

Curriculum Design & Course Blueprint for Condominium Managers in Ontario

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Condominium Management
Regulatory Authority of Ontario

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Contents

Message from the Chief Executive Officer and Registrar	2
Acknowledgements	3
Introduction	4
Project Context and Background.....	4
Project Deliverables	4
Analysis.....	5
Content Audit.....	5
Subject Matter Expert Interviews.....	5
Themes from the Interviews	6
Online Survey.....	7
Design.....	8
Overall Design Approach	8
Curriculum Roadmap	9
Course Blueprints.....	12
Additional Course Resources.....	12
Course Instruction	12
Competencies Addressed in Course Blueprints.....	12
Continuing Education	13
Appendix 1:	
Introduction to the Course Blueprints for Condominium Managers in Ontario.....	14
Background	14
Condo Manager Education Roadmap	15
Structure of Course Blueprints	16
Appendix 2:	
Competency Framework Mapped to Curriculum Structure	17

Message from the Chief Executive Officer and Registrar

In 2017, the Minister of Government and Consumer Services designated the courses and challenge exams 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. As outlined in regulation (O. Reg. 123/17), the responsibility for setting education and examination requirements will be transferred to the Registrar of the CMRAO on November 1, 2021.

To prepare for this transition, the CMRAO developed Ontario's first competency profile for the condominium profession in 2019, which has been published and is available on the [CMRAO's website](#). For the second phase of this project, the CMRAO selected Metrix Group as the consultants to develop the Roadmap and Curriculum that incorporated the identified competencies within the educational requirements.

This document outlines the design process that was completed, including a summary of the results from a detailed content analysis, interviews, and a survey of current condominium managers. The findings from these activities were used to create overarching design principles for the new curriculum. These design principles were then embedded into an overall roadmap for the curriculum.

The roadmap was validated by key stakeholders in the industry and, with their support and expertise, refined to create a six-course curriculum approach that is delivered using a blended classroom and self-directed learning approach, and supported by online reference materials, including on-the-job checklists and tools.

I would like to take this opportunity to thank the CMRAO Advisory Committee and Subject Matter Experts (SMEs), whose knowledge and experience in the condominium management sector helped to shape the approach and the resulting documents.

The education program is another exciting step that further reinforces the professionalization of Ontario's rapidly expanding condominium management sector.

Ali Arlani
Chief Executive Officer and Registrar

Acknowledgements

The condominium management curriculum design and course blueprints were developed with significant contributions from a number of individuals.

The CMRAO acknowledges the work of the condominium management Subject Matter Experts (SMEs) who shared a significant amount of their time and expertise to support the overall design approach and development of the curriculum design and course blueprints:

- Anne Burgoon
- Stephen Chesney
- John Damaren
- Nadia Freeman
- Chuck Garneau
- Chris Jaglowitz
- Yasmeen Nurmohamed
- Shelley Seaby

The CMRAO also recognizes the contributions of the Advisory Committee whose feedback on the overall curriculum design was instrumental in setting the direction of the course blueprints:

- Helen Ash
- Juliet Atha
- Marilyn Bird
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- Debbie Dale
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- Christine Dingemans
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- Krisi Sargeant-Kerr
- Mark Steinman
- Kathleen Stephenson

The CMRAO also acknowledges the input from representatives of ACMO, CCI, REIC and Humber College who contributed valuable feedback on the feasibility and logistics of the curriculum delivery to help guide the overall design approach:

- Hafeeza Bassirullah
- Wanda Buote
- Sandra De Medeiros
- Paul MacDonald
- Janice Schenk

Finally, the CMRAO acknowledges and thanks the 279 condominium managers who took the time to complete the online survey. The input provided through the survey helped to ensure that the curriculum design and blueprint was grounded in the day-to-day knowledge and skill requirements of condominium managers across the province.

Introduction

Project Context and Background

The following outlines the process undertaken to develop a new curriculum roadmap and blueprint for the educational requirements of condominium managers applying for a licence in Ontario.

