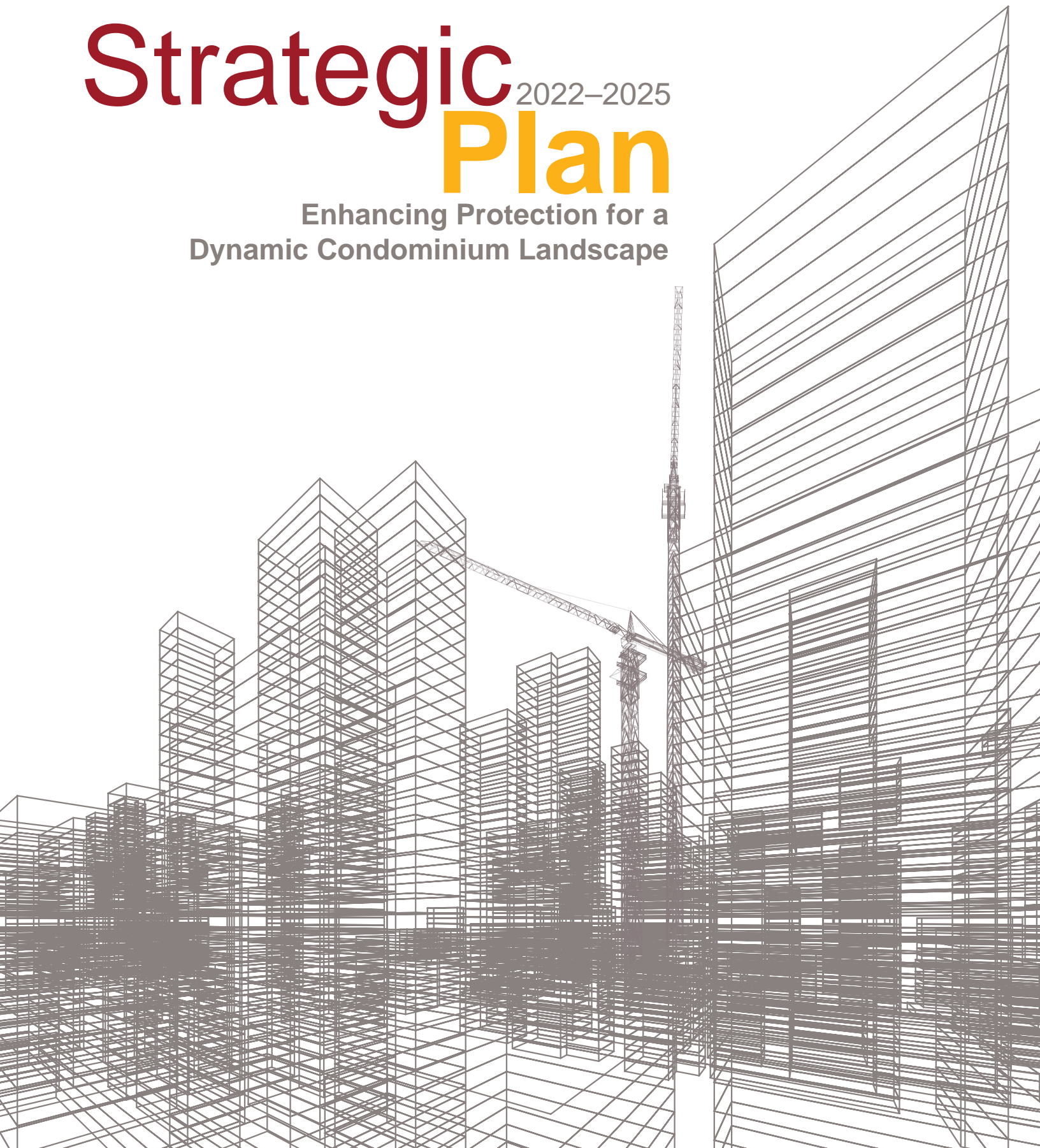




Condominium Management
Regulatory Authority of Ontario

Strategic 2022–2025 Plan

Enhancing Protection for a
Dynamic Condominium Landscape





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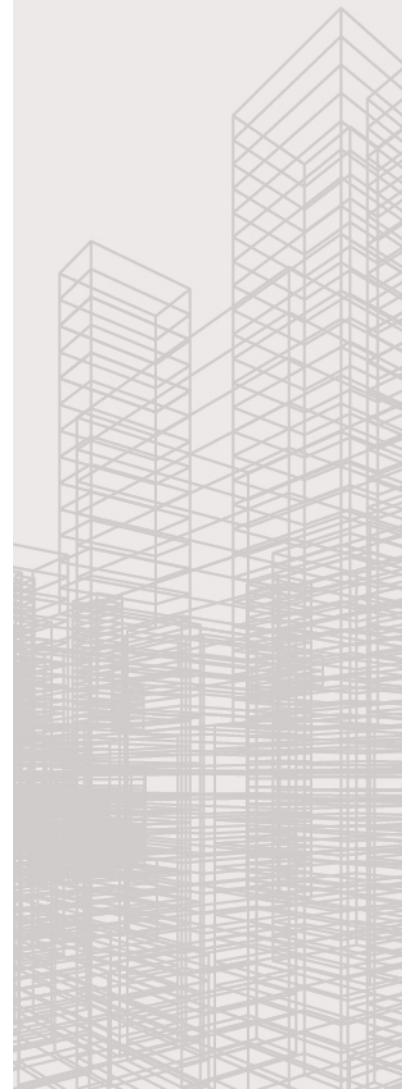
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The Condominium Management Regulatory Authority of Ontario


(CMRAO) is the regulatory body that sets standards and enforces the mandatory licensing of condominium managers and condominium management provider businesses.

Meeting these standards enhances the integrity of the sector, elevates the profession, and provides condominium owners with confidence in the companies and people who manage their important investment.



About the CMRAO

The CMRAO is a not-for-profit corporation designated in 2017 by the Government of Ontario to provide consumer protection for Ontarians living and investing in condominiums by regulating and licensing condominium managers and management provider businesses.



The CMRAO was designated under the *Condominium Management Services Act, 2015* (CMSA), and began operations on November 1, 2017, to provide stronger consumer protection for Ontarians living and investing in condominiums. Through effective regulation, the CMRAO strengthens the condominium management profession and helps protect consumers in Ontario's complex and rapidly growing condominium sector.

The CMRAO is funded through licensing fees from condominium managers and condominium management services provider companies. The organization is governed by an independent Board of Directors and operates under an administrative agreement with the Ministry of Government and Consumer Services (MGCS).



Ontario's Continuously Expanding Condominium Sector

The CMRAO is the regulatory agency that provides consumer protection for condominium communities in Ontario by setting clear standards and enforcing mandatory licensing and education for condominium managers and condominium management services provider companies.

