



Administrator's Implementation Plan

Submitted to the Honourable Stephen Crawford
Minister of Public and Business Service Delivery and Procurement

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Introduction

The appointment of an Administrator for the Real Estate Council of Ontario (RECO) marks a significant moment in the evolution of real estate services regulation in Ontario.

RECO plays a critical role in protecting consumers, maintaining confidence in the real estate services marketplace, and ensuring that registrants (i.e., real estate brokerages, brokers, and salespersons) meet the professional and ethical standards expected by the public. The Minister of Public and Business Service Delivery and Procurement's decision to appoint an Administrator reflects a clear recognition that the organization has reached an inflection point, one requiring focused leadership, strengthened oversight, and reform.

My mandate as Administrator is both to address historic issues and to position RECO as a modern, risk-based regulator capable of effectively regulating the real estate services sector and fulfilling its consumer protection mandate.

This implementation plan establishes the foundation for that work. While the required reforms have largely been identified, the central challenge and opportunity for RECO is execution and delivery. This plan is intended to guide the organization's path forward with a strengthened governance framework so that it can become a modern, accountable regulator positioned to restore public trust and confidence in RECO in its role as the regulator of the real estate services sector.

Minister's Order and Terms of Reference

Following consideration of the significant issues outlined in the Fall 2025 independent audit report by Dentons Canada LLP (Dentons), on November 28, 2025, the Minister issued an Order appointing me as the Administrator for RECO with direction to assume control and oversight of the organization, safeguard the public interest, and help restore confidence in the real estate services sector. This decision was made pursuant to the Minister's authority in section 5.1 of the Safety and Consumer Statutes Administration Act, 1996 (the SCSAA).

As Administrator, I am required to perform my duties and carry out my activities in accordance with the Terms of Reference established by the Minister, which set out the following objectives:

- Work with the insurer and related parties promptly to support those financially impacted by the iPro Realty matter.
- Oversee and maintain RECO's operations to ensure that RECO is equipped to effectively regulate real estate salespersons, brokers, and brokerages and is fulfilling its consumer protection mandate.
- Implement measures to bring about systemic change within RECO and to restore public trust and confidence in RECO and the real estate services sector.

- Begin to implement effective changes to RECO's governance and organizational structures, culture, and operational policies to achieve outcomes that address the relevant recommendations from the Dentons Report and any other priorities I identify.

My appointment as Administrator is a time-limited measure. I am responsible for delivering the following to the Minister: an implementation plan no later than March 31, 2026, a governance transition plan to guide the re-establishment of a new Board of Directors on a date specified by the Minister, an initial written report no later than June 30, 2026, and a final written report no later than December 31, 2026. The final report will be made public.

The appointment of an Administrator supports systemic change within RECO and reflects the importance of maintaining strong governance and accountability within the sector. It also reflects the Government commitment to protecting consumers and strengthening regulatory oversight in Ontario's real estate services sector.

Eight Transformational Initiatives

In January 2026, RECO launched eight major transformation initiatives alongside a renewed corporate structure and executive leadership team, to drive meaningful organizational change and rebuild public confidence in the regulator.

These initiatives were developed in direct response to the recommendations and issues identified in the Dentons Report, dated October 30, 2025.

These eight initiatives form the backbone of the implementation plan and are the main drivers of the organization's 2026 Business Plan. This document will show how each of the following initiatives will fulfill the objectives set out in the Administrator's Terms of Reference:

- Financial sustainability strategy
- Public awareness campaign
- Stakeholder engagement strategy
- Digital and technology modernization
- Regulatory modernization plan
- New strategic plan for 2027–2030
- Culture renewal plan
- Renewed governance approach

While several initiatives will advance significantly in 2026, others will unfold over multiple years to support thoughtful design, stakeholder alignment, and integration into RECO's ongoing operations. Where specialized expertise is required, RECO will supplement internal capacity through targeted engagement of independent advisors and competitive procurement processes, while maintaining clear organizational accountability for outcomes.

Additional Prioritized Actions

In addition to the eight major transformation initiatives, this plan also contains specific actions prioritized for immediate focus. This plan will also explain how the following changes will contribute to achieving the Minister's objectives:

- Education reform
- Enhanced sector financial oversight
- Strengthening RECO's operations

Purpose

The implementation plan serves as the roadmap for executing my objectives as Administrator. Its purpose is to:

- Translate the Minister's expectations into executable actions
- Align ongoing initiatives under a single coordinated transformation framework
- Establish clear priorities, sequencing, and accountability
- Provide transparency regarding progress and expected outcomes

The following plan will explain how the four objectives identified by the Minister will be achieved through the various transformation initiatives and priority action items.