The General Regulation (O. Reg. 123/17), enacted under the *Condominium Management Services Act* (CMSA) specifies qualification requirements for different classes of condominium management licences. Effective November 1, 2021, the Registrar of the Condominium Management Regulatory Authority of Ontario (CMRAO) will be the authority to specify the educational and examination requirements.

In preparation for this transition, the CMRAO undertook a research and design project to develop a new competency profile for condominium managers. The output was a profile of 79 competencies grouped thematically under three domains and nine headings.

The next phase of the transition process was to create blueprints for any curriculum designed to deliver the education requirements for condominium managers in Ontario. The purpose of the curriculum design and blueprints are to provide an overview for how courses should be designed and delivered to ensure they provide condominium managers with the necessary knowledge and skills to meet the requirements of the competency profile.

Project Deliverables

To achieve this, the curriculum and blueprint design project included the following deliverables:

- Execution of a detailed content audit of the existing course material and related courses in other provinces
- Execution of detailed interviews with the SME Group
- Administration of an online survey for current condominium managers aimed at validating and informing curriculum design approach
- Preparation of curriculum roadmap showing overall design approach and high-level course structure and content
- Preparation of course blueprints to provide the next level of detail of the content and design approach for each of the courses outlined in the roadmap

Analysis

Content Audit

The current ACMO courses were reviewed to assess the extent to which the content met the newly developed competency framework. All four textbooks were reviewed, and the content mapped against the framework. Each competency was then rated as Red, Amber, or Green to indicate the extent to which they were met in the existing course.

The key findings from the audit were:

- The competencies that require new condominium managers to have basic knowledge and comprehension were best met by the existing course textbooks
- The largest gaps related to the requirements for condominium managers to apply or analyse in their role
- There were 23 competencies that were identified as “Red,” meaning there was an opportunity to address them specifically

The delivery of the course was also assessed to identify whether improvements could be made to the instructional design approach. The review highlighted the following recommendations:

- Ensuring a consistent and increased use of job aids such as checklists and step-by-step process maps to support learners to put the theoretical content into practice
- Increasing the prevalence of case studies and scenarios to show how the content applies in practice
- Increasing the opportunities to practice and get feedback through group activities and presentations, particularly when related to the required people skills

The content audit also involved a high-level review of the publicly available information on the content and structure of related courses in other Provinces. The aim of this was to challenge and validate the proposed approach for Ontario. The most relevant was the Strata Management Licensing Course in British Columbia, which, although dealing with a different regulatory framework, provided some useful information about the potential for a blended-learning approach and options for the topic structure within the curriculum.

Subject Matter Expert Interviews

The project team carried out eight structured interviews with a group of SMEs who were selected by CMRAO based on their previous involvement in the development of the competencies and their experience of the skills and knowledge required for effective condominium management. The interviewees were:

- Anne Burgoon, Condominium Manager and Owner of Eastern Ontario Property Management Group
- Stephen Chesney, Accountant and Condominium Auditor, Yale PGC
- John Damaren, Senior Director, Governance & Integration, First Service Residential
- Nadia Freeman, Vice President of Operations, Capital Integral Property Management and Senior Condominium Manager
- Chuck Garneau, Senior Regional Manager, Times Property Management Inc.

- Chris Jaglowitz, Condominium Lawyer, Common Ground Condo Law
- Yasmeen Nurmohamed, President and Condominium Manager at Royale Grande Property Management
- Shelley Seaby, Resource and Compliance Manager, Condominium Management Group

The interviews were completed via video and took approximately 60 minutes each to complete. The discussion focussed on four main areas:

1. Their experience and/or specific expertise with the CMRAO competencies
2. Their experience with the current ACMO courses
3. Review of CMRAO competencies to identify gaps in current condominium manager skills and knowledge
4. Impact of COVID-19 on the role of condo managers

Themes from the Interviews

The themes from the interviews have been categorized into four areas, with a high-level overview of each provided below.

