

# Business Plan 2025



**RECO**

Real Estate Council of Ontario



# Contents

Mandate	3
Mission, vision, and values	4
Strategic Plan 2024-2027	5
Objectives and activities	7
Strategic goal #1	8
Strategic goal #2	10
Strategic goal #3	11
Resources and budgeting	12
Human resources	19
Information technology	21
Other important reporting	21
Additional business planning elements	22
Governance	24

# Mandate

The Real Estate Council of Ontario (RECO) is a not-for-profit corporation established in 1997 to regulate real estate agents and brokerages to ensure consumer protection in Ontario's real estate services sector. RECO administers the *Trust in Real Estate Services Act, 2002* (TRESA), the legislative framework previously known as the *Real Estate and Business Brokers Act, 2002* (REBBA). On December 1, 2023, the second phase of legislative and regulatory changes to TRESA came into force, further enhancing the regulation of real estate services in Ontario.

As Ontario's regulator of more than 110,000 real estate agents<sup>1</sup> and brokerages (often referred to as registrants), RECO administers and enforces the law that regulates trading in real estate in Ontario and enhances consumer confidence in the real estate services sector.

As an Administrative Authority (AA) under the Ministry of Public and Business Service Delivery and Procurement (the ministry), RECO advances consumer protection, oversees registration of real estate agents and brokerages across Ontario, and enforces the applicable law. With the authority to investigate complaints, inspect brokerages, and enforce standards, RECO can impose fines and revoke registrations when necessary, ensuring that industry practices remain ethical and transparent. RECO also sets and maintains educational requirements for real estate agents, providing them with the necessary skills and knowledge to serve the public effectively. RECO also arranges for and administers insurance (professional liability and deposit protection).

Importantly, RECO works to empower consumers by helping them understand their rights and responsibilities in real estate transactions, enabling them to make informed decisions with confidence. A key element of this is the [RECO Information Guide](#), designed to assist individuals in making informed decisions. Required to be shared by real estate registrants before providing services or assistance, the guide offers valuable information, advice, and guidance to help clients navigate the complexities of real estate transactions.

RECO has a contract (the "Administrative Agreement") with the Minister of Public and Business Service Delivery and Procurement (the "Minister") to administer and enforce TRESA (as of December 1, 2023). RECO must meet its responsibilities in a manner consistent with the government's expectations as described in the Administrative Agreement.

For more information about RECO and the sector it regulates, please visit [reco.on.ca](https://reco.on.ca).

<sup>1</sup> This business plan references "agent(s)" and "real estate agent(s)" throughout; these refer to "salesperson(s) and broker(s)".

## ABOUT RECO

### We protect consumers

As Ontario's regulator, we ensure that real estate agents and brokerages follow the law. We investigate complaints and take necessary actions to safeguard consumer interests.

### We provide oversight

As an independent authority, we hold real estate agents and brokerages accountable, make unbiased decisions to protect the public, and maintain trust in the real estate services market.

### We educate and support

We help consumers understand their rights and responsibilities when buying or selling real estate, enabling them to make informed and confident decisions throughout the process.

### We set educational requirements

We establish educational requirements for real estate agents, including pre-registration, post-registration, broker, and continuing education programs, to provide them with the knowledge needed to remain compliant with the law and effectively serve consumers.

# Foundations of trust: RECO's mission, vision, and values

## MISSION

As Ontario's regulator, our role is to protect consumers by ensuring that real estate agents and brokerages in Ontario understand and follow the law.<sup>2</sup>

## VISION

A trusted and transparent real estate services sector where consumers feel confident in every transaction.<sup>3</sup>

## VALUES

- Model empathy and choose inclusivity
- Be intentional in all actions
- Act with integrity
- Embrace curiosity
- Be strategically agile

<sup>2</sup> RECO's mission was updated as of April 2025. The previous version was: To promote a safe and informed real estate market for consumers in Ontario through effective and innovative regulation of the services offered by those who trade in real estate.

