

A low-angle photograph of a modern, multi-story building with a glass and concrete facade, set against a bright blue sky with scattered white clouds. A large, stylized house outline is overlaid on the right side of the image, framing the title text.

# BUSINESS PLAN

2019 – 2020

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## INTRODUCTION

This business plan outlines key priorities for the CMRAO as it enters its second year of operations. We will continue to fulfil our mandate in a manner that is effective, fair, and transparent, with a view to minimizing any burden on the sector and reducing red tape.

Although the present plan focuses on the 2019–20 fiscal year, it uses a three-year planning horizon, in line with the CMRAO's current strategic plan.

## MANDATE

Established by the *Condominium Management Services Act, 2015* (CMSA), the CMRAO is mandated to promote and enhance the protection of the public interest in the condominium management services sector in Ontario by setting standards and enforcing mandatory licensing of condo managers and condo management companies.

## SECTOR OUTLOOK

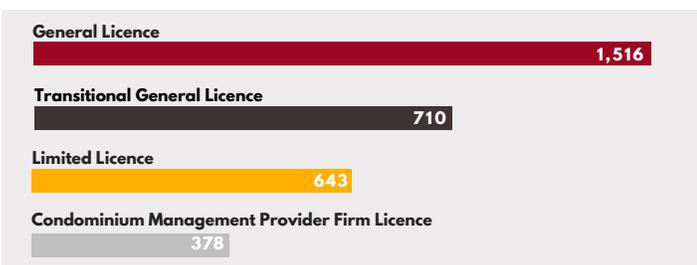
As of January 1, 2019, there were 2,869 licensed condominium managers in Ontario, including 1,516 General Licensees, 710 Transitional General Licensees, and 643 Limited Licensees.

Condominium managers and management companies are providing services across the province with heavier concentrations in Toronto and Central Ontario, where there are more condominiums relative to the rest of the province. Approximately 55% of condo managers are between 40 and 59 years of age.

There are 378 licensed condominium management provider companies in Ontario, of which 156 employ a single condo manager, representing 5.5% of condo managers in Ontario. The three largest companies employ 100 or more condo managers each and represent 25% of condo managers in Ontario.

Now in its second year of licensing operations, the CMRAO has seen promising growth in the condo management sector. As of January 1, 2019, there was a net increase of 145 new condo managers compared to July 1, 2018. The CMRAO has received an average of 38 new Limited Licence applications per month in the first six months of the 2018–19 licensing year.

### Active Licences\*



### Regional distribution of licensees\*



\*as at January 1, 2019

## BUSINESS PLANNING OVERVIEW

The CMRAO is committed to sound business planning in order to effectively deliver its consumer protection mandate. The business plan outlines the priorities for the current year, whereas the Annual Plan details the initiatives undertaken by the CMRAO during the previous year. The two plans can be used in conjunction to assess the organization's performance and achievements moving forward.

Strategic planning is also integral to the business-planning process. In 2018, the Board of Directors approved CMRAO's first strategic plan for the period 2019–22. As part of this exercise, the Board established the CMRAO's vision, mission, and values, and provided strategic directions to guide the CMRAO's business-planning and reporting cycle.

For fiscal year 2019–20 and beyond, the CMRAO will strive to continuously improve and strengthen linkages between its strategic planning, business planning, and annual reporting so that it will continue to meet the government's and the public's accountability expectations.

## STRATEGIC FRAMEWORK: MISSION, VISION, VALUES, AND OBJECTIVES

The strategic direction of the CMRAO was established by the Board of Directors to guide the operations of the organization towards achieving our goal of enhanced consumer protection through modern and effective regulatory activities.

These activities will be undertaken in the spirit of our values:

- **Building Trust** by carrying out our mission with integrity, accountability, and a commitment to fairness.
- **Protecting the Public** by using modern regulatory practices that enhance confidence in the professionalism of condominium management services.
- **Service Excellence** through our commitment to responsiveness, respect, and results in all our interactions with the public, the regulated community, and our partners.



# STAKEHOLDERS

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The CMRAO's stakeholders are:

## **The Public**

The CMRAO is a non-profit organization dedicated to protecting the public and condominium communities and building trust in condominium management services. As a regulator, the CMRAO strives to improve how Ontario's condominiums are managed through licensing, education, and complaints resolution.