There are now more than 12,000 condominium corporations¹ and over 900,000² condominium units owned by residents or investors in Ontario, and growth is anticipated to continue at a strong pace. It is expected that in the period of 2022–25, about 20,000 new condominium units will be introduced to the market annually.

Although residential condominiums predominate, the CMRAO provides oversight of the whole condo management sector, which includes services to all types of freehold and leasehold condominium corporations.

In the four years since inception, the CMRAO has established itself as an effective regulator to bring increased discipline and professionalism to the condo management sector. This strong foundation is essential to effectively deal with the ever-increasing size and complexity of Ontario's condominium market.

¹ Data from the Condominium Authority of Ontario Annual Report 2020–21

² Data from the Condominium Authority of Ontario Annual Report 2020–21, refers to voting units





Message from the Chair of the Board

Preparation and Oversight through Rapid Transformation

Although the future can be unpredictable, strategic planning involves the examination of the whole landscape, the setting of overall priorities and goals, and developing a plan to achieve them.

Based on current trends, the condominium landscape is changing in a way that will require even greater protection to keep up with continuous expansion and adjustments to our current perceptions. The number of condominiums across the province is growing, as is the number of rental units in condominium buildings. This changes dynamics and has the potential to impact condominium managers, and by extension, our role as regulator of this sector.

A condominium is no longer just ownership of a unit in a typical high-rise building; it can involve multiple forms of occupancy and ownership with the creative use of land and buildings. Ideas that were once considered unusual are now being legitimized, and experimentation in this sector is being widely embraced.

