Strategic Business Plan
for fiscal 2015 to 2017

Consumer
Registrant
Stakeholder
Internal
People
Financial
Connect with us...

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The Real Estate Council of Ontario (RECO) is a not-for-profit corporation, responsible for administering the Real Estate and Business Brokers Act, 2002 (REBBA 2002) and associated regulations on behalf of the provincial government and protecting the public interest through a fair, safe and informed marketplace.

Protecting the public interest is achieved through:

- Enforcing the standards required to obtain and maintain registration as a brokerage, broker or salesperson and delivering the duties of the Registrar
- Establishing minimum requirements for pre-registration, articling, broker and continuing education
- Conducting routine inspections of brokerage offices to ensure compliance with REBBA 2002 and educate brokers
- Addressing inquiries, concerns and complaints about the conduct of registrants received from all sources and taking appropriate action to protect the public interest
- Establishing and administering insurance requirements, which include consumer deposit protection
- Promoting ongoing education and competent, knowledgeable and professional service
Our Core Commitments

Mission

Excellence in the delivery of regulatory services that protect the public interest and enhance consumer confidence in the real estate profession.

Vision

Public trust and confidence in Ontario’s real estate profession

Values

In serving our mission and vision the following values will be upheld:

- **Fairness**: Act impartially and equitably
- **Accountability**: Administer the *Real Estate and Business Brokers Act, 2002* competently in accordance with law
- **Integrity**: Be truthful and trustworthy
- **Respect**: Treat all with courtesy

Planning for fiscal 2015 to 2017

The Real Estate Council of Ontario’s (RECO) Strategic Business Plan for fiscal 2015 to 2017 seeks to reaffirm the important role that RECO plays in enhancing consumer protection and the profession of real estate in Ontario.

Prior to the strategic planning session, RECO’s Board of Directors reached out to both internal and external stakeholders; individuals and organizations that have a credible voice and strong interest in the success of our organization. Nearly 100 people generously offered their input and perspectives about the future of RECO. This feedback, along with statistics and information gathered from ongoing registrant surveys, has significantly influenced the directions and priorities set forth in this plan.
## Strategic Business Plan at a Glance

### Public trust in Ontario’s real estate profession

Excellence in the delivery of regulatory services that protect the public interest and enhance consumer confidence in the real estate profession.

<table>
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<tr>
<th>Priorities</th>
<th>Consumer</th>
<th>Registrant</th>
<th>Stakeholder</th>
<th>Financial</th>
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<tbody>
<tr>
<td><strong>Internal</strong></td>
<td>Ensure reliable systems and processes for core business activities</td>
<td>Improve service quality and relationships with consumers</td>
<td>Continuance under the new Canada Not-for-profit Corporations Act</td>
<td>Allocate funds appropriately to support strategic/operational priorities and ensure the long-term financial stability and endurance of the organization</td>
</tr>
<tr>
<td><strong>People</strong></td>
<td>Be the source of consumer protection education and information about real estate transactions</td>
<td>Enhance the knowledge and competence of real estate professionals</td>
<td>Be proactive in supporting the role of government and enhancing consumer protection</td>
<td>Ensure accountability and transparency in use of resources</td>
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<tr>
<td></td>
<td>Improve service quality and relationships with consumers</td>
<td>Improve service quality and relationships with registrants</td>
<td>Promote registrants’ understanding of RECO and its role</td>
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</tbody>
</table>
Strategic Priorities

Consumer Priorities

The public at large and more specifically the consumers of real estate expect the market place to be safe, secure and free of behaviour and activity that would jeopardize their interests. For RECO, consumer protection is paramount and is the main reason for having a regulated industry. RECO appreciates the critical role it must play to: educate and inform consumers about the marketplace and the value of a regulated industry; protect their interests and concerns; assure them that strong disciplinary mechanisms are in place for those that choose to ignore standards; and enhance their perception of the profession of real estate.

RECO’s consumer priorities will include:

Increase public awareness of RECO, its role and the value of working with registrants

RECO will continue to reach out to consumers via earned, paid and social media, attendance at consumer events and the Regulatory Digest.

Be the source of consumer-protection education and information for real estate transactions

RECO will continue to issue its consumer newsletter to provide timely and relevant information to Ontario’s consumers. A redesign of the website will be launched in fiscal 2015, which will enhance the information and features available to the public.