<sup>3</sup> RECO's vision was updated as of April 2025. The previous version was: A real estate market in Ontario where buyers and sellers are well informed, protected, and where transactions are conducted fairly.





# Strategic Plan 2024-2027

RECO has completed the first year of its strategic plan for 2024-2027\*, titled “Innovative and Progressive.”

The plan builds upon the organization’s successes and provides RECO with the roadmap to make further strides. RECO’s annual business plans, including the 2025 business plan, enable the organization to meet its strategic goals.

\*The Board of Directors has approved an extension of the strategic plan’s term, revising the timeframe from 2024–2026 to 2024–2027.

RECO's strategic plan defines three overarching goals. RECO undertakes annual planning to identify and formulate how it will achieve these goals in each year's business plan.

## 1 Deliver innovative, progressive regulation

### This strategic goal means:

- Gather and analyze greater amounts of data to better inform RECO's decision-making.
- Integrate risk-based analysis in everything RECO does.
- Proactively advise the government on the state of real estate services regulation and the need for continuous innovation in regulatory controls.
- Enhance the communication of RECO's professional standards.
- Reaffirm a clear identity and use that identity to assist in the accomplishment of RECO's mission.

## 2 Advance an informed real estate market in Ontario

### This strategic goal means:

- Enhance RECO's initiatives to educate Ontario consumers.
- Reinforce RECO's role as a regulator.
- Engage registrants to promote consumer protection.
- Design a program of continual engagement with stakeholders and consumers to build knowledge and awareness.
- Ensure the public can easily access essential regulatory information.
- Actively monitor the market and adapt to changing conditions.

## 3 Enhance the organization's resilience and agility

### This strategic goal means:

- Maintain organizational sustainability, particularly in terms of staffing, facilities, and capital.
- Inspire staff to embrace RECO's vision, execute RECO's mission, and uphold a set of shared values.
- Modernize RECO's system of governance.
- Adapt to change in all aspects of the real estate market and leading regulatory practice.
- Leverage emerging technology to adapt to change and ensure systems are secure and modernized.

# Objectives and activities

The following tables summarize the business initiatives RECO intends to undertake in 2025. Each business plan initiative is linked to one of the three strategic goals from RECO's three-year strategic plan.



# 1

## Deliver innovative, progressive regulation

<b>OBJECTIVE</b> Modernize the way RECO operates using data to drive decisions.	
<b>PROJECT/INITIATIVE 2025</b> Initiate a multi-year project to validate and enhance relevant performance data across the organization to support effective business decisions. This is an expanded scope of a 2024 business plan initiative which will include identifying performance outcomes and indicators to track progress toward its regulatory objectives and recognize areas for improvement. (See also: page 16)	<b>EXPECTED OUTPUT</b> <ul style="list-style-type: none"><li>• For this multi-year project, the goal for 2025 is to define the scope of this process and engage the necessary resources for implementation.</li></ul>
<b>OBJECTIVE</b> Be bold in the regulation of industry, while respecting the boundaries of the administrative agreement and the law.	
<b>PROJECT/INITIATIVE 2025</b> Continue to actively promote agent regulatory compliance, competence, and professional practices, with a specific focus on priority areas. Priorities will be determined based on RECO’s ongoing review and assessment of complaint and industry trends, as well as stakeholder and other input.	<b>EXPECTED OUTPUT</b> <ul style="list-style-type: none"><li>• Launch two new continuing education electives to support prioritized compliance initiatives.</li><li>• Develop and produce the 2026 Continuing Education update course for launch on January 1, 2026.</li><li>• Update the strategy for ongoing enhancements and updates to the pre-registration and post-registration education programs.</li></ul>
Continue to actively promote regulatory compliance and accountability of brokerages through a combination of education and targeted information delivery to brokers of record.	<ul style="list-style-type: none"><li>• Finalize a strategy to deliver targeted information to brokers of record.</li><li>• Launch a continuing education elective in brokerage management.</li><li>• Update the strategy for ongoing enhancements to the broker registration education program.</li></ul>



**OBJECTIVE**

Have a more consultative approach with the government and make suggestions on how to better protect consumers.