We are also seeing regional transformation in areas across the province. Condominiums are showing up in places they have never been before, and people are leaving big cities for small towns, requiring rural municipalities to engage in discussions about density and rezoning. The concept of “urban living” is transforming.

On behalf of the Board of Directors, I am pleased to share the CMRAO's **Strategic Plan 2022–2025**, which establishes our organizational ambitions and strategic direction for the next three years. It sets priorities, focuses our energy and resources, and outlines our plans to strengthen our operations internally and with our stakeholders to ensure that we meet common goals at a pivotal time of growth, maturity, and great transformation.

In early 2020, condominium managers were deemed an essential service and have handled the additional pressures imposed on an already demanding role. I applaud the managers and provider businesses that rose to the challenge and kept condominium communities in Ontario safe during an unprecedented time. Over the next three years, we expect even more change, but based on what we have already seen, the condominium management sector has the capacity to keep pace.

The CMRAO will reach an important milestone in 2022, as it celebrates its fifth year of operations. As we mature as an organization, we must remain light on our feet, ready to adapt according to fluctuations in the marketplace. As a modern regulator, the CMRAO continues to transform by incrementally taking on new responsibilities. Upholding quality of practice is an important pillar of our regulatory function in Ontario's continuously expanding condominium sector, and is the ethos of our new plan.

Aubrey LeBlanc
Chair of the Board of Directors



Message from the Chief Executive Officer and Registrar

Regulation in a Time of Continuous Expansion

The CMRAO's new strategic plan is a three-year perspective of our priorities and preparedness to regulate Ontario's growing condominium management sector and enhance consumer protection in an era of transformation. The plan articulates the expansion of our role with specific reference to our proactive and risk-based regulatory approach and enhanced enforcement activities. The plan also recognizes the complexities of handling complaints and managing the discipline process as the sector experiences rapid growth. The number of condominiums in Ontario is growing, as is the number of rental units in condominium buildings.

Over the next three years, we can expect to see an influx of over 20,000 new condominium units each year. Estimates from the Canada Mortgage and Housing Corporation suggest that 50–60% of the new completed condominium units will be leased, signifying a trend of increasing numbers of renters in condominium units. In anticipation of this growth, the CMRAO has worked continuously to enhance our processes, which will continue as we operationalize additional aspects of our regulatory mandate, and there is much to consider in this process.

This strategic plan identifies the CMRAO's areas of focus for the next three years. The plan articulates the expansion of our role with specific reference to our proactive and risk-based regulatory approach and enhanced enforcement activities. Education and learning are areas that we have prioritized not only for the growing sector, but also for the CMRAO as an organization. The CMRAO has developed a new program that provides both new and experienced condominium managers with the necessary training to manage the full range of their responsibilities, and understand their legal and ethical obligations.

Modern regulation promotes compliance through monitoring and assessing compliance, and a proactive inspection program will also be a key priority for the CMRAO over the next three years, with the ultimate goal of protecting Ontario's condominium consumers.

Over the last two years, Ontario's condominium managers have risen to the challenge and demonstrated resiliency in their role. They adapted quickly to new ways of doing things, and adopted important new business practices that may continue as we move forward.

In a time of significant change, the CMRAO is well-positioned to deliver our mandate and achieve the strategic objectives established by our Board of Directors.

A handwritten signature in black ink, appearing to read 'Ali Arlani', written in a cursive style.