Improve service quality and relationships with consumers

As the business process improvement initiative moves forward, including the implementation of new systems, RECO plans to enhance online service offerings. Enhanced formal, measurable customer service standards will also be developed and made public once the new systems are in place.

RECO is developing a quality assurance program for the Complaints, Compliance and Discipline processes, which will include reviewing correspondence and asking those who go through the process to provide their feedback in a survey.

More and more consumers will understand RECO’s role in consumer protection and the value of working with a regulated real estate professional.

Registrant Priorities

At the heart of a trusted and confident marketplace lie the qualifications, standards and professionalism of each and every registrant. For RECO, it is important registrants be viewed and treated as partners in advancing regulatory goals and ensuring a fair, safe and informed real estate marketplace.

RECO has a critical role to play by:

• improving the profession through enhanced education and training;
• ensuring education is directly tied to improved consumer protection;
• increasing registrant engagement in the process of enhancing standards and professionalism; and
• establishing greater mutual respect for each other’s roles and contribution to the industry, profession and to consumer protection.

RECO’s registrant priorities will include:

Increase registrants’ understanding of RECO and its role

RECO will continue to participate in trade shows and events throughout the province, provide presentations about the brokerage inspection process, issue a quarterly registrant newsletter and issue a quarterly Regulatory Digest. RECO will also produce videos and multimedia presentations on regulatory and professionalism issues.

Enhance the knowledge and competence of real estate professionals

Additional elective courses and updates to the existing courses will be added to the new continuing education program, which launched in August 2013. The review of the pre-registration, articling and broker educational programs will continue in fiscal 2015. Revisions to the current Real Property Law course are expected to be completed in November 2014.

Improve service quality and relationships with registrants

As the business process improvement initiative moves forward, including the implementation of new systems, RECO plans to enhance online service offerings. Formal customer service standards, measurable once the new systems are in place, will also be developed and made public. RECO will also introduce an electronic registration certificate that will enable registrants to use their mobile phones to verify their registration status.

Registrants will come to experience and rely on RECO as a valued partner in their own success and for that of a vibrant real estate industry.
Strategic Priorities

Stakeholder Priorities

RECO recognizes that in addition to consumers and registrants there are many other important stakeholders that influence or are critical to the industry’s and RECO’s own success. These stakeholders include government, other provincial regulators and the three levels of organized real estate. RECO must:

• be a true “partner” in professionalism;
• look for opportunities to participate and contribute to industry-wide planning;
• build on the trusting relationships we have already formed; and
• reach out to establish new ones where, together, we can enhance professionalism and consumer confidence and be an example of excellence.

RECO’s stakeholder priorities will include:

Be proactive in supporting government and enhancing consumer protection

RECO will continue to work closely with government on policy matters that enhance consumer protection in Ontario, continue to participate in the Ministry’s Consumer Awareness Committee and contribute to other Ministry initiatives as requested.

Continuance under the new Canada Not-for-profit Corporations Act (NFP Act)

RECO is preparing for incorporation under the new NFP Act by October 2014. RECO must file Articles of Continuance and enact new member-approved corporate by-laws that comply with the NFP Act in order to obtain a Certificate of Continuance.

French Language Services

RECO will respond in French to all inquiries and communications received in French.

RECO will take on increasingly important and leading roles in the advancement of the public interest and the soundness of the real estate profession.

People Priorities

RECO could not possibly deliver the quality of service it aspires to without the dedication of talented and committed people. Throughout our organization, staff and management take pride in their work and strive to provide the highest levels of knowledge and efficiency possible to meet the needs of our registrants and consumers.

RECO has critical responsibilities as an employer:

• ensuring our people have a strong sense of pride and ownership in their work;
• connecting day-to-day activities to the longer term priorities and goals;
• unifying people in a strong team that contributes to measurable success; and
• ensuring that RECO is an engaging and motivating place to work.

RECO’s people priorities will include:

Ensure a qualified, skilled, stable and sustainable workforce

RECO will continue to implement recommendations flowing from an Employee Engagement Study. Initiatives include the introduction of an improved employee benefits package and a number of other recommendations linked to improved efficiencies or enhanced services.

Shape a culture of excellence throughout the organization

As part of the business process improvement initiative, staff will play an active role in implementing changes, monitoring results and seeking opportunities to continuously improve results. This also includes the implementation of formal customer service standards and a new set of performance targets.