**PROJECT/INITIATIVE 2025**

Continue to actively advise the government on emerging trends and the prevention of consumer harm in keeping with RECO's mandate.

**EXPECTED OUTPUT**

- Advise the ministry on ongoing and emerging trends, and provide recommendations on measures to prevent consumer harm, and future legislative reforms. RECO will provide such input on an ongoing and as warranted basis, including at least once during the year's four scheduled liaison meetings between the ministry and RECO.

**OBJECTIVE**

Leverage the change in legislation to optimize RECO's new authority to gain access to data.

**PROJECT/INITIATIVE 2025**

Leverage the change in legislation to optimize RECO's new authority to gain access to data.

**EXPECTED OUTPUT**

- For this multi-year project, the goal for 2025 is to develop the brokerage data collection plan. This includes communicating to brokers of record the specifics of what will occur in 2026.



# 2

## Advance an informed real estate market in Ontario

### OBJECTIVE

Advocate on adjustments to forms and language to help enhance consumer protection.

### PROJECT/INITIATIVE 2025

Engage with the sector and other stakeholders to ensure commonly used consumer-facing forms and agreements are compliant with the legislation and the government’s communicated policy intent, so that buyers and sellers are provided with and understand the information they need to make informed choices.

### EXPECTED OUTPUT

- Introduction of revised commonly used consumer-facing forms and agreements that enhance consumer protection and align with the intent of the law.

### OBJECTIVE

Improve transparency by increasing the information that is available on the register so that consumers can search registrants and their information.

### PROJECT/INITIATIVE 2025

Improve transparency by enhancing the registrant information available to the public.

### EXPECTED OUTPUT

- By year-end, launch a new section on RECO’s website that consolidates all regulatory actions, providing more useful information to the public.



# 3

## Enhance the organization’s resilience and agility

<b>OBJECTIVE</b> Enhance RECO’s performance measure dashboard to measure and track progress.	
<b>PROJECT/INITIATIVE 2025</b> Work with the ministry to develop and align updated performance measures as required under the Administrative Agreement and to address recommendations published in the Auditor General’s report.	<b>EXPECTED OUTPUT</b> <ul style="list-style-type: none"><li>• Report on updated performance measure results to the ministry and/or publicly on a quarterly/ annual basis, as appropriate.</li></ul>
Work with the ministry to update the Administrative Agreement between RECO and the government.	<ul style="list-style-type: none"><li>• Identify and gather preliminary information regarding potential areas of focus for an amended Administrative Agreement, to be finalized in 2026.</li></ul>
<b>OBJECTIVE</b> Leverage technology to modernize systems, processes and enhance security posture.	
<b>PROJECT/INITIATIVE 2025</b> Explore new and existing technologies to gain efficiencies in service delivery and regulatory processes.	<b>EXPECTED OUTPUT</b> <ul style="list-style-type: none"><li>• Following an internal assessment, prioritize at least two processes and complete implementation (automation).</li></ul>
<b>OBJECTIVE</b> Foster a culture of innovation and continuous improvement.	
<b>PROJECT/INITIATIVE 2025</b> Recognizing the importance of greater learner choice and access to registration education, as well as strong oversight of exams, launch new education delivery providers and an independent exam provider for registration education program.	<b>EXPECTED OUTPUT</b> <ul style="list-style-type: none"><li>• Complete contracting process and implement launch and delivery plans for each approved education delivery provider, with program launch anticipated between July 1 and September 30, 2025.</li></ul>
Continue to identify opportunities to enhance or improve internal processes.	<ul style="list-style-type: none"><li>• Implement at least one process improvement within the year.</li></ul>

# Resources and budgeting

Every year, RECO presents a set of initiatives in the business plan to its board of directors that underpin its commitment to ensure that it can achieve its business objectives.