Theme 1: Overall Course Structure, Design, and Content

- Condominium managers find it challenging to apply what they have learned in their practical roles
- The benefits of a recommended order to take courses
- The need for the course content to be able to react to the forthcoming changes to legislation
- The value of providing learners with checklists and on-the-job aids
- Current courses are biased towards high-rise and Greater Toronto Area content
- The benefits of moving away from an approach to the law course that mirrors the structure of the *Condominium Act, 1998*
- Need for increased opportunities to collaborate with instructors and peers during online delivery of courses

Theme 2: Preparedness for Role

- New condominium managers often do not have a clear understanding of their role or responsibilities
- The importance of recognizing that new condominium managers have a variety of backgrounds and experience levels
- Skill gaps were raised in the following areas:
 - Customer service, professionalism, and ethics
 - Personal wellbeing and development
 - Building relationships and working effectively with the Board of Directors
 - Problem solving and decision making
 - Time management, project management, and organizational skills
 - Developing Standard Operating Procedures
 - Insurance process
 - Working with legal documents
 - Analyzing and presenting financial statements to the Board

- Budgeting process and addressing Board conflicts related to budgets
- Cost-sharing agreements
- How to find the required information related to physical buildings

Theme 3: Assessment Approach

- Importance of making sure that the assessment approach does not put off new limited or transitioning general licensees
- Importance of ensuring that course content includes answers to any review questions to ensure consistency of teaching across different instructors

Theme 4: Impact of COVID-19

- Highlighted the requirement for condominium managers to have technology skills, particularly when organizing and managing virtual meetings
- Demonstrated the importance of organizational and planning skills
- Increased requirement for effective communication
- Highlighted need for greater clarity on roles and responsibilities, and the boundaries of condominium manager's' jurisdiction when enforcing safety protocols

Online Survey

A short online survey was also circulated to all current General Licence holders in Ontario. The purpose of the survey was to get input from Condominium Managers who had completed the ACMO courses on how well they thought the existing courses had prepared them for their roles and any suggestions for how the content and delivery could be improved.

The online survey consisted of six multiple choice questions, each with free text space to allow respondents to provide additional comments. The questions were developed with input from CMRAO, and a "census style" approach was implemented whereby all active, registered condominium managers across Ontario were sent an invitation and link to the survey by CMRAO.

The survey was open for two weeks (from June 8 to 22, 2020) and there was a total of 279 responses. This represents a response rate of 16%.

Design

Overall Design Approach

The first stage of the design process was to review the outputs from the analysis phase and identify the design objectives and requirements of the new curriculum.

These were categorized into the following design principles:

Design Principle	Explanation
Embrace the diversity of backgrounds and experience	The curriculum should recognize that individuals beginning a career in condominium management come from a wide range of backgrounds and previous experience. The approach should therefore provide opportunities for learners to identify and address their individual strengths and weaknesses.
Use a flipped classroom approach	The design approach should ensure learners have the opportunity to apply and practice the required knowledge and skills in a safe environment. This should be achieved through a blended flipped classroom approach where learners are introduced to the content through independent self-led learning, with subsequent classroom sessions focusing on practical application and decision making.
“Teach to fish”	Condominium managers have access to, and should be encouraged to refer to, detailed technical information when required. The course should therefore aim to equip learners with the ability to locate, navigate, and understand technical documentation, rather than being able to recall all the information.
A holistic assessment approach	The assessment approach should align with day-to-day requirements of condominium managers. The focus should therefore be on assessing their ability to respond to scenarios and approach their responsibilities holistically.
Design for virtual and in-person	Given the geographic distribution of potential learners across the province and the current restrictions on in-person learning due to the COVID-19 pandemic, the course should be designed in a way that can be delivered both virtually and in-person.
Relevance to whole province	The course should be designed so that the content and delivery are relevant to all potential condominium managers in Ontario. There should not be any disproportionate bias towards high-rise condominiums or those based in the Greater Toronto Area.

These design principles were approved by the CMRAO Project Team and used to inform the design and review of the curriculum roadmap and course blueprint.