RECO’s staff will work closely together, aligning collective efforts and providing more opportunities for innovation and improvement.
Strategic Priorities

Internal Systems Priorities

Balancing resource efficiency, effectiveness, quality, service excellence, and stakeholder accountability is a delicate act. Added pressures to "do more with less" have become the standard for most organizations.

With that in mind, RECO should:

- continuously seek out ways to deliver more, more effectively, with higher quality and consistency; and
- ensure that investments in technology enable RECO to stay ahead and deliver relevant, reliable tools that can advance the goals of increased efficiency, effectiveness and quality service.

RECO’s internal systems priorities will include:

**Ensure reliable systems and processes for core business activities**

RECO launched a Business Process Review in 2013 to foster service excellence through a redesign of its business processes and the replacement of RECONet, RECO’s database system. Information gathering and requirements details will be finalized and a competitive vendor selection process will begin, leading to final implementation in early 2015-2016.

**Embrace principles of continuous quality improvement throughout the organization**

As part of the business process improvement initiative and the establishment of a complementary innovation team, RECO will focus on creating an innovative and solution-oriented culture. The introduction of enhanced performance metrics will make it easier to identify opportunities for improvement.

*RECO will reach for the highest levels of efficiency, effectiveness and quality in its processes and systems; improving interactions with consumers and registrants.*

Our Financial Priorities

The Ministry, consumers and registrants expect the highest level of financial stewardship and accountability from RECO. Throughout our history we have been diligent in ensuring that our operational and governance systems and processes related to financial stewardship meet the highest standards possible and we have made great progress.

It is important for RECO to:

- pay constant attention to the evolving needs and expectations of government;
- be disciplined and transparent in its dealings and relationships; and
- make the most of diminishing public and consumer resources.

RECO’s financial priorities will include:

**Allocate funds responsibly to support strategic and operational priorities and ensure the long-term financial stability and endurance of the organization**

RECO’s Board of Directors schedules a strategic session in October of each year establishing strategic and operational goals that are clear and properly aligned in advance of budget preparation. Care is taken to ensure that budget allocations to specific strategic priorities will not negatively impact RECO’s core activities.

**Ensure accountability and transparency in the 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 presented each year as required. Three-year budget information is available in each Strategic Business Plan.

*RECO will maintain high standards of accountability and financial stewardship on behalf of the government and citizens of Ontario.*
### 3-Year Budget / Summary Financials 2015–2017

#### Operating Fund

<table>
<thead>
<tr>
<th>Real Estate Council of Ontario</th>
<th>2015 Budget</th>
<th>2016 Plan</th>
<th>2017 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Registration fees</strong></td>
<td>12,650,000</td>
<td>12,450,000</td>
<td>12,650,000</td>
</tr>
<tr>
<td><strong>Education revenues</strong></td>
<td>2,457,172</td>
<td>2,556,348</td>
<td>2,560,000</td>
</tr>
<tr>
<td><strong>Other revenues</strong></td>
<td>1,305,000</td>
<td>1,305,000</td>
<td>1,305,000</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>16,412,172</td>
<td>16,311,348</td>
<td>16,515,000</td>
</tr>
<tr>
<td><strong>Operating departments</strong></td>
<td>13,133,374</td>
<td>12,386,030</td>
<td>12,433,896</td>
</tr>
<tr>
<td><strong>Board, committees and task forces</strong></td>
<td>185,650</td>
<td>193,875</td>
<td>175,925</td>
</tr>
<tr>
<td><strong>Other corporate costs</strong></td>
<td>3,401,591</td>
<td>3,487,398</td>
<td>3,526,433</td>
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<tr>
<td><strong>Total expenses/expenditures</strong></td>
<td>16,720,615</td>
<td>16,067,303</td>
<td>16,136,254</td>
</tr>
<tr>
<td><strong>Income/(loss)</strong></td>
<td>(308,443)</td>
<td>244,045</td>
<td>378,746</td>
</tr>
<tr>
<td><strong>Estimated opening accumulated fund balance</strong></td>
<td>9,192,188</td>
<td>8,883,745</td>
<td>9,127,790</td>
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<tr>
<td><strong>Closing accumulated fund balance</strong></td>
<td>8,883,745</td>
<td>9,127,790</td>
<td>9,506,536</td>
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<tr>
<td><strong>Increase/(reduction) in accumulated fund 2014 to 2017</strong></td>
<td></td>
<td>314,348</td>
<td></td>
</tr>
</tbody>
</table>