Ali Arlani
Chief Executive Officer and Registrar

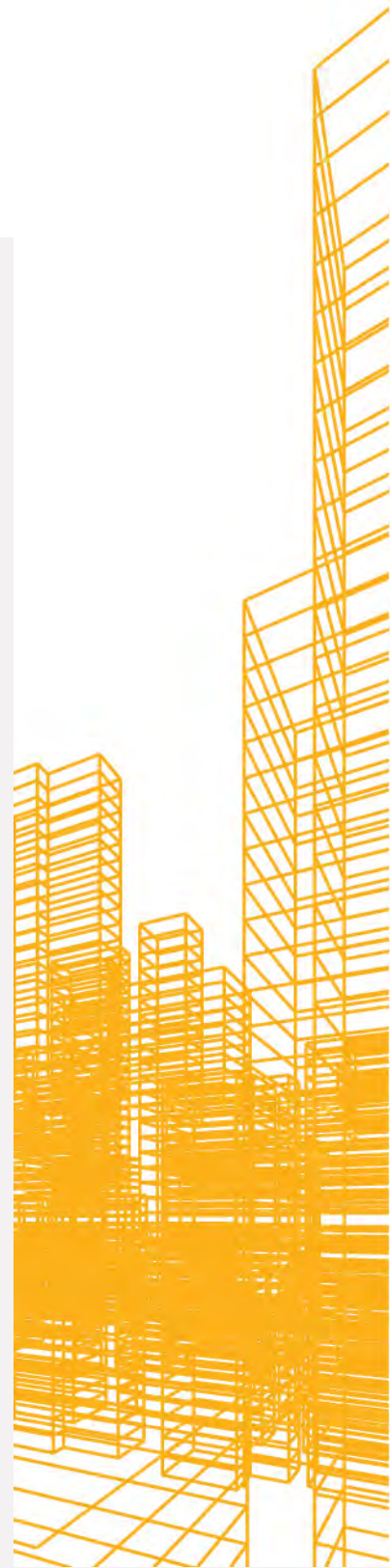
Background

High density housing developments (predominantly condominiums) are trending up year over year in Ontario, which suggests that the need for qualified licenced condominium managers will increase over time across the province.

Since the CMRAO began operations as a digital-first regulator, our priority as an organization has been to raise awareness of the mandatory licensing program, transition the unregulated sector into the new regulated environment, and establish a series of effective compliance programs. Great strides towards these goals have been made in a very short time, and the organization has overseen the continuous growth in the number of licensees that exceeded industry expectations. In 2021, our oversight extended to over 3,600 managers and over 400 condominium management services provider companies across the province.

In December 2020, the Office of the Auditor General of Ontario published the results of its first value-for-money audit of Ontario's condominium sector to evaluate the effectiveness of the CMRAO's operations and service delivery. The CMRAO has already made substantial progress in addressing the recommendations of the report, which align with our strategic direction and are either in progress or in the planning stages to effectively support broader compliance with the licensing requirements under the legislation, and strengthen our internal processes to deliver our consumer protection mandate.

The work on our enhanced compliance program represents another key element of the consumer protection model that we have been building since we began operations. The CMRAO has developed both the IT infrastructure and an impartial process that involves evaluating the



merit of each complaint to decide the course of action, which could include informal resolution, inspections, investigations, a disciplinary process, or other corrective actions.

On November 1, 2021, the authority for setting the education requirements transferred from the Minister of Government and Consumer Services to the Registrar of the CMRAO. A mandatory and comprehensive education program is now in place to ensure that all CMRAO licensees meet the standard of education.

This strategic plan outlines the key priorities for the CMRAO following the first four years of operation as the organization continues to evolve to deal with market changes and fulfill its mandate. As an organization committed to service excellence, the CMRAO will remain focused on refining our regulatory approach to ensure we meet our consumer protection goal.



Mandate

The CMRAO protects condominium communities and builds trust in condominium management services by:



Administering a mandatory licensing system for all condominium managers and management provider businesses and ensuring only qualified individuals with the appropriate qualifications hold a licence.



Establishing education requirements for condominium managers.



Handling complaints by conducting inspections and investigations, assisting in issues resolution, holding discipline hearings, and taking corrective actions.



Promoting and enforcing compliance with the CMSA and its regulations, licensing requirements, and the Code of Ethics.



Maintaining an online registry of licensed condominium managers and condominium management provider businesses. The public registry provides information about licensees, including conditions, suspensions, revocations, and disciplinary actions.