Curriculum Roadmap

The next stage in the design process was to use the identified design principles to create a roadmap for the new curriculum. The aim of the roadmap was to provide a high-level overview of:

- How the curriculum content should be structured, including the number of courses
- The topics and subject areas that should be covered in each course
- The instructional time for each subject area, which includes an estimate of the time required to complete the self-directed reading and exercises, and preparing for and attending learner check points and classroom sessions
- The learner journey, including how the content should be delivered and what additional resources they should be able to access
- How the learner's knowledge and skills should be assessed
- Which of the competency headings should be addressed by each course

An initial roadmap was drafted and shared with the following stakeholders:

1. CMRAO Project Team
2. SME Group
3. CMRAO Advisory Committee

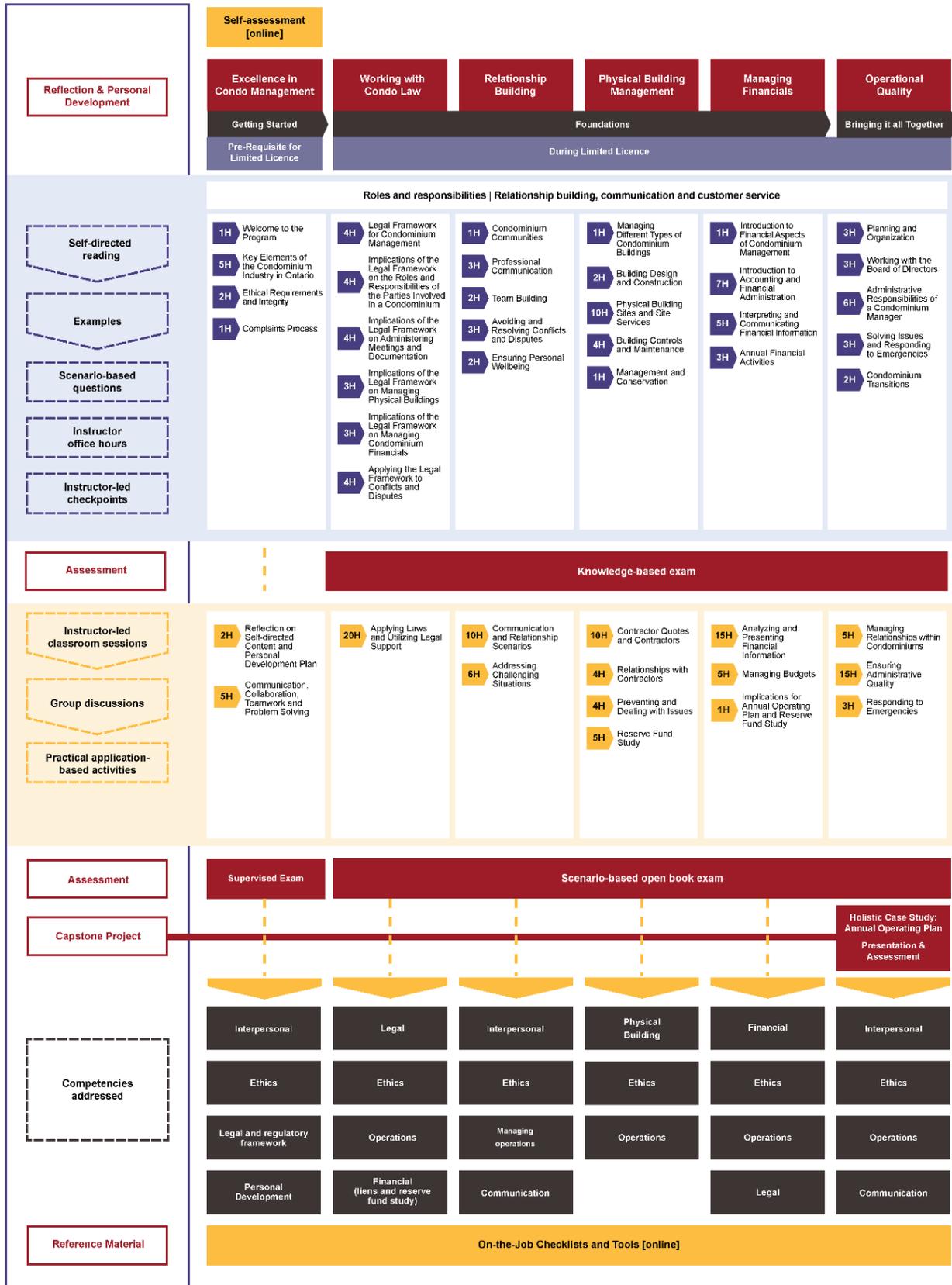
The feedback was used to refine the curriculum structure, content topics, and assessment approach into a final roadmap that suggests:

- The curriculum should be delivered through six courses, which include:
 - An introductory Excellence in Condominium Management course that is a prerequisite to receiving a Limited Licence and sets clear expectations for the roles, responsibilities, and expectations of a condominium manager
 - This course should also include a self-assessment to allow learners to identify their individual strengths and weaknesses as they relate to Condominium Management
 - Four foundational courses that cover the technical and practical information required to effectively:
 - Work with Condominium Law
 - Build Relationships
 - Manage Physical Buildings
 - Manage Condominium Financials
 - A final Operational Quality course that brings all the content together with a focus on what the technical information means for the practical operation of a manager's role
- The learner journey for each course should follow the flipped classroom approach and be split into two sections:

- i. Self-directed learning primarily completed individually with some instructor facilitation and check points
 - ii. Instructor-led classroom sessions completed primarily in a group (either virtually or in-person)
- The formal assessment approach should be tailored to the requirements of each section. The prerequisite course should be assessed by a supervised knowledge-based exam and the remaining courses should be assessed with:
 - i. A supervised knowledge-based exam following the self-directed portion of each course
 - ii. A scenario-based open-book exam following the instructor-led classroom portion of each course
 - iii. A capstone project to complete and present a holistic case-study annual operating plan as part of the final Operational Quality course
- Each course should be supported by online reference material, including on-the-job checklists and tools

CONDO MANAGER GENERAL LICENCE EDUCATION ROADMAP

Learner Journey



Course Blueprints

Following the creation of the roadmap, the next stage was to design course blueprints for the curriculum. The purpose of a blueprint is to add more detail about how condominium management courses should be designed and delivered to ensure they provide learners with the necessary knowledge and skills to meet the requirements of the competency profile. The aim is that the blueprints can be used to support the development, review, and approval of educational programs.

The course blueprints follow the structure of the roadmap. Each course has a separate section that:

- Summarizes the overall aims, objectives, and structure of the course
- Provides detailed content for the self-directed and instructor-led sections of the course
- Groups the topics within each section around common themes
- Outlines the competencies that are addressed by each group and the associated learning objectives

The drafted blueprints were shared with the following groups who provided useful feedback that helped refine the topics, case studies and delivery, and address any gaps in the content:

1. CMRAO Project Team
2. SME Group

The final course blueprints are available on the [CMRAO website](#).

Additional Course Resources

Throughout the Program the learners should have access to job aids through an online resource library managed by CMRAO. The course blueprints specify each resource at the relevant point for each topic and a combined summary.

Course Instruction

The suggested approach for course instruction involves two instructors for each course – one that focuses on the knowledge-based portion and one that focuses on the application-based portion:

- Self-directed, knowledge-based part of the course: subject-matter expert in the particular topic
- Instructor-led, application-based part of the course: condominium manager with hands-on experience related to the topic

Competencies Addressed in Course Blueprints

To demonstrate how the curriculum addresses the competency framework, the tables in [Appendix 2](#) map the competencies addressed in each course.

Continuing Education

General Licensees were required to complete continuing education in order to renew their licence for the 2019–20 licensing year.

Effective November 1, 2021, the CMRAO will prescribe annual continuing education programs for licensees, which will be necessary to renew their licences.

Appendix 1: Introduction to the Course Blueprints for Condominium Managers in Ontario

Background

The General Regulation (O. Reg. 123/17), enacted under the *Condominium Management Services Act, 2015* (CMSA) specifies qualification requirements for different classes of condominium management licences. Effective November 1, 2021, the Registrar of the Condominium Management Regulatory Authority of Ontario (CMRAO) will be the authority to specify the educational and examination requirements.