For RECO to deliver its mandate and this business plan, it is essential to ensure sufficient and appropriate human, financial, and information technology resources. Specifically, the annual human resource plan is a foundational element of the planning and budgeting exercise. Every manager is responsible for the evaluation of resource requirements to fulfill each department's objectives, supported by a financial analysis to validate the cost. Managers could add resources during the year, with appropriate approval, if requirements change.

In 2023, RECO's board of directors oversaw the implementation of a fee reduction plan, a strategy identified in 2020-21 to reduce the excess reserves. The surpluses over the past few years will allow RECO to ensure registrant fees remain stable at current rates for several years, aligning with the fee reduction plan.

Resources have previously been allocated for ongoing efforts to address recommendations from the 2022 report by the Office of the Auditor General of Ontario (AOGO), along with the implementation of legislative and regulatory changes to TRESA.

Looking ahead to 2025, RECO's budget includes the cost of resources to achieve the initiatives noted above, and RECO has reassessed its current operations to identify requirements and improve its administration and enforcement of TRESA. RECO is working to update learner content in the salesperson and broker education programs. The work began in 2024 and will continue into 2025, which reflects the complexity of integrating the substantive changes under the updated legislation and regulations throughout these education programs.

## In 2025, RECO's financial priorities include:

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### 1 Responsible allocation of funds to support strategic and operational objectives.

This will ensure sufficient resources are available for RECO to deliver its mandate and achieve long-term financial stability.

On a quarterly basis, management presents financial status reports and forecasts to the board of directors. Deploying a robust planning approach, management presents to the RECO board of directors a draft business plan, which includes a resource plan and budget for the upcoming year, which is assessed and ultimately approved by the end of the current year. In undertaking this plan, care is taken to ensure that RECO delivers on its core mandated responsibilities and adequately allocates resources for the upcoming year's activities. As noted above, management implemented a fee-reduction plan, effective March 1, 2023, while also ensuring RECO's ability to deliver on its mandate and maintain or improve service levels. RECO will continue to monitor the impact of this fee reduction plan through structured quarterly financial reporting.

### 2 Focus on accountability and transparency in the allocation and use of resources.

RECO adheres to expense and procurement policies that meet the spirit and intent of government policies and practices.

Audited financial statements are prepared and presented each year. A three-year financial outlook (including the budget for the upcoming fiscal year and plans for the subsequent two fiscal years) are available with each business plan.

### 3 Implementation of a new exam provider and multiple education designates.

RECO is preparing for the introduction of a new exam provider and multiple education designates to launch in mid-2025. This includes integrating technology for seamless data transfer between RECO and each of the education designates and the exam provider, along with updates to current education course material to align with the legislative and regulatory changes to TRESA.

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## 4 Continuation of branding rollout and research initiatives.

With the finalization of RECO's new branding strategy in 2024, RECO will promote brand awareness in 2025 by engaging a public relations firm.

Additionally, RECO will expand its research initiatives to seek consumer perspectives by leveraging qualitative data to validate and refine its ongoing initiatives, supporting consumer protection and registrant awareness.

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## 5 Organizational data strategy.

RECO is planning to initiate a multi-year project to validate and enhance relevant performance data across the organization to support effective business decisions. This is an expanded scope of a 2024 business initiative which will include identifying performance outcomes and indicators to track progress toward its regulatory objectives and recognize areas for improvement.







RECO reports its financial performance in two key areas: **general operations** and the **insurance program**.

## General operations

In line with RECO's planned strategy to reduce excess reserves in alignment with its Reserve Policy, the deficit for 2025 is expected to be (\$2.25 million).

The 2025 business plan and budget reflect fee reductions that became effective March 1, 2023. The reductions will not be fully reflected in revenues until March 1, 2025, as registration fees are amortized over the two-year registration period.