This year, the CMRAO will establish an Advisory Committee made of volunteer members from the public and the Ontario condominium community. The Committee will provide input to the CMRAO Board on issues of importance to consumers and licensees, participate in consultations, and provide feedback to proposed policies and educational materials. The Ontario Ministry of Government and Consumer Services (MGCS) will be a partner at committee meetings and gain firsthand knowledge of stakeholder feedback to the CMRAO.

## **Condominium Management Sector and Industry Associations**

The CMRAO works with industry stakeholders to ensure that its rules and regulations support a competitive industry. The organization is also dedicated to promoting awareness of the regulatory system for condo management.

The CMRAO has an active and engaged relationship with the Association of Condominium Managers of Ontario (ACMO) and other professional associations, and actively participates in events organized by these partners.

## **Ontario Ministry of Government and Consumer Services (MGCS)**

The CMRAO is an administrative authority created through provincial legislation, governed by an independent Board of Directors operating under an administrative agreement with the MGCS.

Administrative authorities are responsible for ensuring that a number of Ontario's consumer protection and public safety laws are applied and enforced. MGCS staff work in partnership with the CMRAO to ensure that administrative agreement requirements are met and to provide advice on policy, regulatory, and operational matters related to the CMSA.

## **Other Administrative Authorities**

The CMRAO is part of an administrative authority community and shares information and consults with different organizations on licensing and regulatory matters. The CMRAO shares some of its staff with the Condominium Authority of Ontario (CAO). On October 29, 2018, the CMRAO entered into a Memorandum of Understanding (MOU) with the CAO in order to collaborate on topics of interest to both authorities and contribute to consumer awareness campaigns.

## SERVICES

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There are approximately 1.7 million people living in condos in Ontario and more than 50% of new homes being built in the province are condominiums. There are more than 750,000 condo units in Ontario, up from 270,000 units in 2001.

Since November 2017, the CMRAO has provided the following services:

- Administering a mandatory licensing system for all condo managers and management service providers. The CMRAO licensing team verifies that only qualified individuals who meet the training and education requirements hold a licence.
- Maintaining an online registry of licensed condo managers and condo management companies. The registry is public and contains information about licensees, including the status of their licence, conditions, suspensions, revocations, and any disciplinary actions.
- Promoting and enforcing compliance with the CMSA licensing requirements and the Code of Ethics. The CMRAO continues to develop resources to ensure that licensees make informed decisions and understand the conditions and requirements of their licence.
- Handling complaints about licensees by assisting in issues resolution, conducting inspections and/or investigations, holding discipline hearings, and taking corrective actions.
- Establishing training and education requirements for condo managers (currently set by MGCS).
- Promoting public awareness of the regulatory system for condominium managers by actively engaging with condo communities.

A Discipline Committee and an Appeals Committee were created to hear cases where licensees are alleged to have failed to comply with the Code of Ethics, established by the CMSA.

In the next three years, the CMRAO will focus on establishing its training and education initiatives for condo managers to be implemented in 2021–2022. Training and education requirements for condo managers are currently set by the Minister of Government and Consumer Services.

In 2017 the Minister of Government and Consumer Services designated the courses and challenge exam developed by the Association of Condominium Managers of Ontario (ACMO) as the education and examination requirements necessary for applicants to qualify for a General Licence. This designation is currently in effect until November 2021. In 2018 the Minister specified new continuing education requirements for General Licensees who completed their education and examination requirements prior to November 1, 2017. The continuing education program is offered online by ACMO.

## FRENCH LANGUAGE SERVICES

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The condo management sector is diverse and employs a number of francophone licensees. The CMRAO offers French language customer service, and the majority of CMRAO's public-facing communications were fully translated into French.

## CORPORATE STRUCTURE

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The CMRAO operates with a lean, committed, and diverse permanent staff complement.

In order to achieve its mandate of protecting the public by licensing condo managers, the CMRAO maintains a dedicated team of licensing and compliance staff who are responsible for administering the licensing and compliance function. Under the leadership of the Deputy Registrar, the licensing and compliance staff evaluate licensing applications and are available to handle complaints from the public or the licensed sector.