Please note that RECO's fiscal year is aligned with the calendar year.

Objective #1

Work with the insurer and related parties promptly to support those financially impacted by the iPro Realty matter

iPro Realty Insurance Claim Progress

Upon being appointed by the Minister, I took quick action on this objective and can report that it is near completion. It was a top priority to ensure that all eligible commission protection claims were fully compensated, given the significant financial and personal hardship that the iPro situation caused registrants and their families.

In January 2026, RECO announced that claimants affected by the iPro matter were able to receive 100 per cent of their eligible commission protection claims. This was made possible by RECO placing funds from its insurance program stability fund in a protected trust for the insurer. By making these funds available, RECO ensured registrants would not bear further financial responsibility while recovery efforts continued in parallel.

As of March 30, 2026, the insurer has reported that payments have been made available for at least 1,874 commission claims, representing nearly 80 per cent of claims where commission is owed on closed real estate transactions.

While the insurer continues to process remaining claims and process payments, RECO is also pursuing civil proceedings to recover trust account shortfalls believed to have resulted from the misuse of funds by iPro's principals. I also want to reiterate that no consumers were negatively impacted by this matter, as consumer deposit claims were swiftly paid under the Consumer Deposit insurance policy.

RECO remains focused on bringing this matter to full resolution and restoring public confidence.

Implementation Milestones

- December 2025 (Completed) – 50% pro-rated eligible commission claim payments become available.
- December 2025 (Completed) – Insurance release forms simplified to reflect registrant feedback.
- January 2026 (Completed) – 100% payments for all eligible iPro commission protection claims become available, facilitated by RECO's insurance program stability fund (while recovery efforts continue through civil proceedings).
- March 2026 – Payments have been made available for nearly 80 per cent of claims where commission is owed on closed real estate transactions.
- Ongoing – Payments continue to be issued. This will include claims into the future for pre-construction real estate deals that have not closed.
- Ongoing – RECO and the insurer are pursuing multiple recovery pathways related to the iPro matter, including the commission protection insurance process and civil proceedings to recover trust account shortfalls that RECO believes resulted from the misuse of trust account funds by iPro's principals.

Objective #2

Oversee and maintain RECO's operations to ensure that RECO is equipped to effectively regulate real estate salespersons, brokers, and brokerages and is fulfilling its consumer protection mandate

This objective will be achieved through the following initiatives:

Financial Sustainability Strategy

Administrative Authorities must operate on a cost recovery basis. Work is being undertaken to ensure that the true cost of delivering on the organization's mandate is evidence-based.

RECO is working to establish a multi-year financial strategy aligned with cost-recovery principles to ensure RECO's long-term financial sustainability and effective stewardship of registrant-funded resources. It aims to provide a transparent framework for fee-setting, reserves, and financial decision-making that supports RECO in effectively achieving its mandate.

The strategy is being developed through a comprehensive cost analysis, multi-year fee modeling, and benchmarking against comparable regulators. It will also be supported by stakeholder engagement and governance alignment. This work will define a sustainable cost-recovery framework that reflects the true cost of delivering on the organization's consumer protection mandate and the fees the sector will pay to ensure its effectiveness.

Successful implementation will require ongoing alignment with the Minister's Order, Terms of Reference, the legislative framework, including the Trust in Real Estate Services Act, 2002 (TRESA), SCSAA, and the Administrative Agreement between RECO and the Minister. There will also need to be clear communication with the Ministry and stakeholders, which will be a key focus of this and all initiatives RECO undertakes.

2026 Implementation Milestones

- Q1 to Q2 2026 – Complete financial diagnostic and baseline cost-recovery analysis
- Q2 2026 – Develop multi-year financial models and scenario analyses
- Q3 to Q4 2026 – Finalize financial sustainability strategy, including fee-setting and reserve principles
- Q4 2026 – Develop implementation roadmap and governance oversight mechanisms

Public Awareness Campaign

This initiative will strengthen public recognition of RECO as Ontario's real estate services regulator and reinforce confidence in its consumer protection role. It aims to clearly distinguish RECO from industry associations and improve awareness of consumer rights and regulatory safeguards in the real estate services sector.

