas that require a regulatory response to promote the integrity of the industry and protect consumers</p> <p>Allocate resources to support core services, strategic priorities and monitor funding to ensure future stability and endurance of the organization</p> <p>Review the business plan on a quarterly basis and adjust as required</p>
	Knowledge based governance	<p>Revise the Real Estate Act Bylaws to support council's governance model</p> <p>Review committee structures and implement changes as required</p> <p>Develop a strategy for incorporating consumer and industry research into council decision-making processes</p> <p>Develop a statement of duties and code of conduct for external appointees to RECA committees</p> <p>Invest in governance training for council members</p>

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## Strategic Priorities

## Objectives

## Performance Measures

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### Core Services

Perform the regulatory duties and responsibilities outlined in the Real Estate Act of Alberta

Set and enforce standards of conduct for the industry and business of industry members

Provide responsive information services to consumers and industry members

Provide efficient and effective licensing and registration services

Review complaint analysis and investigation policies and procedures to ensure they are efficient, effective and consistent with the legislation and requirements of administrative law.

Deliver a Compliance Audit program that reviews brokerage accounting reports, examines trust accounts and promotes industry compliance with regulatory requirements

Provide disciplinary processes that are efficient, comply with the legislation and meet all legal standards applicable to professional regulatory bodies

Invest in training seminars for hearing and appeal panel members

Develop a training video for hearing panel members.

Develop a web-based informational site on RECA's main website dedicated to providing up-to-date information, training materials and postings to support the work of hearing and appeal panel members

Administer the Real Estate Assurance Fund in accordance with the legislation

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Provide real estate industry members with current information

Develop interpretation bulletins that address regulatory issues and assist industry members with application of the Real Estate Act Rules

Develop a RECA Practice Manual for real estate licensees

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Enhance industry and consumer knowledge with respect to agency relationships and service agreements

Develop a Transaction Facilitation Practice Video for use by industry members and consumers

Develop consumer guides for buying and selling real estate

Develop a video to educate consumers on the purpose and benefits of written service agreements

Strategic Priorities	Objectives	Performance Measures
<b>Education Standards</b>	<p>Provide an education model with relevant and comprehensive content and delivery that enhances knowledge, competence and professionalism</p> <p>Adopt e-learning as the primary delivery method</p> <p>Assume responsibility for the development and delivery of those portions of the licensing courses that are regulatory or common in nature</p> <p>Courses developed in a “work ready” manner</p>	<p>Establish core values for the delivery of a professional licensing education program</p> <p>Establish the responsibilities of RECA and third parties in the development and delivery of licensing education programs</p> <p>Approve a business plan for the development and delivery of real estate and mortgage broker licensing education</p> <p>Complete an RFP process to select real estate licensing education third party providers/course developers</p> <p>Complete the transition of mortgage broker licensing education from the Alberta Real Estate Association to the Alberta Mortgage Brokers Association</p> <p>Monitor and review licensing education programs in all sectors on an ongoing basis and identify areas for improvement</p> <p>Deliver the property management module of phase 3 (online)</p>
	<p>Establish a testing model that meets recognized testing standards including validity, reliability and fairness</p>	<p>Implement a new testing model that meets professional examination standards</p> <p>Complete an RFP process to select a testing service provider</p>
	<p>Establish licensing education programs that are relevant in today’s industry, consistent with regulatory requirements and meet national standards</p>	<p>Use professional skills analysis for the development of core curriculum</p> <p>Establish a mechanism to ensure courses remain updated</p> <p>Extra-jurisdictional materials and test to be redesigned for an online format for Real Estate Brokers and Mortgage Brokers</p>
	<p>Provide timely re-licensing education program courses</p>	<p>Focus mandatory courses on topics that address legislation and rule changes, legal issues, risk reduction, compliance and regulatory issues</p> <p>Implement a mandatory course for real estate appraisers on the topic of mortgage fraud awareness</p> <p>Develop and deliver a mandatory course on client relationships and regulatory requirements for mortgage brokers</p> <p>Develop and deliver a real estate appraisers course on the <i>Real Estate Act</i>, RECA and regulatory requirements</p>
	<p>Specialty education (restrictive licensing) initiative</p>	<p>Subject to Council approval, implement specialty/restricted licensing standards for residential, commercial and rural (agri-business) real estate sectors</p>
	<p>Establish program to assist industry members in very specific tasks or courses that may be considered for educational upgrading as a result of conduct deserving of sanction</p>	<p>Develop and deliver mini-courses on trust account management, ethics, completing an offer to purchase, etc.</p>