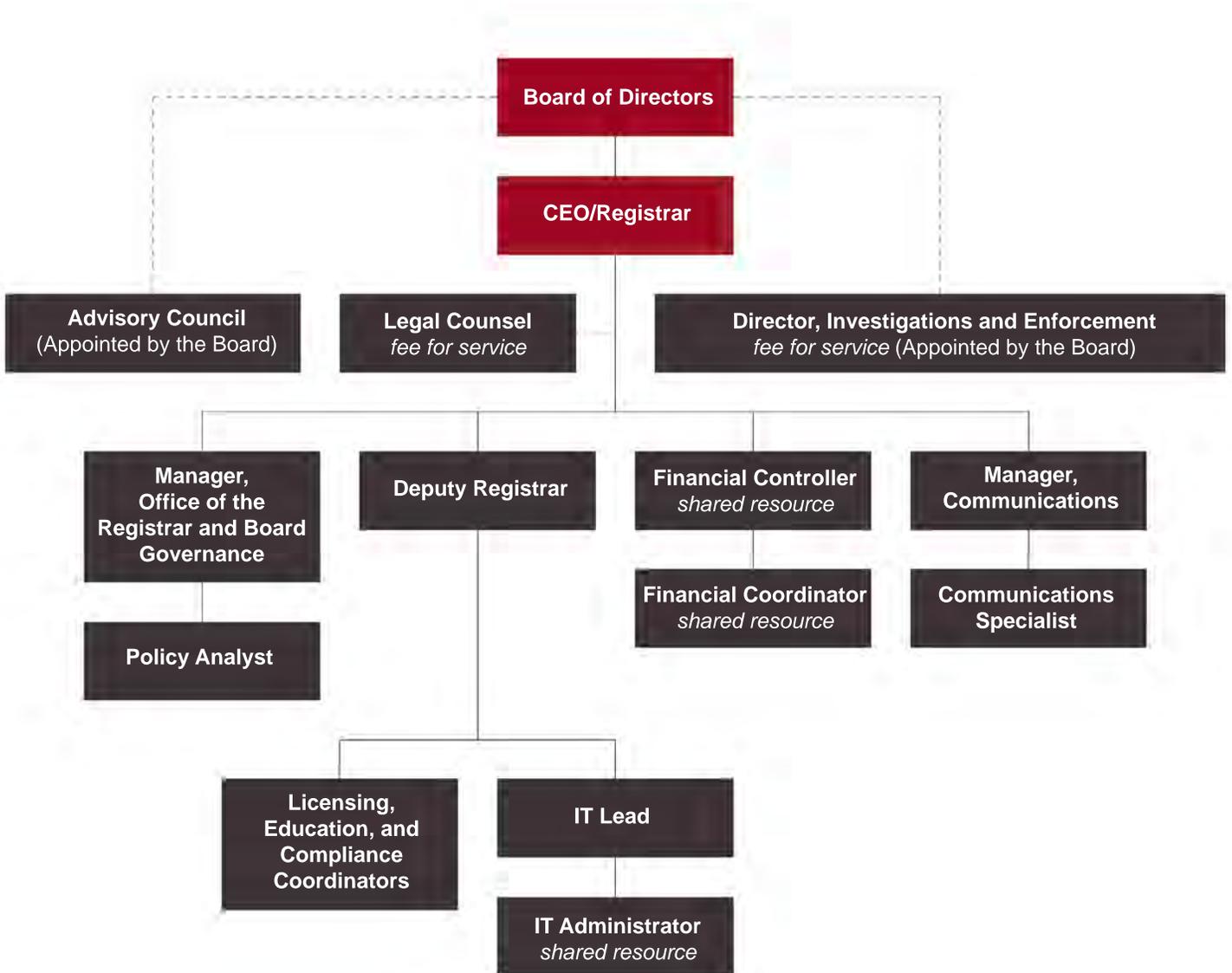
The CMRAO shares personnel with the CAO in the fields of Finance and Information Technology to achieve organizational efficiencies.

An independent Board of Directors composed of elected members and ministerial appointees has the mandate to oversee and guide the operations of the CMRAO. Board directors possess a wide range of skills, including expertise in condo management, corporate law, administrative authority governance, regulations, strategic planning, risk management, and public policy.

The CMRAO is committed to a skills-based selection process when it comes to replacing elected directors, while ensuring that there are no skills gaps that may appear as a result of departing directors. Consideration is also given to diversity on the Board and that there is province-wide representation.

The CMRAO Board has appointed members of the Discipline Committee and Appeals Committee, and it has established an Advisory Committee made up of members of the public and the regulated sector for direct input to the Board on issues of interest to consumers.