The initiative will be delivered through stakeholder and consumer research, development of a refreshed identity and messaging framework, and phased rollout of targeted communications and educational materials across priority channels. Effective stakeholder engagement and coordinated messaging will be required to ensure clarity regarding RECO's role as the province's real estate services regulator.

2026 Implementation Milestones

- Q1 to Q2 2026 – Complete research and develop identity and messaging framework

- Q2 2026 – Finalize campaign strategy, communications plan, and materials
- Q3 2026 – Launch public awareness campaign across priority channels
- Q4 2026 – Monitor engagement and awareness metrics to inform future outreach

Stakeholder Engagement Strategy

This initiative will establish a structured stakeholder engagement strategy to reconnect RECO with consumers and participants across the real estate services sector. It aims to clarify RECO's regulatory role, strengthen relationships with key stakeholders, and support more transparency.

The strategy will be developed through stakeholder mapping and a needs assessment and will build on the recent success of RECO's first Collaboration Summit held in January 2026. The summit marked the beginning of a more open, ongoing dialogue between RECO and the sector, with a focus on three key areas: annual brokerage financial filings, trust account oversight, and the insurance program.

Effective delivery will require coordinated engagement and sustained outreach to address differing stakeholder expectations and strengthen confidence in RECO as the regulator.

2026 Implementation Milestones

- Q1 2026 – Complete stakeholder mapping and baseline sentiment assessment
- Q2 2026 – Finalize and begin implementation of stakeholder engagement strategy
- Q2 to Q4 2026 – Conduct targeted engagement sessions and Collaboration Summits on key regulatory topics
- Q4 2026 – Measure stakeholder sentiment to establish an engagement baseline

Objective #3

Implement measures to bring about systemic change within RECO and to restore public trust and confidence in RECO and the real estate services sector

This objective will be achieved through the following initiatives:

Digital and Technology Modernization

RECO will modernize its digital infrastructure to support effective regulatory oversight, transparent decision-making, and evidence-based reporting. It aims to reduce reliance on manual processes and workarounds by establishing an integrated technology platform.

This platform will strengthen data integrity, auditability, and regulatory accountability, helping to fulfil RECO's consumer protection mandate. The initiative will be delivered through an organization-wide review of current processes and systems, followed by development of a digital operating model and a three-year transformation roadmap. This work will define requirements for a modernized Case Management System and supporting platforms aligned with regulatory and governance needs.

Implementation will require sustained cross-departmental engagement over time and alignment with privacy, information governance, and public-sector accountability requirements.

2026 Implementation Milestones

- Q1 to Q2 2026 – Complete current-state technology and process assessment
- Q2 to Q3 2026 – Develop and publish a three-year Digital Transformation Roadmap
- Q3 to Q4 2026 – Finalize platform requirements and implementation planning
- Q4 2026 – Establish digital governance and reporting mechanisms

Regulatory Modernization Plan

RECO will modernize its regulatory operating model to strengthen consumer protection, improve consistency in decision-making, and enhance public confidence in Ontario's real estate services sector. It aims to clarify mandates and decision-making authorities, strengthen oversight while preserving independence, and ensure regulatory processes operate cohesively.

The initiative will be delivered through an independent, end-to-end review and redesign of RECO's regulatory model, including policy, registration, compliance, enforcement, and appeals. The work will benchmark leading regulatory practices and develop a future-state operating model, supported by a phased implementation roadmap and measurable performance commitments.

Successful implementation will require strong integration across regulatory functions and sustained change management to ensure reforms are consistently applied over time and aligned with requirements under TRESA.

2026 Implementation Milestones

- Q2 2026 – Complete current-state regulatory assessment and future-state design principles
- Q2 2026 – Develop a Regulatory Modernization Scorecard outlining performance metrics and accountability commitments
- Q3 to Q4 2026 – Pilot and implement priority reforms, including risk-based compliance and enhanced oversight models
- Q4 2026 – Begin organization-wide embedding of modernized regulatory workflows and decision frameworks

Education Reform

A modern regulatory system depends not only on enforcement, but on ensuring registrants possess the competencies, judgment, and ethical grounding necessary to meet evolving consumer protection expectations and respond to concerns raised by the individuals operating within the sector.

The current education framework is being reviewed to better support:

- Professional competence and decision-making
- Ethical conduct and professional accountability
- Regulatory compliance under TRESA
- Heightened consumer protection expectations within an increasingly complex marketplace

The goal is education reform through:

- Development of a modernized education strategy aligned with regulatory risk priorities
- Stronger integration between education outcomes and compliance performance
- Review of curriculum governance, delivery models, and oversight structures
- Introduction of competency-based learning pathways reflecting career progression
- Enhanced continuing education requirements tied to emerging risks and sector trends

RECO will host its second Collaboration Summit on April 9, 2026. This workshop-style engagement will seek guidance and input from the sector as the organization reviews its educational responsibilities. A revised education framework will be developed by Fall 2026.