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## Strategic Priorities

## Objectives

## Performance Measures

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Establish a program to ensure individuals supporting learners are appropriately trained

Establish education and training standards for instructors/faculty advisors

### Communications

Increase awareness and understanding of RECA with industry members, consumers and stakeholders

Update the communication plan to ensure effective and timely distribution of information to stakeholders

Develop and implement a consistent RECA brand

Ensure accurate information is communicated to industry members, consumers and stakeholders

Launch an updated and re-designed website that is user friendly and provides relevant information for industry members, consumers and stakeholders

Continue to provide information, news, Regulator, and updates electronically to industry members, consumers and stakeholders

### Stakeholder Relations

Continue to maintain a positive relationship with the Government of Alberta

Meet annually with the Minister of Service Alberta

Maintain a positive working relationship with senior officials of the department on legislation, regulations and common issues

Enhance the public relations role of council members

Council members attend and make presentations at industry association meetings and events

Cooperate with industry stakeholders and regulators in other jurisdictions

Participation in industry association conferences, meetings and trade shows

Participation of staff in each of the scheduled Canadian Regulators Group (CRG) meetings and support CRG projects and initiatives

Council member and senior staff participation in ARELLO conferences and support ARELLO projects and initiatives

### Operational Efficiency

Continuous improvement in business processes

Implement a new electronic records management system based on recognized industry standards

Implement an integrated Case Management System (CMS) for complaint analysis, investigations and disciplinary cases

Implement online filing system for brokerage accounting reports

Implement an interactive, web-based complaint process

Implement a web-based application process for Real Estate Assurance Fund claims

# COUNCIL

## CHRIS ANDERSON

Cushman & Wakefield LePage

Appointed by members of Council (excluding member appointed by Alberta Government Services)

Represents industry members who are not members of the Alberta Real Estate Association

First term 11/01/06 - 10/31/09

## CINDY DUBRAY

Morguard Investments Limited, Calgary

Appointed jointly by the Building Owners & Managers Association of Edmonton, the Building Owners & Managers Association of Calgary, the Real Estate Institute of Canada and the Institute of Real Estate Management (a division of the Real Estate Institute of Canada)

Represents the property management sector

First term 11/01/07 - 10/31/10

## CHERYL SCHINDEL

Century 21 - Grande Prairie Realty Inc., Grande Prairie

Appointed by the Alberta Real Estate Association

Represents real estate boards (outside of Edmonton and Calgary)

First term 11/01/07 - 10/31/10

## LES HIGA

Coldwell Banker First Lethbridge Realty, Lethbridge

Appointed by the Alberta Real Estate Association

Represents real estate boards (outside of Edmonton and Calgary)

First term 11/01/06 - 10/31/09

## SHELDON JOHNSTON

Coldwell Banker Johnston Real Estate, Edmonton

Appointed by the Alberta Real Estate Association

Represents the Edmonton Real Estate Board

First term 11/01/07 - 10/31/10

## CONNIE LECLAIR

Appointed by members of council (excluding member appointed by minister)

Represents the public

First term 11/01/06 - 10/31/09

## WAYNE MCALISTER

Re/Max Landan Real Estate, Calgary

Appointed by the Alberta Real Estate Association

Represents the Calgary Real Estate Board

First term 11/01/07 - 10/31/10

## RICHARD PARKER

Appointed by the Minister of Service Alberta

Represents the public

First term 11/01/04 - 10/31/07 Second term 11/01/07 - 10/31/10

## PATRICK J. RUDIGER, CHAIR

Re/Max Real Estate, Edmonton

Appointed by the Alberta Real Estate Association

Represents industry members trading in residential real estate

First term 11/01/03 - 10/31/06 Second Term 11/01/06 - 10/31/09

## RALPH SALOMONS, VICE CHAIR

Ralph Salomons Commercial Inc., Red Deer

Appointed by the Alberta Real Estate Association

Represents the industrial, commercial and investment real estate sector

First term 11/01/06 - 10/31/09

## GARY SIEGLE

Invis Inc., Calgary

Appointed by the Alberta Mortgage Brokers Association

Represents the mortgage brokerage sector

First term 11/01/07 - 10/31/10

## ROBERT TELFORD

Appointed by the Alberta Association of the Appraisal Institute of Canada, the Canadian National Association of Real Estate Appraisers, and the Alberta Assessors Association

Represents real estate appraisers

First term 11/01/07 - 10/31/10