#### Insurance Funds

<table>
<thead>
<tr>
<th>Real Estate Council of Ontario</th>
<th>2015 Budget</th>
<th>2016 Plan</th>
<th>2017 Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Premium fund fees</strong></td>
<td>22,457,131</td>
<td>23,270,500</td>
<td>24,167,000</td>
</tr>
<tr>
<td><strong>Premium stabilization fund fees</strong></td>
<td>813,660</td>
<td>825,000</td>
<td>825,000</td>
</tr>
<tr>
<td><strong>Insurance administration fund fees</strong></td>
<td>928,740</td>
<td>1,067,000</td>
<td>1,237,500</td>
</tr>
<tr>
<td><strong>Other revenues</strong></td>
<td>487,500</td>
<td>505,000</td>
<td>523,375</td>
</tr>
<tr>
<td><strong>Total revenues</strong></td>
<td>24,687,031</td>
<td>25,667,500</td>
<td>26,752,875</td>
</tr>
<tr>
<td><strong>Insurance expenses</strong></td>
<td>24,001,352</td>
<td>24,750,524</td>
<td>25,674,703</td>
</tr>
<tr>
<td><strong>Total expenses/expenditures</strong></td>
<td>24,001,352</td>
<td>24,750,524</td>
<td>25,674,703</td>
</tr>
<tr>
<td><strong>Income/(loss)</strong></td>
<td>685,679</td>
<td>916,976</td>
<td>1,078,172</td>
</tr>
<tr>
<td><strong>Estimated opening accumulated fund balance</strong></td>
<td>15,676,810</td>
<td>16,362,489</td>
<td>17,279,465</td>
</tr>
<tr>
<td><strong>Closing accumulated fund balance</strong></td>
<td>16,362,489</td>
<td>17,279,465</td>
<td>18,357,637</td>
</tr>
<tr>
<td><strong>Increase/(reduction) in accumulated fund 2014 to 2017</strong></td>
<td></td>
<td>2,680,827</td>
<td></td>
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These figures are based on a fiscal year of April 1–March 31. After this Business Plan was prepared, members at the Annual General Meeting on June 19, 2014 voted to approve a new by-law, which includes moving RECO’s fiscal year to January 1–December 31. A new budget is currently being prepared.
Organizational Structure and Management

The day-to-day management of RECO is the responsibility of the President/CEO in accordance with the policies and budget established by the Board of Directors. The powers and duties imposed under the Act are carried out by the Registrar. The management team and staff support the delivery of programs and services for consumers and registrants. As of March 31, 2014, RECO had 98 full-time employees.

OFFICE OF THE PRESIDENT/CEO

Tom Wright
President/CEO
The President/CEO is responsible for the effective and efficient management of the organization in accordance with the policies and the budget established by the Board of Directors. This encompasses delegation of full authority over RECO’s operating activities and resources, responsibility for achievement of RECO’s strategic goals, and accountability for RECO’s results.

Sandra Glibney
Strategic Initiatives & Stakeholder Relations
This role is responsible for directing the development and coordination of long-term strategy and planning functions for the Council, as well as providing leadership, oversight, analysis and project management support for a broad range of initiatives critical to the fulfillment of strategic objectives, and participating in the evaluation and prioritization of proposed goals, objectives and initiatives.

Shelley Westlake-Brown
Manager, Executive & Board Operations
The Manager, Executive & Board Operations is responsible for executive level administrative management to the Office of the President/CEO, including a wide range of complex and confidential administrative, operational and governance tasks. The Manager, Executive & Board Operations works closely with the Board of Directors, Committees, Task Forces and Management Group.

REGULATORY

Joseph Richer
Registrar
The Registrar is responsible for providing leadership, integrity and fair-mindedness to the administration of the Real Estate and Business Brokers Act, 2002, which includes setting educational standards and enforcement of any contraventions of the Act. The Registrar provides direction and oversight to RECO’s registration, education, inspections & investigations, and complaints departments to ensure the highest possible level of consumer protection and knowledge in the operation of the real estate brokerage industry in Ontario.

Bruce Matthews
Deputy Registrar, Regulatory Compliance
Under the direction of the Registrar, the Deputy Registrar, Regulatory Compliance is responsible for overseeing the management of the enforcement and administration of the Real Estate and Business Brokers Act, 2002 as it applies to RECO’s investigations, inspections, inquiries and compliance roles.