Objective #4

Begin to implement effective changes to RECO's governance and organizational structures, culture, and operational policies to achieve outcomes that address the relevant recommendations from the Dentons Report and any other priorities

This objective will be achieved through the following initiatives:

Enhanced Sector Financial Oversight

Recent regulatory events demonstrated that risks to consumers and registrants are often rooted not only in individual misconduct, but in systemic gaps in financial transparency, brokerage oversight, and trust account governance. Modern regulatory effectiveness therefore requires moving beyond reactive enforcement toward proactive financial supervision of the sector.

Building on engagement with industry leaders at RECO's inaugural Collaboration Summit in January 2026, three interrelated reform streams have been identified as priorities:

- Annual brokerage financial filings
- Trust account oversight reform

- Modernization of the insurance protection framework

Annual brokerage financial filings

A central component of RECO's enhanced oversight framework will be the introduction of mandatory annual brokerage financial filings, establishing a consistent and proactive approach to monitoring financial and trust account risk across the sector.

Under this approach, brokerages will submit standardized financial information aligned with their fiscal year end. These filings will provide RECO with a comprehensive and recurring view of brokerage financial health, operational compliance, and trust account management practices, allowing regulatory oversight to shift from periodic review to continuous supervision.

The annual filings will include:

- Financial statement information, including balance sheet and income statement data
- Confirmation of compliance with legislative and regulatory requirements
- Reporting on trust account balances and related liabilities
- Disclosure of unclaimed trust monies
- Transaction volume indicators to support sector-wide risk profiling

A defining feature of the framework is the introduction of independent professional verification. Accountants will review a defined sample period of trust account activity and certify key elements of each filing, providing objective assurance and strengthening the reliability of regulatory oversight.

Together, these measures enable emerging risks to be identified earlier and addressed before consumer harm occurs. New industry requirements supporting this framework are anticipated to be announced in Spring 2026.

Annual financial filings will also serve as the foundation for a broader modernization of RECO's inspection model. Using financial data as a primary risk indicator, RECO will develop a graduated oversight framework that includes:

- Risk-based brokerage inspections informed by financial and operational indicators
- Ongoing auditing practices designed to support early regulatory intervention
- Educational audits aimed at strengthening compliance
- Enhanced reconciliation expectations between trust accounts and transaction records
- Strengthened internal control practices, including measures such as dual authorization for trust disbursements

Collectively, these changes represent a shift toward a more predictive, risk-based oversight approach, aligning RECO with modern regulatory approaches used across financial and professional regulatory bodies. The result is a more proactive, data-informed regulator better positioned to safeguard consumer funds and maintain confidence in Ontario's real estate services sector.

Trust Account Oversight

Trust accounts represent the most significant financial protection mechanism within real estate transactions and remain central to maintaining consumer confidence in the marketplace. As brokerage models and transaction structures continue to evolve, greater clarity and consistency in the legislative framework governing trust monies have become increasingly important.

RECO is developing recommendations for potential legislative and/or regulatory amendments to TRESA aimed at strengthening and clarifying regulatory oversight. Any proposals would be subject to the government's consideration and decision-making. This work focuses on:

- Establishing requirements to be a Broker of Record
- Defining what constitutes trust monies within modern brokerage operations
- Establishing clear regulatory obligations associated with commission trust accounts
- Expanding enforcement authorities related to the misuse or mismanagement of funds

The objective is to ensure that consumer and registrant funds receive consistent regulatory protection regardless of brokerage structure, ownership model, or business practice, and that RECO has effective tools to take action against those who are not in compliance with the law. Enhanced legislative clarity would complement RECO's broader industry oversight reforms.

Insurance Reform and Consumer Protection

Industry oversight modernization is further supported through the review of RECO's professional liability insurance program, a critical safeguard that protects consumers and supports market stability in circumstances such as brokerage failure or insolvency.