Education revenues are expected to decline in 2025 and stabilize in 2026, following the implementation of an updated education model with multiple third-party education providers delivering RECO programs.

As noted, RECO will be in a planned deficit over the next several years due to excess reserves in the Operating Fund, largely due to an increase in the total number of registrants and a corresponding increase in new application and education fees collected in 2020 and 2021, as well as some financial efficiencies gained. The introduction of RECO's fee reduction plan in March 2023 contributes to the planned deficit, allowing registrants to benefit from the surpluses that have accumulated over the years. RECO's reserves are sufficient to fund deficits for the foreseeable future without raising fees. Reserves will continue to be monitored quarterly in accordance with RECO's policy on financial reserves.

Expenses are expected to be higher in 2025, reflecting increased resources for additional staffing and a \$3.1-million investment in business initiatives.



Below is a financial summary, including budgeted amounts for 2025 and projections for 2026 and 2027.

GENERAL OPERATIONS	2025 BUDGET	2026 PLAN	2027 PLAN
Registration fees	\$18,893	\$18,716	\$18,889
Other registrant fees	\$2,764	\$2,490	\$2,515
Education	\$3,341	\$4,505	\$4,505
Other income	\$1,360	\$1,385	\$1,410
<b>TOTAL REVENUE</b>	<b>\$26,358</b>	<b>\$27,096</b>	<b>\$27,319</b>
Salaries and benefits	\$20,184	\$20,826	\$21,530
Short-term staff augmentation	\$44	\$44	\$44
Departmental costs	\$9,381	\$8,481	\$8,355
Office, occupancy and general	\$833	\$863	\$893
Board remuneration and expense	\$341	\$346	\$352
Amortization	\$1,112	\$1,150	\$1,150
Government oversight fees	\$480 <sup>4</sup>	\$500	\$510
Elections and annual general meeting	\$19	\$19	\$19
Provision (recovery) for unallocated fines	\$180	\$180	\$180
Allocation of insurance expenses	(\$543)	(\$557)	(\$575)
<b>TOTAL EXPENSES</b>	<b>\$32,031</b>	<b>\$31,852</b>	<b>\$32,458</b>
Excess of expenses over revenues before investment income	(\$5,673)	(\$4,756)	(\$5,139)
Investment income	\$3,423	\$3,635	\$3,860
Excess of expenses over revenues	(\$2,250)	(\$1,121)	(\$1,279)
Opening reserves	\$38,303	\$36,053	\$34,932
Closing reserves	\$36,053	\$34,932	\$33,653
Decrease in reserves, 2025 to 2027			\$4,650

<sup>4</sup> The 2025 budget was based on an estimate. Actual government oversight fees will be \$438,703.88 for 2025.



## Insurance program

Insurance revenues in 2025 are expected to be similar to 2024, as no changes are planned in the annual insurance fees for registrants. Insurance expenses for the duration of the 2025 budget and plan will be significantly lower than historical levels.

Insurance reserves are composed primarily of the Program Stability Fund, which is intended to protect registrants against significant future increases in insurance premiums or other events that may affect registrants, such as changes in program coverage.

For 2025, lower budgeted expenses for the insurance program are expected to enable RECO to make a higher contribution towards the Program Stability Fund. Beginning in 2024 and continuing into 2025, as part of the agreement to draw down accumulated reserves held by RECO's Insurance Program Broker, RECO will recover credit card processing fees, which historically represented approximately 60 per cent of overall expenses. This recovery will significantly reduce program costs and facilitate greater contributions to the Program Stability Fund.

INSURANCE PROGRAM	2025 BUDGET	2026 PLAN	2027 PLAN
Revenues	\$3,700	\$3,759	\$3,749
Administration expenses	\$543	\$557	\$575
Excess of revenues over expenses before investment income	\$3,157	\$3,202	\$3,174
Investment income	\$1,970	\$2,090	\$2,220
Excess of revenues over expenses	\$5,127	\$5,292	\$5,394
Opening reserves	\$35,953	\$41,080	\$46,372
Closing reserves	\$41,080	\$46,372	\$51,766
Increase in reserves, 2025 to 2027			\$15,813



# Human resources

Cultivating a resilient and engaged  
workforce at RECO



At RECO, employees are the bedrock of the organization's success, helping to advance its mission every day. Their dedication, talent, and adaptability support the fulfillment of its mandate and deliver the goals outlined in this business plan.

