

## **Eight Transformational Initiatives — Summary**

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In January 2026, RECO launched eight transformational initiatives, anchored in a renewed leadership structure and directly informed by the Fall 2025 Dentons Report, to drive meaningful change and rebuild public confidence.

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### **Financial Sustainability Strategy**

Establish a cost-recovery-based financial strategy that ensures long-term sustainability while investing in RECO's core regulatory foundation. In 2026, RECO will move from financial diagnostics to a finalized sustainability strategy, supported by multi-year modelling, fee-setting and reserve planning, and a clear implementation and governance roadmap.

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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. This year, RECO will progress from research and message development to launching a public awareness campaign and actively monitoring engagement and impact.

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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. From Q1 to Q4, RECO will move from stakeholder mapping and sentiment assessment to active engagement and Collaboration Summits, culminating in a measured baseline of stakeholder sentiment and impact.

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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Replace outdated systems with a disciplined, outcomes-driven technology roadmap that streamlines operations and better supports the sector. RECO will progress from assessing current technology and processes to delivering a Digital Transformation Roadmap, defining platform requirements, and establishing governance and reporting structures.

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### **Regulatory Modernization Plan**

Modernize enforcement and oversight by strengthening processes and leveraging innovation and technology to be an effective regulator and protect consumers. From Q2 to Q4, RECO will advance from defining future-state regulatory principles to piloting priority reforms and embedding modernized, risk-based workflows and decision frameworks.

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### **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. In 2026, RECO will move from environmental scanning and engagement design to a finalized strategic plan with a clear implementation roadmap, positioning for integration into 2027 planning and reporting.

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### **Culture Renewal Plan**

Build a high-performing organization by breaking down silos, strengthening accountability, and implementing a modern performance management system focused on results. This year, RECO will progress from assessing current culture to launching a renewal roadmap, implementing priority initiatives, and establishing tools to monitor culture and performance.

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### **Renewed Governance Approach**

Enhance RECO's governance structure to support stronger oversight, clearer accountability, and greater transparency. RECO has initiated its governance review and modernization work, with further advancements planned this year, including the approach to reconstituting a new Board of Directors.