A comprehensive assessment of the program to ensure it reflects the realities of today's real estate services sector has been initiated but is expected to be a multi-year initiative. Areas to explore include:

- Modernizing coverage structures to align with evolving brokerage business models and transaction volumes
- Introducing differentiated approaches that recognize varying brokerage size, complexity, and risk profiles
- Examining sustainable cost-sharing mechanisms
- Exploring options for independent commission-related coverage

Taken together, annual brokerage financial filings, enhanced inspection and audit practices, strengthened trust account oversight, and a review of the insurance program would establish a comprehensive financial supervision framework for Ontario's real estate services sector.

New Strategic Plan for 2027–2030

RECO will develop a forward-looking strategic plan to guide RECO's priorities, governance, and operations over the 2027–2030 period. It aims to further address key recommendations and issues identified in the Dentons Report and the 2022 Auditor General report on the value-for-money audit. The plan will also identify a clear strategic direction that strengthens consumer protection, regulatory effectiveness, and public confidence.

The strategic plan will establish a coherent strategic framework with defined priorities, performance indicators, and an implementation roadmap aligned with RECO's regulatory mandate.

The new strategic plan represents a pivotal moment for the organization, setting a clear North Star to guide its future direction.

2026 Implementation Milestones

- Q1 2026 – Complete environmental scan and stakeholder engagement design
- Q2 2026 – Develop draft strategic framework, including priorities and performance indicators
- Q3 2026 – Finalize three-year strategic plan for approval and supporting implementation roadmap
- Q4 2026 – Prepare for integration of strategic priorities into 2027 planning and reporting cycles

Culture Renewal Plan

This initiative will strengthen RECO's organizational culture to support integrity, accountability, and a results-driven approach to regulatory performance. It aims to align leadership behaviours, decision-making practices, and performance expectations with the standards of a modern public-interest regulator and reinforce public trust in RECO's consumer protection mandate.

The initiative will be delivered through an organizational culture assessment, followed by development of a phased culture renewal roadmap and enhanced performance management framework. This work will identify cultural strengths and gaps, and establish clear expectations, metrics, and accountability mechanisms to support consistent, high-quality regulatory outcomes.

Sustained leadership commitment and integration of strengthened performance management practices will be essential to embedding a culture focused on accountability, measurable results, and continuous improvement.

2026 Implementation Milestones

- Q1 2026 – Complete organizational culture assessment and gap analysis

- Q2 2026 – Develop culture renewal roadmap and enhanced performance management measures
- Q3 2026 – Begin implementation of priority culture, leadership, and performance initiatives
- Q4 2026 – Establish monitoring tools to track cultural and performance improvements

Renewed Governance Approach

This initiative will enhance RECO's governance structure to support stronger oversight, clearer accountability, and greater transparency. It will reflect best governance practices for regulators and reinforce confidence in RECO's strategic decision-making.

Work will proceed through a structured governance review and targeted updates to key instruments, including RECO's by-law, Board and committee mandates, and oversight processes.

Work is underway with the Ministry on these changes to enable an orderly transition in the re-establishment of the Board.

In Q1 2026, RECO initiated a governance review and supporting modernization work. Further advancements are planned to occur following the Minister's review of my governance transition plan, including the approach to reconstituting a new Board of Directors.

Collaboration with the Ministry will be required regarding governance amendments and transition timing to support a smooth re-establishment of the Board. Certain proposed changes may require Minister approval, which we will be mindful of as recommendations are developed.

Organizational Capacity and Oversight

Successful regulatory transformation depends not only on strategy and governance, but on the organization's capacity to deliver sustained change.

As part of this important work, in January 2026 I announced a new organizational structure to support RECO's transformational agenda and deliver on its ambitious goals. This structure now includes five key areas of accountability:

- Strategy and Corporate
- Regulatory Modernization
- People and Culture
- Data, Technology and Analytics
- Finance and Risk

We also recruited a new executive team to lead these key functions, and report directly to me as Administrator and Acting CEO. The People and Culture team currently reports directly to the CEO.

Moving forward, RECO's transformation agenda introduces new expectations for regulatory delivery, including risk-based supervision, enhanced financial oversight, modernized governance practices, digital enablement, and strengthened stakeholder engagement. Achieving these outcomes requires deliberate investment in organizational capacity to ensure the regulator is appropriately structured, resourced, and supported to carry out its public interest mandate.

