

# Strengthening Connections for an Evolving Sector

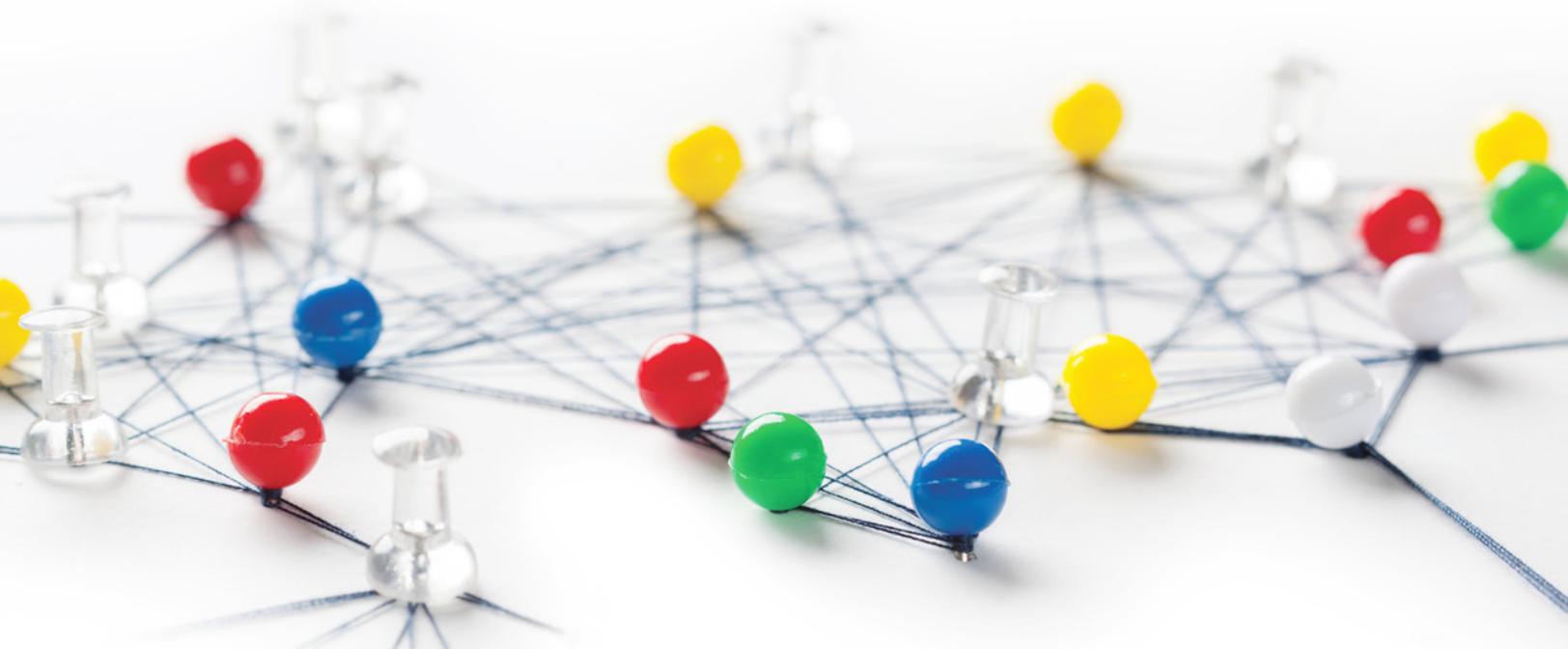
Strategic Plan 2019 to 2022



## About the Condominium Management Regulatory Authority of Ontario (CMRAO)

The Condominium Management Regulatory Authority of Ontario (CMRAO) was created through provincial legislation (*Condominium Management Services Act, 2015*) and began operations on November 1, 2017.

Regulation by the CMRAO means all condo managers and management companies are licensed, meet education and experience requirements, and comply with a code of ethics.