# CMRAO CORPORATE STRUCTURE



## CORPORATE POLICIES

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The CMRAO maintains several Board-approved policies to guide the organization. Detailed information can be found on the CMRAO's website.

### **Procurement Policy**

The Procurement Policy supports the CMRAO in its acquisition of goods and services to ensure that processes and procedures are transparent, economical, fair, and accessible.

### **Travel, Meal, and Hospitality Expense Policy**

The Travel, Meal, and Hospitality Expense Policy outlines the rules and accountability framework to reimburse travel, meal, and hospitality expenses while undertaking business on behalf of the organization.

### **Complaints Policy**

The CMRAO Complaints Policy applies to all complaints received by the CMRAO related to its services in English and French, and the conduct of its staff or members of the Discipline and Appeals committees. The procedures to submit complaints regarding CMRAO staff or services are outlined in the policy, which is available on the CMRAO website (<https://www.cmrao.ca/about-cmrao/policies/complaints-policy/>). Accessibility accommodations are available upon request.

Details for submitting a complaint against a licensed condominium manager or condominium management company are detailed on the CMRAO website (<https://www.cmrao.ca/complaints/>).

### **Access and Privacy Policy**

The CMRAO complies with applicable privacy legislation and the policy outlines how the organization would protect and provide access to personal information and records.

### **Accessibility Policy**

The CMRAO's Accessibility Policy outlines the organization's commitment to remove barriers and ensure that our services are respectful of the individual needs of people with different abilities. Policies, practices, and procedures were developed to create an environment respectful to the needs and experiences of persons with disabilities.

## COMPLAINTS PROCESS

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The CMRAO's complaints process provides an impartial assessment of concerns regarding condo management services provided by licensed managers and management companies.

The CMRAO will accept complaints through the online complaints portal available on the CMRAO website (<https://www.cmrao.ca/complaints/submit-a-complaint/>).

Pursuant to section 57 of the CMSA, in handling complaints the Registrar may do any of the following, as appropriate:

- attempt to mediate or resolve the complaint
- give the licensee a written warning that if the licensee continues with the activity that led to the complaint, action may be taken against the licensee
- require the Principal Condominium Manager of the licensee to take further educational courses if the licensee is a provider of condo management services
- require the licensee to take further educational courses if the licensee is a condominium manager
- refer the matter, in whole or in part, to the Discipline Committee
- refuse, suspend, or revoke a licence or refuse to renew a licence
- approve a licence or the renewal of a licence with conditions
- apply conditions to a licence at any time
- take further action as is appropriate in accordance with this Act

## STRATEGIC OBJECTIVES

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Over the next three years, the CMRAO intends to focus its efforts on successfully delivering on its mission and its strategic direction. The objectives set out in the strategic plan capture the CMRAO's goal to operate as a **Modern Regulator**, to focus on **Service and Operational Excellence**, and to achieve **Efficiency and Value for Money**. Internally, the CMRAO will aim to create a **Culture of Performance** while proactively seeking meaningful **Communication** with the public and promoting strategic **Stakeholder Engagement**. Each strategic objective is supported by concrete actions with measurable outcomes. The CMRAO will report on the outcomes of these actions and the achievement of its strategic objectives in the annual report.

# STRATEGIC OBJECTIVES AND ACTIVITIES

## 1. Modern Regulator

<b>Qualification, Education, and Licensing</b>	
<b>Year</b>	<b>Activities/Strategies</b>
2019–2020	<p>Develop a competency profile and educational standards for condominium managers</p> <p>Promote compliance with existing educational requirements for all licensees</p>
2020–2021	<p>Develop policies to guide the efficient, province-wide delivery of educational programs for condominium management</p> <p>Develop policies to guide quality control of educational offerings</p>
2021–2022	<p>Implement new educational programs</p> <p>Monitor and improve educational activities</p>

<b>Regulatory Approach</b>	
<b>Year</b>	<b>Activities/Strategies</b>
2019–2020	<p>Use the data collected to inform our approach to regulatory activities</p> <p>Develop a data-driven risk framework to prioritize our prevention, compliance, and enforcement actions</p>
2020–2021	<p>Implement risk-based enforcement</p> <p>Continuously evaluate and improve the complaints-resolution processes</p>
2021–2022	<p>Focus on preventing compliance issues by providing effective guidance and supports to the public and regulated community</p>

