NORMA RAWLINGS

President & Co-Founder — Broker VMA Inc.

📱 416-276-8160 | 🌐 Broker VMA Inc



Norma Rawlings is a **21-year** real estate veteran with a rare mix of legal (J.D.), business (MBA), and hands-on development expertise. As *Co-Founder of Broker VMA*, she guides brokerages across the **U.S.** and **Canada** through valuations, succession, and high-stakes M&A with clarity and confidence. Known for her *operator–legal–financial perspective*, Norma is trusted for creating *win-win, low-friction transactions* that protect leadership and agent livelihoods.

CAREER HIGHLIGHT

- Co-founded **Broker VMA Inc.**, advising and *valuing hundreds of brokerages* and building one of the industry's deepest precedent libraries.
- Co-author of *The Complete Guide to Buying and Selling Real Estate Brokerages (2023).*
- Featured speaker on major real estate podcasts and industry panels.
- Multi-disciplinary background spanning *commercial & industrial development, multi-residential building, portfolio ownership, asset management, and brokerage M&A.*

BEYOND REAL ESTATE

- Outdoor enthusiast: hiking, canoeing, and lake swimming.
- Proud mom of four children.
- Loves to watch her twin 19-year-old boys play in the OHL.
- Plays volleyball weekly with her 16-year-old daughter.
- Supports her youngest daughter's creativity and passion for singing.
- Enjoys family time with three dogs and watching sports.
- Travel blogger and avid reader.
- Dream job: Best-selling novelist or NHL Team Owner

SPEAKING TOPICS

- **The M&A Wake-Up Call**: Why succession planning must start early to avoid value loss.
- **Brokerage Valuation Myths**: What truly drives value—and why FSBO deals often collapse.
- **Hidden Risks in Selling a Brokerage**: Preventing mispricing, poor documentation, and value leakage.
- **Recruiting through Acquisition**: How you can grow your brokerage successfully and much more rapidly through acquisition of other brokerages
- **21 Years in Real Estate**: Lessons from operating, owning, and advising in a complex brokerage landscape.

BROKER
VALUATIONS, MERGERS & ACQUISITIONS

CONNECT WITH NORMA