### Table of Contents

- 2 Message from the Chair of the Board
- 3 Message from the CEO and Registrar
- 4 Preface
- 5 Mission, Vision, Values
- 6 Strategic Plan: An Overview
- 7 Strategic Plan: Objectives and Supporting Strategies
- 12 Summary

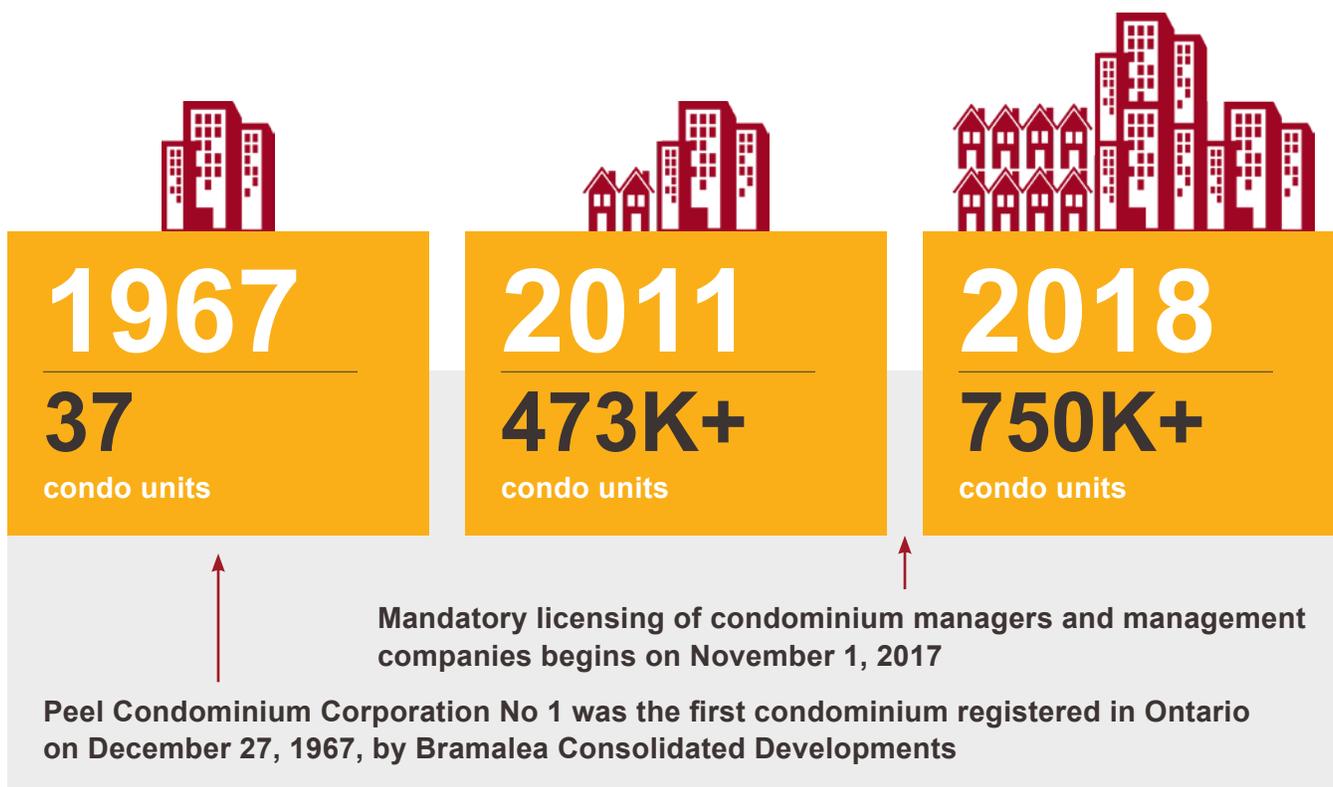
# Ontario's Rapidly Growing Condominium Sector

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 clear standards and enforcing mandatory licensing of condo managers and condo management companies.

Approximately 1.6 million people live and invest in condominiums in communities across Ontario. There are more than 750,000 condo units, and construction cranes have become part of the landscape. It is estimated that nearly 50% of the new homes being built in the province are condominiums, a boom unlikely to slow down any time soon.

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. Through effective regulation, the CMRAO strengthens the condo management profession and helps to protect consumers in Ontario's complex and rapidly growing condominium sector.