## 2. Service and Operational Excellence

<b>Customer Service Excellence</b>	
<b>Year</b>	<b>Activities/Strategies</b>
2019–2020	Promote a culture of excellent customer service Ensure a consistent application of our policies and procedures
2020–2021	Simplify how consumers and licensees access our services Continue to monitor consistent application of policies and procedures
2021–2022	Continuously monitor and improve service delivery

<b>Continuous Operational Improvement</b>	
<b>Year</b>	<b>Activities/Strategies</b>
2019–2020	Evaluate and optimize our use of technology to support efficient and effective operations
2020–2021	Apply lessons learned and best practices to continuously improve operations
2021–2022	Benchmark best practices against regulators in the province to identify and address areas requiring improvement

## 3. Efficiency and Value for Money

<b>Transparency and Cost Effectiveness</b>	
<b>Year</b>	<b>Activities/Strategies</b>
2019–2020	Implement business practices to be lean and cost effective Report annually on activities and operations, including associated costs Periodically review and publish policies related to procurement and expenses Undertake a review of licensing fees
2020–2021	Make effective use of technology to improve business practices based on analysis of data from previous years
2021–2022	Continue to monitor and improve business practices with a view to transparency

## 4. Culture of Performance

<b>Governance and Board</b>	
<b>Year</b>	<b>Activities/Strategies</b>
2019–2020	Work to attract and retain a diverse skills-based Board  Board and governance evaluation
2020–2021	Identify and address skill and experience gaps at the Board level
2021–2022	Board and governance evaluation  Monitor and improve governance processes

<b>People and Culture</b>	
<b>Year</b>	<b>Activities/Strategies</b>
2019–2020	Hire, motivate, train, and promote the best talent in a culture of service excellence, innovation, and ethical behaviour  Foster professional development of staff and the creation of in-house regulatory expertise
2020–2021	Continue to foster a culture of diversity, equal opportunity, and commitment to service
2021–2022	Continue to foster a results-driven environment of innovation and ethical behaviour

## 5. Communication and Stakeholder Engagement

<b>Stakeholder Engagement</b>	
<b>Year</b>	<b>Activities/Strategies</b>
2019–2020	<p>Develop and execute a stakeholder and community partners engagement strategy</p> <p>Develop an Advisory Council to support meaningful two-way dialogue</p> <p>Seek and establish collaborations with other administrative authorities in the province for the purposes of information sharing</p>
2020–2021	Continue to engage and listen to our stakeholders and use their feedback to inform our service delivery
2021–2022	Continuously monitor and improve engagement strategies across the board

<b>Public Communications</b>	
<b>Year</b>	<b>Activities/Strategies</b>
2019–2020	<p>Develop new communication opportunities to provide guidance to the public and raise awareness of CMRAO's regulatory activities</p> <p>Develop and implement policies on transparent communication of regulatory decisions to the general public</p>
2020–2021	Refine communications based on lessons learned from past activities and feedback from the public
2021–2022	Continuously monitor and improve communications strategies across the board

## OUTCOMES AND PERFORMANCE MEASURES

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The CMRAO sets strategic priorities, objectives, and performance measures in its annual Business Plan, which will be reported on in the Annual Report. Setting such targets enables the CMRAO to maintain transparency and accountability in all its business practices to the public and its stakeholders.

The performance measures are based on the strategic priorities of the organization and are selected to be challenging but also achievable.

As 2019 is only the second year of full operations for the CMRAO, the performance measures are intended to set a baseline for planned activities. As the organization moves towards a more steady-state operation, performance measures will be updated to allow for a year-over-year comparison.

<b>Performance Measure</b>	<b>Target Timeline</b>
Percentage increase of registrants who have completed all qualification requirements for licensing	2019–2020
Percentage of licensees who were the subject of complaints and/or regulatory action	2019–2020
Percentage of public stakeholders/licensees who report satisfaction with services received from the CMRAO	2019–2020
Consumer satisfaction rating for CMRAO's complaint-handling process	2019–2020
Percentage of consumers surveyed who are aware of the existence of CMRAO and the requirement for condominium managers in Ontario to be licensed by the CMRAO	2019–2020

## RISK MANAGEMENT

The CMRAO aims to identify, assess, and manage any risks that may affect the CMRAO's ability to achieve its objectives. This would enable the CMRAO to ensure that levels of risk and uncertainty are identified and properly managed.