As of January 1, 2025, RECO has approximately 170 employees and plans to modestly increase its workforce in 2025 to support requirements for expanded programs, the launch of multiple education delivery providers, and other items in its ambitious business plan.

The organization has fostered a flexible, adaptive workforce and a dynamic work culture rooted in shared values. We have enhanced the performance management program and invested in professional development, with an emphasis on innovation and change management. RECO is committed to exploring innovative retention strategies and alternative resourcing solutions that meet the demands of an evolving workplace.

RECO prioritizes a strong onboarding process that helps new employees integrate into the RECO culture, fostering engagement and loyalty. In 2025, RECO will continue to evolve online access for new hires and existing employees through its updated payroll and human resource system.

Teams across RECO will develop and deploy action plans following the results of the 2024 employee engagement survey. With a focus on key drivers of employee engagement identified in the survey, employee insights will help shape HR priorities and guide new initiatives in 2025.

As part of its commitment to fostering an inclusive and equitable workplace, RECO will also implement a series of initiatives designed to foster a welcoming, inclusive environment where every employee feels valued and supported.

By prioritizing these efforts, RECO is building a resilient, engaged, and empowered workforce that's ready to tackle the challenges of today and the opportunities of tomorrow.

## CEO TRANSITION

In February 2025, RECO CEO Michael Beard retired following a successful seven-year tenure. The Board has initiated a search for a permanent CEO, with the goal of completing the process by mid-2025. Brenda Buchanan, RECO's Chief Operations Officer, stepped into the role of Interim CEO, ensuring a seamless transition and continued focus on RECO's mission and strategic priorities.



# Information technology

With its key platform successfully transitioned to a cloud-based software-as-a-service (SaaS) model, RECO will further enhance its infrastructure in 2025 by deploying newly available features to leverage advanced security and monitoring. Given that human error represents the greatest area of risk for any organization, RECO will also elevate employees' awareness of cybersecurity. Data acquisition and analysis are significant tools for management, and RECO will continue its evolution in accessing and utilizing data to inform decisions.

# Other important reporting

As the regulator of real estate services in Ontario, RECO takes seriously its responsibilities to protect consumers in public interest. RECO reports on its progress through two important publications that are available on its website:

## [RECO ANNUAL REPORT](#) ↓

The RECO Annual Report is posted each spring. The Annual Report summarizes its progress against the objectives established in its business plan. The 2024 Annual Report will be posted prior to RECO's annual general meeting (AGM), which follows shortly thereafter.

## [RECO PUBLIC ACTION PLAN](#) ↓

The 2022 report by the Office of the Auditor General of Ontario (OAGO) contains 25 recommendations with 63 action items, many of which are aimed at enhancing RECO's administration of the applicable legislation in the public interest. Of the 58 action items attributed to RECO, 86 per cent were completed by December 31, 2024.<sup>5</sup>

RECO expects to complete its remaining action items and will support the ministry as they complete their action items, with an expectation that they will be completed on schedule by January 2027.

The RECO Public Action Plan provides a summary of RECO's important progress in completing action items to address these recommendations.

<sup>5</sup> The status of these action items is based on RECO's self-assessment; a final assessment will be completed by the Office of the Auditor General of Ontario.