Prior to the introduction of new legislation and the creation of the CMRAO, the Ministry of Government and Consumer Services (MGCS) facilitated an 18-month public-engagement process that generated over 2,000 submissions and more than 200 recommendations to strengthen consumer protection and support the needs of both current and future condo owners.



# Message from the Chair of the Board

On behalf of the Board of Directors, I am pleased to share the CMRAO's first strategic plan.

This strategic plan is our vision of the CMRAO for the next three years and it outlines two broad themes:

1. What we do, what we stand for, and who we serve
2. The best way to achieve our desired outcomes

It is the Board's purview to oversee the ongoing performance of the organization with respect to licensees, stakeholders, and staff. The CMRAO understands and values the distinct roles of industry associations and other partner organizations as we work together to maintain and enhance the integrity and standards of the condo management sector.

This plan will keep us focused on delivering the five pillars identified herein and help us manage our total approach to the business with all our relationships. Staff will operationalize the delivery of the five pillars identified in this plan to achieve the long-term vision of the Board.

Though it is impossible to predict what lies ahead, we do know that Ontario's condominium sector continues to grow rapidly. It is critical then to establish the strategic direction with a road map that defines a plan of action to drive the organization forward. With our plan now in place, we can move forward in the right direction, strengthening connections and building new relationships along the way.

**Aubrey LeBlanc**  
*Chair of the Board*



# Message from the CEO and Registrar

In the span of one short year, Ontario's condominium managers have moved from an unregulated to a regulated sector. Condo managers are now licensed professionals who need their licences to provide services, like other regulated professions in the province. This brief period of implementation required the rapid development of a regulatory infrastructure while at the same time building connections with industry stakeholders that were key to the successful rollout of our new licensing program.

Now that the initial phase of the licensing process has been completed, the CMRAO has had the opportunity to focus on strategic planning and to reflect on our consumer protection mandate, our role as a modern regulator, and the core values of the organization. These strategic pillars set the direction for the work we deliver.

The CMRAO is committed to traditional regulation in the sense that we are responsible for compliance and enforcement, which involves reminding licensees of their responsibilities under legislation. The CMRAO also strives to be a modern regulator, and our approach relies on data with a focus on measurement and on ensuring that our licensees have the education, resources, and support they need to fulfill their legal and ethical obligations.

Looking ahead, the organization's focus will be on the long-term training and qualification of our licensees. CMRAO's accountability to the industry and the government ensures that our licensing system moves the condo management profession forward to achieve public protection goals.

Our staff are engaged and committed to executing the Board's vision for the organization now, and as we move forward, with a clear strategic direction.

**Ali Arlani**

*Chief Executive Officer and Registrar*



# Preface

The Condominium Management Regulatory Authority of Ontario (CMRAO) is a non-profit corporation established in November 2017 by the Government of Ontario under the *Condominium Management Services Act, 2015* (CMSA), to provide stronger consumer protection for Ontarians living and investing in condominiums by regulating and licensing condominium managers and companies.

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

This inaugural strategic plan outlines the key priorities for the CMRAO following its first year of operations and as the organization continues to fulfil its mandate.

## Mandate

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

Administering a mandatory licensing system for all condo managers and management companies and ensuring that only qualified individuals with the appropriate training and education hold a licence.

Maintaining an online registry of licensed condo managers and condo management companies. This public registry will contain information about the licensees, including conditions, suspensions, revocations, or any disciplinary actions.

Promoting and enforcing compliance with the *Condominium Management Services Act, 2015* (CMSA), licensing requirements, and the Code of Ethics.

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

Establishing training and education requirements for condo managers (currently set by the MGCS).

Promoting awareness of the new regulatory system.

# Mission, Vision, 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, 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.

# Strategic Plan: An Overview

The CMRAO's first year of operations focused on successfully launching a new licensing program, completing the first licensing renewal cycle, establishing the public registry, and implementing a complaints process. In the fall of 2018, the Board of Directors embarked on a strategic planning exercise to examine and map out the organization's key operational priorities for the next three years.