Mission, Vision, and Values

Mission

To **enhance consumer protection** through **modern and effective regulation** of the condominium management sector

Vision

Public confidence that the assets of condominium communities are well managed and protected

Values

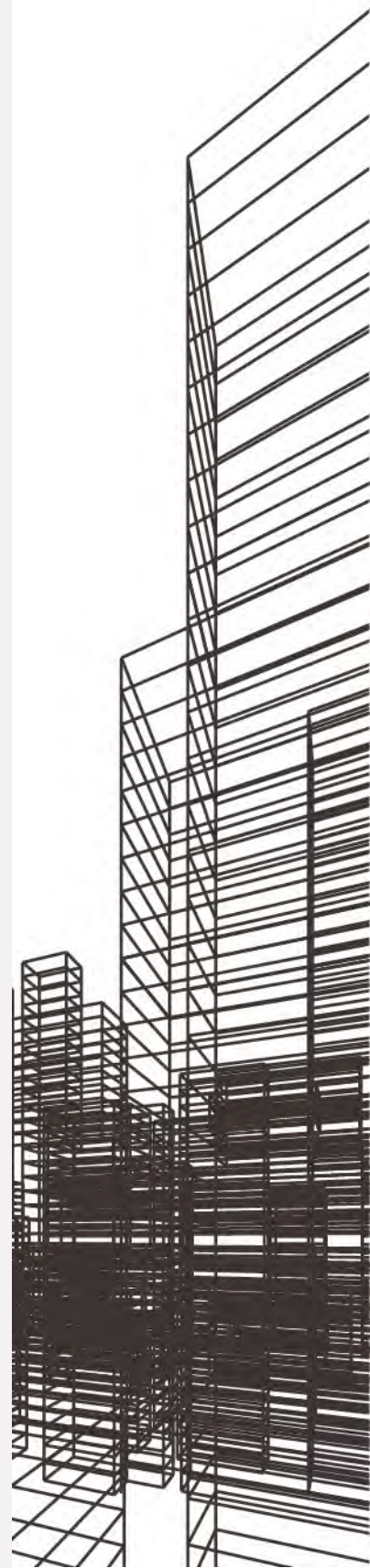
The CMRAO is committed to the following values that guide our behaviour and support our efforts to **achieve our strategic and operational objectives**:

Building trust by carrying out our mission with integrity, transparency, accountability, and a commitment to fairness.

Service excellence through our commitment to responsiveness, respect, and results in all our interactions with the public, the regulated community, and our partners.

Diversity and inclusion by incorporating the principles of diversity and inclusion in all aspects of our work and services that we provide.

Learning organization by focusing on education and sharing knowledge with our stakeholders through a variety of training methods.



Strategic Plan Overview

Four years into our mission, our new strategic plan sets clear outcomes and measures to ensure that the CMRAO continues to fulfill its consumer protection mandate over the next three years.

The plan integrates our operational priorities, with a focus on regulatory excellence, targeted engagement, and organizational competence — themes that tie into all that we do.

This strategic plan identifies five overarching strategic priorities:

1. **Operate as a Digital-First Modern Regulator**
2. **Focus on Service Excellence**
3. **Promote Strategic Stakeholder Engagement**
4. **Deliver Value for Money**
5. **Foster Operational Excellence**

Our strategic plan maps out the actions the CMRAO will take to achieve each of these strategic objectives established by the Board. The supporting strategies offer a more detailed plan that further defines how each priority will ultimately be achieved.



Strategic Plan Objectives and Supporting Strategies



Strategic Objective 1

Operate as a Digital-First Modern Regulator

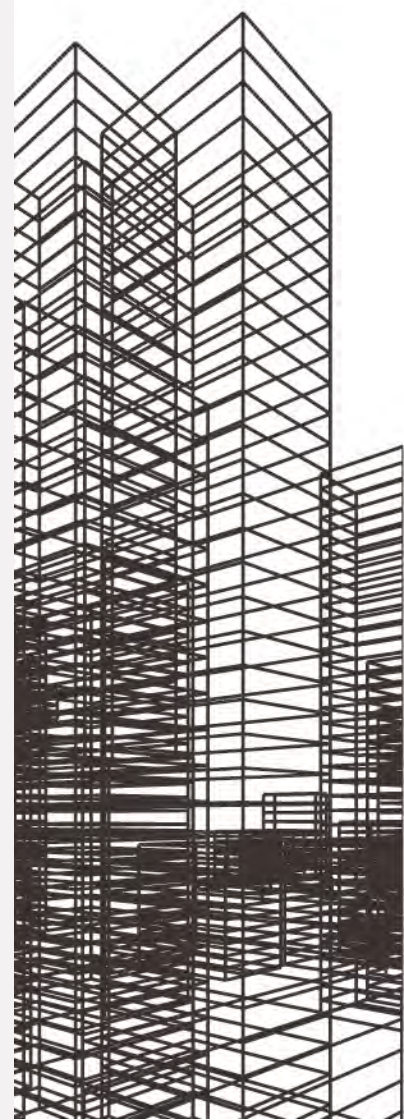
Modern regulation requires promoting compliance through education, training, and licensing; continually monitoring and assessing compliance through proactive and reactive approaches; and responding to non-compliance by enforcement measures.