The CMRAO is committed to protecting and serving its stakeholders and the public, and as such, assesses risks throughout the entire organization with a view to treat, monitor, and review it on a regular basis.

The CMRAO will establish a risk register as a tool to record risk occurrences and actions taken, and will provide an opportunity to use the lessons learned to inform new practices.

### Summary of Possible Risks and Mitigation Strategies

Finance				
Risk	Objective	Likelihood	Impact	Mitigation Strategies
Temporary/ permanent reduction in source revenue	<b>Service and operational excellence</b>	Low	Moderate	Creation and maintenance of a reserve fund  Adherence to procurement policy  Regular review of actual spending through budget vs actual variance report  Creation and maintenance of Contingency Fund separate from the Reserve Fund  Close collaboration with industry associations and active engagement with the sector to understand trends and size of market
Compromised financial processing and reporting capabilities		Low	Minor	Restriction on access to different areas of Financial system  Restriction on posting the entries  Accounting system data stored on cloud-based servers with redundancy

Risk	Objective	Likelihood	Impact	Mitigation Strategies
Failure to meet statutory requirements (CRA, WSIB, ESA, AODA, on pay equity) leading to potential fines	<b>Service and operational excellence</b>	Low	Minor	Regular compliance review to identify applicable changes in legislations Reporting to the Board at each board meeting Compliance checklist updated on regular basis
Potential for internal fraud		Low	Moderate	Separation of duties in the Accounting department Insurance acquired with crime option included

<b>Operational and HR</b>				
Risk	Objective	Likelihood	Impact	Mitigation Strategies
Ineffective regulations/policies leading to reputational harm for the CMRAO	<b>Modern regulator</b>  <b>Service and operational excellence</b>  <b>Culture of performance</b>	Low	Moderate	Close collaboration with the Ministry of Government and Consumer Services (MGCS) in drafting and review of regulations
Reversal of decisions by the Licence Appeal Tribunal (LAT) that could have implications for previous decisions		Low	Moderate	Regular consultation with legal counsel on all regulatory matters Close collaboration with LAT on matters of education, procedure, and process
Lack of corporate policies, processes, and standard procedures leading to poor service levels		Low	Moderate	Corporate policies in place and reviewed annually Licensing processes documented and reviewed annually HR policies in place and reviewed annually

Risk	Objective	Likelihood	Impact	Mitigation Strategies
Loss of capacity/ inability to attract and retain key staff	<b>Service and operational excellence</b>	Low	Moderate	Proactive monitoring of staff levels and implementation of succession plans  Regular surveying of employee engagement  Performance management framework  Documented recruitment processes including annual updating of job descriptions
Unsafe workplace leading to staff injury and legal liability		Low	Minor	Workplace Health and Safety Policy and Workplace Violence and Harassment in place and reviewed annually  Active monitoring of workplace health and safety by Health and Safety Representative through monthly inspections  Fire wardens and first aid trained employees in place  Participation in regular fire drills  Insurance

<b>Governance</b>				
Risk	Objective	Likelihood	Impact	Mitigation Strategies
Misalignment between Board and management responsibilities	<b>Culture of performance</b>	Low	Moderate	Ongoing Chair and CEO attention to balance of roles  Well-defined role descriptions for the leadership team and Board directors
Lack of Board members due to unforeseen circumstances		Possible	Moderate	Board terms staggered to avoid complete turnover and negative impact on committee membership  Proactive relationship with the Ministry to encourage timely appointments

Risk	Objective	Likelihood	Impact	Mitigation Strategies
Board decisions compromised by lack of governance tools, education, skill, or personal agenda	<b>Culture of performance</b>	Low	Moderate	<p>Key policies in place and reviewed annually (for example, Code of conduct and conflict of interest, Remuneration and expense policy, and so on)</p> <p>Continuous education for Board directors throughout the year</p> <p>Board selection process reviewed for potential conflict of interest</p> <p>Skill-based selection process in place</p> <p>Board evaluation every two years</p> <p>Decisions are made by the Board as a whole not by an Executive Committee Policy on conflict of interest</p>