This strategic plan identifies the following five strategic objectives:

1. Operate as a Modern Regulator
2. Focus on Service and Operational Excellence
3. Deliver Efficiency and Value for Money
4. Create a Culture of Performance
5. Communicate Proactively and Promote Strategic Stakeholder Engagement

Our strategic plan maps out the course of action the CMRAO will take to achieve each of the strategic priorities established by the Board. The supporting strategies offer a more detailed plan that further defines how each priority (guided by our mission and vision) will ultimately be achieved.



## 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

## Our Values:

- Building Trust
- Public Protection
- Service Excellence

# Strategic Plan: Objectives and Supporting Strategies



## Strategic Objective 1: Modern Regulation

Modern regulation focuses on finding the right regulatory balance: proactive approach (prevention, education, inspections, and compliance) versus a reactive approach (driven by complaints).

### Regulatory Approach:

- Use the data we collect to effectively inform our approach to regulatory activities and reduce the burden for licensees
- Develop and implement a risk framework to prioritize our prevention, compliance, and enforcement actions
- Focus on preventing compliance issues by providing effective guidance and supports to the public and our regulated community
- Evaluate and continually improve our complaints resolution processes

### Future Education Requirements

Effective November 1, 2021, the Registrar of the CMRAO will have the authority to specify education requirements.

### Qualifications, Education, and Licensing:

- Develop a competency profile and education standards and requirements for condominium managers
- Develop policies to guide the efficient province-wide delivery of quality education programs for condominium managers
- Evaluate and continually improve our licensing processes



## **Strategic Objective 2: Service and Operational Excellence**

CMRAO has done a lot in a very short time to establish itself as a lean, agile, and responsive organization. A key area of focus over the next three years is to continually improve our approach to delivering our services to the highest possible standards of excellence. This includes ensuring we use the data we collect to inform our priorities and decisions, we have the ability to define and measure customer-service excellence, and we continue to evolve our use of modern technologies to provide a digital and online presence that makes it easy for the public and our regulated community to access and engage with us.

### **Customer Service Excellence:**

- Create 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 at the same time learning from the experiences of other leading regulators to continually improve our operations



### **Strategic Objective 3:**

## **Efficiency and Value for Money**

As a not-for-profit corporation that is funded solely through regulatory fees from licensees, the CMRAO must ensure that the organization 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.

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#### **Transparency:**

- Be transparent about our operating cost structures and financial position

#### **Cost Effectiveness:**

- Develop and adapt our business practices to be lean and efficient and use technology effectively to reduce our cost of operations
- Develop and adapt our business practices to reduce red tape for our licensees



## **Strategic Objective 4:** **Culture of Performance**

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

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### **Governance/Board:**

- Work to attract and retain a diverse skills-based Board
- Identify and address skill and experience gaps at the Board level

### **People and Culture:**

- Hire, motivate, train, and promote the best talent in line with our values
- Create a culture of service excellence, innovation, and ethical behaviour
- Foster professional development of staff and creation of in-house regulatory expertise
- Implement a performance management system that links our strategies and actions to individual performance

### **Planning and Reporting:**

- Develop and report on Key Performance Indicators (KPIs) that reflect our strategic priorities
- Use our annual report to showcase our commitment to excellence

## **Strategic Objective 5: Strategic Stakeholder Engagement and Communications**



A focus for the next three years will be on increasing public awareness about the CMRAO and building effective two-way communication with all our stakeholders. We will also focus on communicating lessons we learn from our regulatory activities to provide effective guidance on achieving compliance. The CMRAO will continue our efforts to collaborate closely with the Condominium Authority of Ontario (CAO) to ensure that inquiries and complaints are routed to and addressed by the most appropriate bodies.

### **Stakeholder Engagement:**

- Develop and execute a comprehensive stakeholder engagement strategy, including an Advisory Council to provide meaningful two-way dialogue
- Engage with our stakeholders and regulatory/non-regulatory partners, and use feedback to inform our service delivery
- Collaborate with the Condominium Authority of Ontario (CAO) to communicate our respective roles and work together to ensure a seamless experience for the public

### **Public Communication:**

- 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
- Develop and implement policies for transparent communication about regulatory decisions