Regulatory Approach

- Use the data we collect to effectively inform our proactive and risk-based approach to regulatory activities, including the implementation of a proactive inspection program.
- Provide effective guidance and support to the public and our regulated community to reduce non-compliance.
- Work closely with the government to adjust the CMRAO's mandate to reflect the condominium sector's evolution and protect consumers.
- Collaborate with the Condominium Authority of Ontario (CAO) and key stakeholders to identify and generate solutions to important systemic or emerging issues in the sector and better protect the public.

Qualifications, Education, and Licensing

- Continue to define and evolve education standards and requirements for condominium managers as the complexities of condominiums and the profession increase.
- Develop policies and work with stakeholders to develop innovative education delivery options for the sector.
- Evaluate and continually improve our licensing processes.
- Evaluate and continually improve our education program.





Strategic Objective 2

Focus on Service Excellence

In the past four years the CMRAO has established itself as a lean, agile, and responsive organization. We will strive to continually improve our approach to delivering services to the highest possible standards of excellence.

Customer Service Excellence

- Foster a culture of excellent customer service.
- Ensure a consistent application of our policies and procedures.
- Simplify how consumers and licensees access our services.

Continual Operational Improvement

- Continually evaluate and optimize the use of technology to support efficient and effective operations while learning from the experiences of other regulators to improve our operations.
- Evaluate revenue generation opportunities to ensure all regulatory functions are adequately resourced.





Strategic Objective 3

Promote Strategic Stakeholder Engagement

The primary focus will involve expanding awareness of the CMRAO's new education program, consumer protection mandate, and other regulatory activities. The CMRAO values the feedback received from our stakeholders through surveys and other kinds of engagement activities. Feedback from the sector will inform our communications and engagement activities, and help to refine the audience-specific resources that are developed.

Strategic Stakeholder Engagement

- Build on our comprehensive stakeholder engagement strategy by continuing to work closely with our Advisory Committee and develop methods to increase consumer awareness of the CMRAO and its role.
- Engage with our stakeholders and regulatory/non-regulatory partners and use the feedback to inform our service delivery.

Public Communications

- Apply lessons learned from regulatory activities to develop new communication opportunities that provide guidance, raise awareness, and promote enhanced compliance.
- Proactively communicate our successes and challenges with our industry partners, key stakeholders, and condominium communities.





Strategic Objective 4

Deliver Value for Money

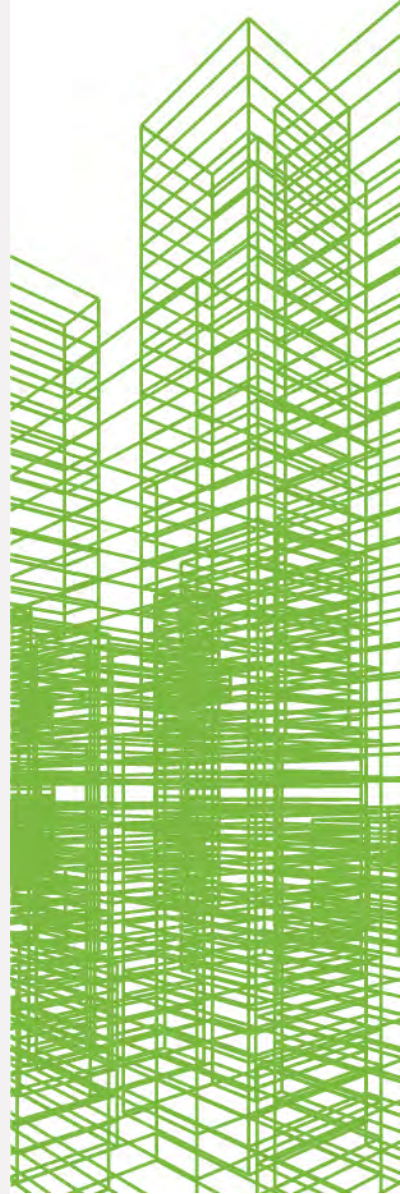
As a not-for-profit corporation that is funded through regulatory fees, the CMRAO must ensure that the organization provides value for money. The CMRAO is committed to being transparent and accountable for the efficient use of funds to allow us to effectively carry out our mandated responsibilities as a sector regulator.