### Information Technology (IT)

Risk	Objective	Likelihood	Impact	Mitigation Strategies
Breach of data security leading to reputational liability and/or legal liability	<p><b>Modern Regulator</b></p> <p><b>Service and operational excellence</b></p> <p><b>Communication/ Stakeholder engagement</b></p>	Possible	Severe	<p>Recruiting an IT Lead and additional IT resources as needed for CMRAO</p> <p>Design and implement a Business Continuity Plan</p> <p>Acceptable use, remote access, and data security policies and procedures to be implemented</p> <p>Role-based secure access to portals</p> <p>Mandatory password change each quarter</p> <p>Two-factor authentication</p>

Risk	Objective	Likelihood	Impact	Mitigation Strategies
Significant technology failure leading to inability to deliver services	<p><b>Modern Regulator</b></p> <p><b>Service and operational excellence</b></p> <p><b>Communication/ Stakeholder engagement</b></p>	Low	Severe	<p>Portals and website data stored in the cloud with significant redundancy and ability to retrieve data easily</p> <p>Service standard agreement with vendor for various levels of fixes (critical, moderate, low)</p> <p>Daily back-ups of all critical data</p>
Website and portals down leading to inability of registrants to meet deadlines (outage over 72hrs)		Low	Moderate	<p>Established strategies to address outage situations</p> <p>Immediate communication with the sector through secondary contact system.</p> <p>Staff trained to respond to inquiries in a reassuring manner</p>
Prolonged loss of power (more than 24hrs) leading to loss of access to office		Possible	Minor	<p>Staff can access CMRAO portals and data remotely with their laptops as the system is cloud-based</p>
Phone system outage leading to inability to accept calls from registrants and the public (outage more than 24hrs)		Possible	Moderate	<p>Public and registrants can use email to contact the customer-care team</p> <p>Possible change of provider based on analysis of incidents</p> <p>Cellphones not dependent on phone system</p>
Loss of internet connection (outage more than 24hrs)		Low	Minor	<p>Staff would use data plans on cellphones</p> <p>Immediate communication through secondary contact system</p> <p>Staff would access cloud-stored data remotely from secure devices</p> <p>Use of cellphones for urgent communications</p>

## Stakeholder Communications

Risk	Objective	Likelihood	Impact	Mitigation Strategies
Loss of confidence due to bias, lack of competence, lack of integrity leading to negative media and/or breakdown in collaboration	<p><b>Communication/ Stakeholder engagement</b></p> <p><b>Service and operational excellence</b></p>	Low	Severe	<p>Implementation of advisory process for direct input to the Board on matters of consumer protection</p> <p>Close collaboration with MGCS, adherence to Minister direction, frequent and transparent communications</p> <p>Quarterly reporting on activities and initiatives</p>
Real or perceived business/regulatory model failure leading to loss of reputation and public criticism		Low	Moderate	<p>Transparent public reporting through business plans and annual reports available to the public</p> <p>Consultation with the sector and public on strategic topics</p> <p>Establishment of an advisory process for direct input to the Board on matters of consumer protection</p> <p>Establish positive relationship with new administration</p>
Negative media interaction (including social media) leading to loss of confidence in CMRAO		Possible	Moderate	<p>Close monitoring of social media accounts</p> <p>Implementation of social media policy for staff</p> <p>Implementation of code of conduct and confidentiality policies for staff, limiting media interactions and exposure of confidential information</p> <p>Spokesperson policy and media training for identified managers and Board members</p>

## HUMAN CAPITAL PLAN

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The CMRAO is committed to creating a work environment of collaboration where employees are treated fairly and with respect, and where the principles of diversity and inclusion are embraced.

The purpose of the present Human Capital Plan (HCP) is to help the CMRAO ensure it meets its mission by using a data-driven approach to engage its staff and stakeholders.

The principles that stand at the basis of the HCP are –

**Collaboration** – seeking linkages with the Condominium Authority of Ontario, and with the various committees of the CMRAO, such as the Advisory Committee, the Discipline Committee, and the Appeals Committee

**Diversity** – aiming to make this the cornerstone of every recruitment and selection process, whether for the CMRAO board, committees, or staff

**Education** – committed to promote at all levels of the organization, including staff, executives, Board directors, or committee members

Built on the strategic pillars of Service and Operational Excellence and Culture of Performance, the objectives of the CMRAO's Human Capital Plan include –

- Attract and retain a high-performing workforce with the technical and professional skills needed to achieve CMRAO's mission
- Foster a results-oriented culture of innovation and ethical behaviour
- Support an organizational environment that encourages an inclusive workforce to achieve its goals and is representative of the province's and regulated sector's diversity
- Ensure that all human capital processes, policies, and practices are reviewed, evaluated, and easily accessible