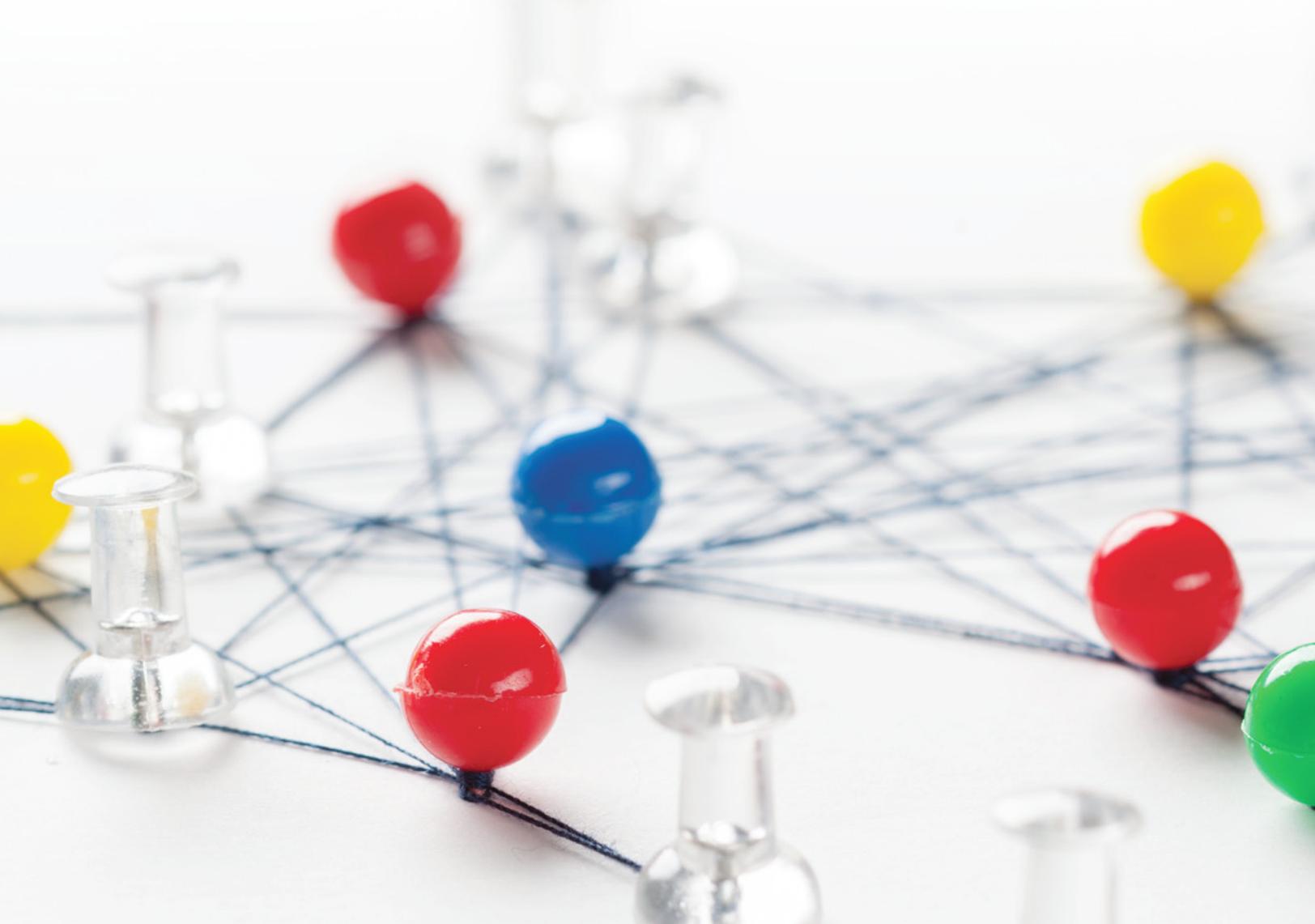
# Summary

Strategic planning is key to the effective governance of a not-for-profit organization because 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 our core mandate, protecting condominium consumers in Ontario, by providing the condo sector with information, valuable resources, and accessible online tools for our licensees and the general public.

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

Accordingly, we will track our progress with appropriate measures to ensure that we consistently uphold our organizational values of building trust, protecting the public, and providing excellent service.



## CMRAO Publications