Transparency

- Be transparent about our operating cost structures and financial position.

Cost Effectiveness

- Continue to develop and adapt our business practices to be lean and efficient, and use technology effectively to reduce our expenditures.
- Ensure that new services utilize lean business practices and don't impose an unnecessary burden on licensees.





Strategic Objective 5

Foster Operational Excellence

The CMRAO is committed to building on our high-performing organizational culture. This requires an ongoing effort to ensure a competent and diverse staff complement, Board of Directors, and leadership team who are committed to professionalism, innovation, ethical behaviour, and delivering results.

Governance / Board

- Continue to identify, attract, and retain a skills-based Board reflective of the diversity of the province and the sector through an effective succession-planning process.

People and Culture

- Promote professional development of staff to attract and retain talent and continue to develop in-house regulatory expertise.
- Continue to enhance our performance management process by aligning performance plans with our organizational strategies and values.
- Foster a culture of creative thinking and innovation in a nimble and supportive workplace.

Planning and Reporting

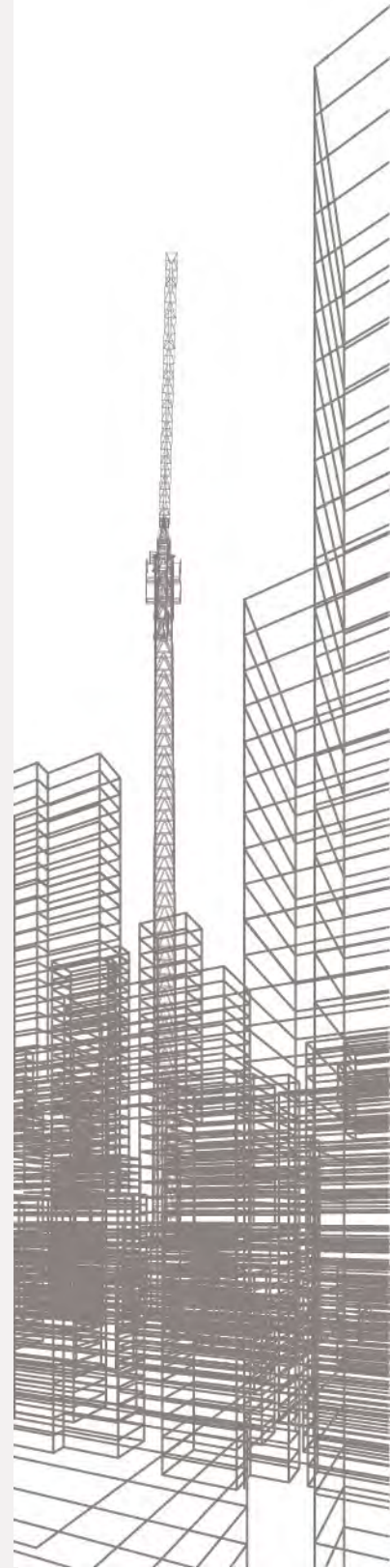
- Continue to enhance and report on performance measures and targets that reflect our strategic priorities.
- Use our annual report to showcase our commitment to excellence.