Brian Schlotzhauer
Deputy Registrar, Industry Standards
Under the direction of the Registrar, the Deputy Registrar, Industry Standards is responsible for overseeing the management of the enforcement and administration of the Real Estate and Business Brokers Act, 2002 as it applies to RECO’s investigations, inspections, inquiries and compliance roles.

CORPORATE SERVICES

Dan Stapleton
Director, Corporate Services
The Director, Corporate Services provides daily management of the Registration Department; develops and implements technical and operational objectives; represents the Office of the Registrar at the Licence Appeal Tribunal and at Provincial Offences Court; and ensures the requirements of Real Estate and Business Brokers Act, 2002 and RECO’s policies and procedures as they relate to registration are interpreted and applied in a consistent fashion.

Sylvia Mauti
Manager, Administration & Human Resources
The Manager, Administration & Human Resources is responsible for the internal administrative matters of the organization, including conducting or supervising all office management functions, such as office equipment, facilities, support services, and human resources.

Mike Prime
Manager, Information Systems
The Manager of Information Systems is responsible for the design, development and implementation of organizational information systems, software applications, and IT support and infrastructure systems. The Manager of IS directs and manages resources, IT plans, schedules, policies and programs for RECO’s data processing, network communications, business operations, computer services and information systems, according to established goals and objectives.
RECO is governed by a 12-member Board of Directors, including nine elected representatives registered under REBBA 2002 and three non-registrants appointed by the Minister of Consumer Services to represent consumers, business and government. RECO’s Board of Directors is responsible for providing progressive and collective leadership to RECO.

**CHAIR**

**GLENDA BRINDLE**
Broker
Royal LePage Team Realty, Brokerage
Ottawa
End of Term: June 2015

Glenda Brindle was first elected to RECO’s Board of Directors in 2006. During her time on the Board of Directors, including two terms as Vice Chair and another term as Chair, she has participated in the Finance, Insurance, Governance and Legislation & Regulations Committees.

Ms. Brindle began her career as a real estate salesperson in 1987, becoming a broker in 2005. She has received several sales awards throughout her career, including the Royal LePage Lifetime Award of Excellence.

Ms. Brindle is a past Director and President of the Ottawa Real Estate Board and Governor for the Ontario Real Estate Association’s Realtors Care Foundation.

**VICE CHAIR**

**JODY LAVOIE**
Royal LePage Team Realty, Brokerage
Ottawa
End of Term: June 2016

Jody Lavoie was first elected to RECO’s Board of Directors in 2010 and was elected by the Board in 2013 to serve as Vice Chair. He previously held the role of Vice Chair in 2011. Since joining the Board, he has participated as a member of the Audit and Governance Committees and served as Chair of the Finance Committee.

Mr. Lavoie began his career as a real estate salesperson in 1987, becoming a broker in 2005. He has extensive knowledge of construction and renovation practices and donates his time to Habitat for Humanity and Renovation Challenge projects.

Mr. Lavoie is an active member of the Ottawa Real Estate Board and has been awarded various sales achievement and philanthropic awards throughout his career.

**ELECTED DIRECTORS**

**MICHAEL APPLETON**
Salesperson
Right at Home Realty, Brokerage
Toronto
End of Term: June 2015

**MIKE CUSANO**
Broker
Re/Max Escarpment Realty Inc., Brokerage
Hamilton
End of Term: June 2015

**HOWARD DRIKARSH**
Broker
Right At Home Realty Inc., Brokerage
Toronto
End of Term: June 2016

**PETER HOFFMAN**
Broker of Record
Royal LePage Triland Realty, Brokerage
London
End of Term: June 2016

**REBECCA RYDER**
Broker of Record
Royal LePage Burloak Real Estate Services Ltd., Brokerage
Burlington
End of Term: June 2014

**KEITH R. TARSWELL**
Broker
Bosley Real Estate Ltd., Brokerage
Toronto
End of Term: June 2014

**GEORGE WATSON**
Broker
Primecorp Commercial Realty, Brokerage
Wasaga Beach
End of Term: June 2014

**APPOINTED DIRECTORS**

**ASHWANI BHARDWAJ**
Real Estate Conveyancer
End of Term: August 2016

**MARY SHENSTONE**
Assistant Deputy Minister
International Relations & Chief of Protocol
Ministry of Intergovernmental Affairs
End of Term: August 2015

**BILL YETMAN**
Executive Director
Bicycle Trade Association of Canada
End of Term: February 2017