# Additional business planning elements





## As required by the Administrative Agreement, RECO confirms the following elements of its business planning:

- RECO maintains a clear and accessible process for the legislation it administers, including processes for response and resolution.
- RECO responds in French to all inquiries and communications received in French. RECO has a French language website that provides key consumer information and is consistent with parallel sections of the English site.
- RECO maintains a comprehensive Enterprise Risk & Innovation Management program (ERIM).
  - › The program ensures regular updates to a comprehensive risk register, which is linked directly to the goals and objectives contained in the Strategic Plan, and to the annual planning projects and initiatives outlined in each business plan, including the current business plan.
  - › ERIM is integrated into RECO's strategic planning and subsequent business and budget planning. Key risks are regularly updated and reported to the board of directors and committees at every meeting. In addition, the ERIM process is reviewed by the board and updated, if necessary, on an annual basis.
- The following items are available on RECO's website:
  - › Terms of reference, membership, and meeting minutes for RECO's Consumer Advisory Council (CAC). The CAC reports annually to RECO's board of directors on its activities and discussion on issues of importance to consumers, as required by ss. 8(5) of the Administrative Agreement.
  - › Terms of reference, membership, and meeting minutes for RECO's Industry Advisory Council (IAC). The IAC is comprised of members representing the interests of registrants; it reports annually to RECO's board of directors on its activities and discussion, as required by the Minister's order.
  - › A summary of relevant data on RECO's performance measures and service standards for consumer protection, customer satisfaction, and consumer awareness.



# Governance

## Board of directors

RECO's board of directors is responsible for providing ongoing strategic oversight to RECO as it fulfills its regulatory and consumer protection mandate.

RECO is governed by a nine-person board of directors comprising three director categories: sector directors, non-sector directors and ministerial appointees.

This board structure aligns with [orders from the Minister of Public and Business Service Delivery and Procurement issued to RECO on January 2, 2024](#).

Biographical details of each board member are available on [RECO's website](#).

### CHAIR

**Katie Steinfeld**

End of term: End of AGM 2025

Sector director

### VICE-CHAIR

**Tim Lee**

End of term: End of AGM 2025

Sector director

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**Roberta (Bobbie) Ann Drew**

End of term: End of AGM 2026

Ministerial appointee

**Judy Pfeifer**

End of term: End of AGM 2028

Non-sector director

**Karim Karsan**

(temporary leave of absence)

End of term: End of AGM 2027

Non-sector director

**Stephen Rotstein**

End of term: End of AGM 2026

Ministerial appointee

**Krystal Lee Moore**

End of term: End of AGM 2025

Sector director

**Jasvinder (Jessie) Singh**

End of term: End of AGM 2026

Non-sector director

**Vacancy**

Ministerial appointee



# Management

RECO’s management team and staff are led by a chief executive officer, organized across three divisions.

**Brenda Buchanan**  
Interim Chief Executive Officer

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## REGULATORY

**Joseph Richer**  
Registrar

**Lisa Key**  
Deputy Registrar, Compliance

**Glen Furlong**  
Manager, Investigations

**Michelle Plucas**  
Manager, Audit & Inspections

**Gail McGuire**  
Deputy Registrar, Education

**Sandra Gibney**  
Manager, Regulatory Policy

**Lisa Wall**  
Manager, Education Operations

**Glen Thomas**  
Director, Complaints

**Paul Lush**  
Manager, Education Programs

**Angela Volpe**  
Director, Registration

**Rosary Perez**  
Manager, Education Vision

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## OPERATIONS

**Carrie Bois**  
Interim Chief Operations Officer

**Adam Freyseng**  
Director, Client Services

**Bill Whyte**  
Director, Information Technology

**Vasko Markovski**  
Manager, Application Development

**Sylvia Mauti**  
Director, Human Resources

**Arshad Zaver**  
Director, Finance & Accounting

**Raquel Smith**  
Manager, Discipline & Appeals Hearings

**Kym Robertson**  
Director, Stakeholder Relations

**Heather MacDonald-Santiago**  
Manager, Stakeholder Relations

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## SENIOR ADMINISTRATION

**George Drametu**  
Director, Litigation

**Ruth Garrett**  
Director, Risk & Insurance  
Programs

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**RECO**

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