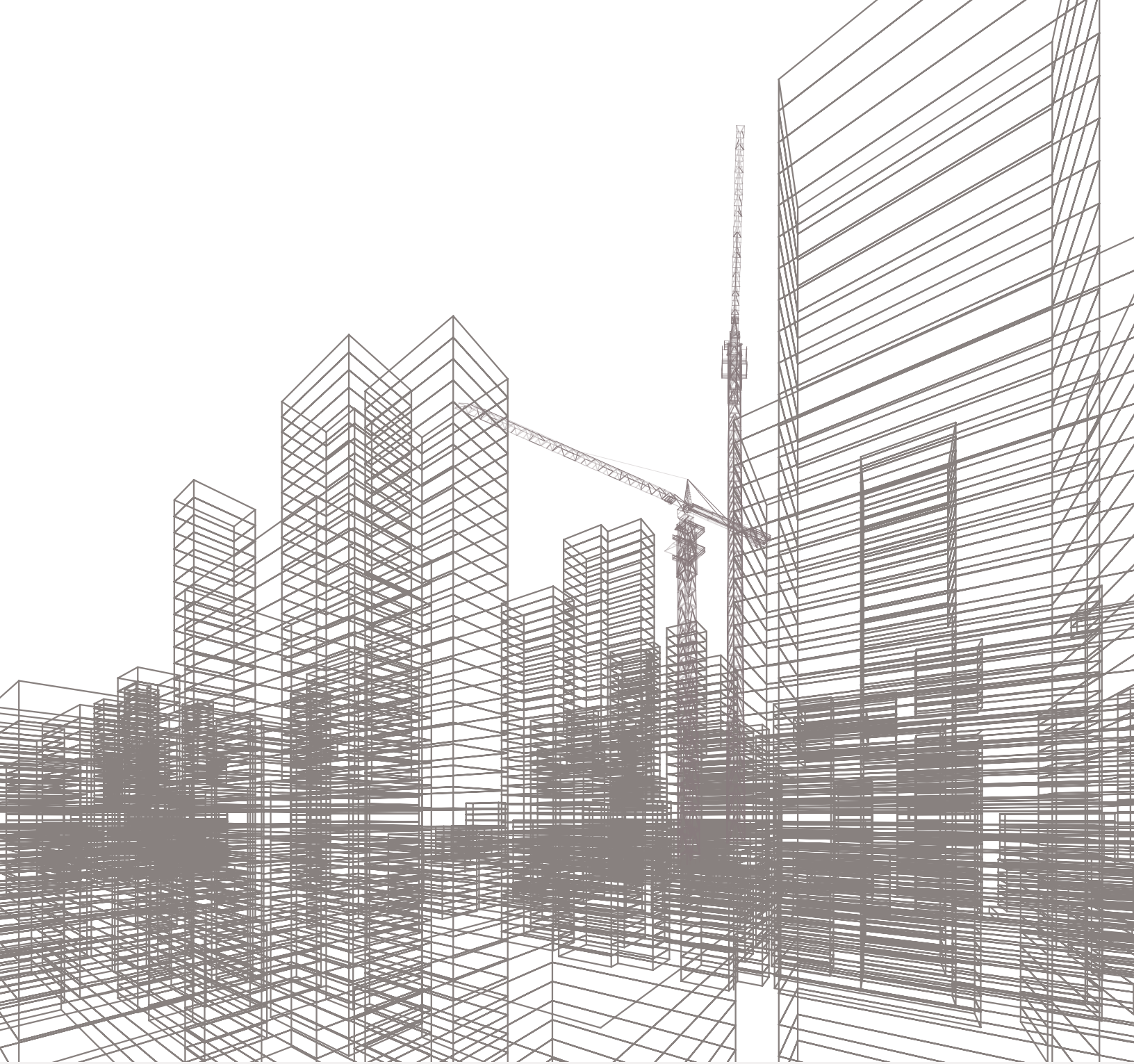
Summary

Strategic planning is key to the effective governance of a not-for-profit organization and it establishes the tone for future organizational success. The CMRAO is committed to continually assessing the organization's progress. Tracking our progress will help us ensure that we are effectively connecting to the sector and with our stakeholders in the ways that we have identified in this plan.

We will continue to deliver on our core mandate — protecting condominium consumers in Ontario while providing our licensees and the public with information, valuable resources, and accessible online tools.

The CMRAO's strategic plan will be supported by our annual business plans that outline the specific actions the organization will take to achieve its strategic objectives over the next three years.





Meeting Standards. Creating Trust. Building Confidence.



Condominium Management
Regulatory Authority of Ontario

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