Accordingly, RECO is undertaking a phased approach to workforce development. This work includes:

- Aligning organizational structure with regulatory priorities and operational outcomes
- Recruiting specialized expertise in areas such as regulatory policy, financial oversight, investigations, data analytics, digital transformation, and program delivery
- Strengthening leadership capacity and clarifying decision-making accountability across the organization
- Establishing clear roles, responsibilities, and performance expectations tied to transformation objectives
- Supporting staff through change management, professional development, and continuous learning initiatives

Workforce modernization is not about growth in staffing levels. It is focused on ensuring RECO has the right capabilities, at the right time, organized in the right way to effectively deliver. In some areas, this will require targeted recruitment and new skill sets; in others, it will involve realignment of existing functions and strengthening cross-organizational collaboration.

Recognizing the pace and complexity of change, RECO will also supplement internal capacity, where appropriate, through the temporary engagement of independent expertise to support implementation while permanent capabilities are established. This approach ensures continuity of operations while enabling the organization to build sustainable internal knowledge and long-term institutional strength.

Next Steps

Consistent with the deliverables and reporting requirements in the Administrator's Terms of Reference, I will deliver the following to the Minister: a governance transition plan to guide the re-establishment of the Board and executive leadership, an initial written report no later than June 30, 2026, and a final written report no later than December 31, 2026. I will also provide regular progress updates, as specified by the Minister, on implementation status, key milestones achieved, emerging risks, and timely course correction as reforms are advanced.

Through continued collaboration with the Ministry and stakeholders, RECO will implement the reforms necessary to strengthen governance, enhance regulatory effectiveness, and restore confidence in Ontario's real estate services sector regulator.

Appendix: Implementation Roadmap — Eight Transformational Initiatives

Deliverables reflect current implementation planning (as of March 30, 2026) and will be refined as work progresses.

Financial Sustainability Strategy

Establish a cost-recovery-based financial strategy that ensures long-term sustainability while investing in RECO's core regulatory foundation.

- Q1–Q2: Complete financial diagnostic and baseline cost-recovery analysis
 - Q2: Develop multi-year financial models and scenario analyses
 - Q3–Q4: Finalize financial sustainability strategy (fee-setting, reserves)
 - Q4: Develop implementation roadmap and governance oversight mechanisms
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Public Awareness Campaign

Strengthen public understanding of RECO's role as Ontario's real estate services regulator and its role in protecting consumers and the industry.

- Q1–Q2: Complete research and develop identity and messaging framework
 - Q2: Finalize campaign strategy, communications plan, and materials
 - Q3: Launch public awareness campaign
 - Q4: Monitor engagement and awareness metrics
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Stakeholder Engagement Strategy

Reconnect with consumers/professional sector to drive better ideas and outcomes on key issues like trust accounts, financial filings, insurance reform, and education.

- Q1: Complete stakeholder mapping and initial sentiment assessment
 - Q2: Finalize and begin implementation of strategy
 - Q2–Q4: Conduct engagement sessions and Collaboration Summits
 - Q4: Assess engagement outcomes and measure stakeholder sentiment baseline
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Digital and Technology Modernization

Replace outdated systems with a disciplined, outcomes-driven technology roadmap that streamlines operations and better supports the sector.

- Q1–Q2: Complete current-state technology and process assessment
- Q2–Q3: Develop and publish Digital Transformation Roadmap
- Q3–Q4: Finalize platform requirements and implementation planning
- Q4: Establish digital governance and reporting mechanisms

Regulatory Modernization Plan

Modernize enforcement and oversight by strengthening processes and leveraging innovation and technology to be an effective regulator and protect consumers.

- Q2: Complete regulatory assessment and future-state design principles
- Q2: Develop Regulatory Modernization Scorecard
- Q3–Q4: Pilot and implement priority reforms (risk-based compliance, oversight)
- Q4: Begin embedding modernized workflows and decision frameworks

New Strategic Plan for 2027–2030

Develop a clear, measurable strategic plan that sets direction, priorities, and accountability for RECO's next phase of delivery.

- Q1: Complete environmental scan and engagement design
- Q2: Develop draft strategic framework and priorities
- Q3: Finalize strategic plan for approval and implementation roadmap
- Q4: Prepare for integration into 2027 planning and reporting

Culture Renewal Plan

Build a high-performing organization by breaking down silos, strengthening accountability, and implementing a modern performance management system focused on results.

- Q1: Complete culture assessment and gap analysis
- Q2: Develop culture renewal roadmap and performance measures
- Q3: Begin implementation of priority initiatives
- Q4: Establish monitoring tools for culture and performance

Renewed Governance Approach

Enhance RECO's governance structure to support stronger oversight, clearer accountability, and greater transparency.

- Q1: Initiate governance review and modernization work
 - Further advancements are planned, including the approach to reconstituting a new Board of Directors
-