## Human Capital Plan: Supporting Strategies and Performance Measures

Objective	Supporting Strategy	Performance Measures
Attract and retain a high-performing workforce with the technical and professional skills needed to achieve CMRAO's mission	Hire, motivate, train, and promote the best talent in line with our values	Fill positions in 90 days from needs analysis to posting to offer
	Retain current high-performing staff through proactive engagement and professional-development opportunities	Low turnover rate Amount of training hours Percentage of staff engagement levels
Support a healthy organizational environment that encourages staff to achieve goals and is representative of the province's diversity	Ensure that the performance management system is reflective of the values of the CMRAO	Percentage of employees meeting or exceeding performance expectations
	Emphasize a culture of diversity, equal opportunity, and professional development	Percentage of staff satisfied with diversity and inclusion initiatives Percentage of staff satisfied with equal-opportunity initiatives
	Develop an enterprise approach to health and wellness that focuses on a healthy work environment, flexible workplace options, and employees' mind and body wellness	Low absenteeism rates Percentage of employees aware of accessible work arrangements offered by CMRAO
Ensure that all human capital processes, policies, and practices are reviewed, evaluated, and easily accessible	Annually update all Human Resources and Health and Safety policies to reflect organizational changes and ensure compliance with provincial legislation and regulations	Policy audit

## RESOURCES

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As a not-for-profit corporation that is funded solely through regulatory fees charged to our licensed businesses and individuals, the CMRAO is committed to the prudent management of our financial resources to ensure we provide value for money. The CMRAO is committed to being transparent and accountable for the efficient use of these fees to allow us to effectively carry out our mandated responsibilities as a sector regulator. As such, we aim to undertake the following commitments:

- **The CMRAO will be transparent about operating cost structures and financial position:**
  - The CMRAO adheres to expense and procurement policies that meet the spirit and intent of the provincial government practices. Audited financial statements are prepared and made publicly available every year, and three-year financial forecasts are published with every business plan.
- **The CMRAO will develop and adapt its business practices to remain lean and cost effective:**
  - The CMRAO Board of Directors meets annually to plan the allocation of funds for future activities. In undertaking this planning, the Board is careful to ensure that the CMRAO's activities for the ensuing year are adequately resourced.
  - To ensure strict control on spending within budget, a monthly report of Budget vs Actual will be prepared and presented to the Board.
  - Each department head is made responsible for their budget with the added oversight from the Director of Finance and Controllershship.
  - CMRAO will review its business operational activities on an ongoing basis, focusing on cost drivers to ensure the cost-effective utilization of resources.
  - CMRAO will embrace technology and outsourcing in pursuit of the cost-effective way of doing business.
  - The HR budget reflects the appropriate yet lean organizational structure.
  - CMRAO will undertake annual enhancements of the IT system.
  - Starting in 2019–20, the CMRAO will pay an oversight fee to the Ministry of Government and Consumer Services (MGCS) under the administrative agreement.
  - CMRAO has implemented its reserve policy and a portion of revenue will be contributed to the reserve fund.

# FINANCIAL PROJECTIONS

## Three-year financial outlook

The CMRAO establishes a detailed operating budget in advance of each fiscal year. The following is a financial outlook based on a forecast of anticipated revenues and planned expenditures for a three-year period (2019–2022). This outlook will be reviewed annually and updated as required.

	2019 – 2020	2020 – 2021	2021 – 2022
<b>Revenues:</b>			
Licensing Fees	2,654,642	2,638,484	2,688,956
Other Income	15,000	15,000	15,000
<b>Total Revenues</b>	<b>2,669,642</b>	<b>2,653,484</b>	<b>2,703,956</b>
<b>Expenditures:</b>			
Human Resources/Board	1,636,376	1,683,298	1,731,628
Operating	780,044	718,317	721,875
Capital	30,000	30,000	30,000
MGCS oversight fee	198,084	198,084	198,084
<b>Total Expenditures</b>	<b>2,644,504</b>	<b>2,629,699</b>	<b>2,681,587</b>
Reserve Fund	20,000	20,000	20,000
<b>Net Surplus/(Deficit) for the period</b>	<b>5,138</b>	<b>3,785</b>	<b>2,369</b>



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