In preparation for this transition, the CMRAO undertook a research-and-design project to develop a new competency profile for condominium managers. With input from a literature review, complaints data, key informant interviews, the Advisory Committee, Subject Matter Experts, and current condominium managers, the CMRAO created a profile of 79 competencies grouped thematically under three domains and nine headings.

The next phase of the transition process was to create blueprints for any curriculum designed to deliver the education requirements for condominium managers in Ontario. The purpose of a blueprint is to provide an overview for how courses should be designed and delivered to ensure they provide the necessary knowledge and skills to meet the requirements of the competency profile.

The course blueprints can be used to support the development, review, and approval of educational programs and should be read in conjunction with the curriculum roadmap.

Condo Manager Education Roadmap

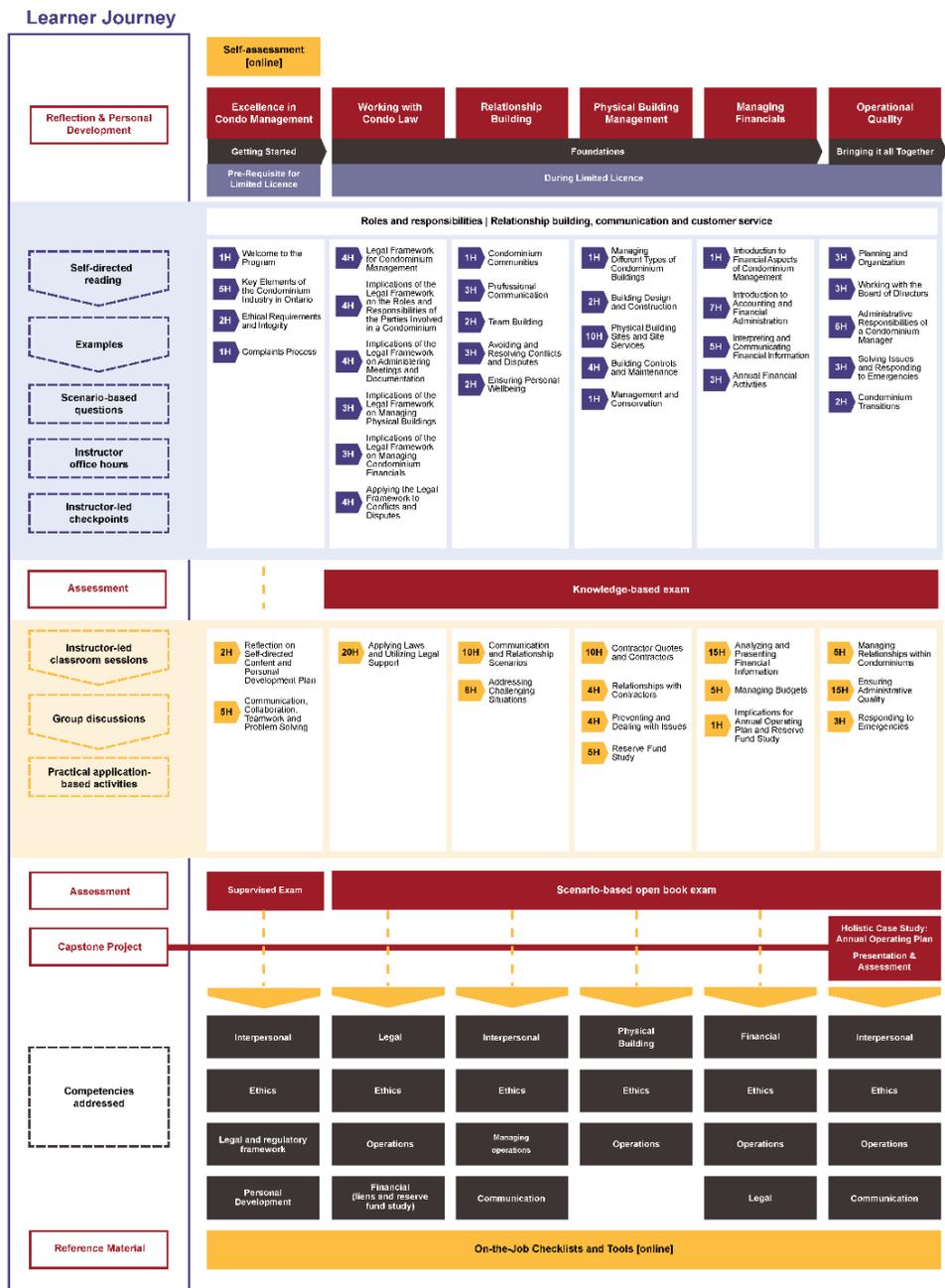
The far-left column of the roadmap outlines the learning experience and shows how each course will be delivered in two sections:

Self-directed learning, primarily completed individually with some instructor facilitation and check points

Instructor-led classroom sessions, completed primarily in a group (either virtually or in-person)

Each column represents a course within the program. The content provides a high-level overview of the topics that will be included in each section of the course.

CONDO MANAGER GENERAL LICENCE EDUCATION ROADMAP

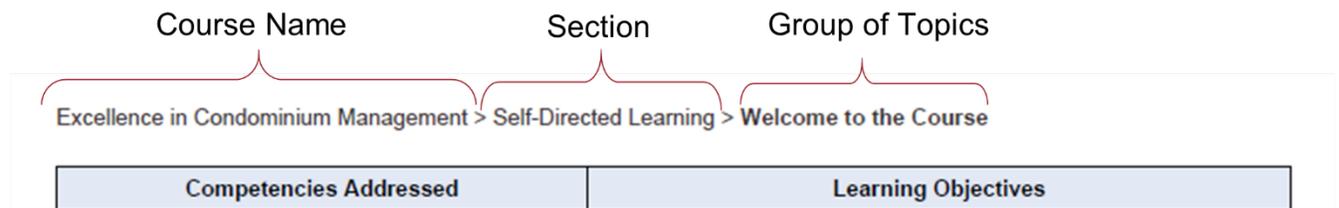


Structure of Course Blueprints

The course blueprints follow the structure of the roadmap. Each course has a separate section that:

- Summarizes the overall aims, objectives, and structure of the course
- Provides detailed content for:
 - i. The self-directed reading section of the course
 - ii. The instructor-led classroom section of the course
- Groups the topics within each section around common themes
- Outlines the competencies that are addressed by each group and the associated learning objectives

To successfully navigate each course blueprint, the headers of the pages provide a reminder of the location in the course blueprint, as illustrated in the example below:



The order that the courses are listed in the course blueprints does not prescribe the order that the courses should be taken by learners. The only restrictions on the order for completion are:

- The **Excellence in Condominium Management** course should be completed first as it is a prerequisite for obtaining a Limited Licence
- The **Operational Quality** course should be taken last as it brings together all the elements from the earlier courses and includes the capstone project, which can only be completed once the foundation topics have been covered

Although the order of the four foundation courses is not mandatory, it is recommended that, where possible, learners complete the **Working with Condominium Law** course first. This is because the content within this course provides useful context for all the activities listed in the remaining courses.

Appendix 2: Competency Framework Mapped to Curriculum Structure

Competency	Excellence in Condo Management		Working with Condo Law		Relationship Building		Physical Building		Financials		Operational Quality	
	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led
1.1 Engage in collaboration and teamwork in the delivery of management services.		X			X		X				X	X
1.2 Manage time and workload to meet the contractual obligations of the condominium management agreement.				X	X			X			X	
1.3 Apply sound and practical judgement in daily matters		X	X								X	
1.4 Apply strategies to resolve conflict			X	X	X	X					X	X
1.5 Identify the need for and employ strategies to maintain personal well-being					X							
1.6 Demonstrate a professional presence	X				X							
1.7 Demonstrate respect for rights, dignity and diversity					X							
1.8 Manage expectations in an empathetic manner					X						X	
2.1 Adapt communication strategies to suit different audiences					X			X	X	X	X	
2.2 Develop and maintain professional relationship in the delivery of management services					X		X				X	
2.3 Communicate clearly and concisely orally and in writing			X		X			X			X	
2.4 Engage in active listening				X	X							
2.5 Facilitate communication by demonstrating common courtesy and consideration in professional interactions			X		X							
2.6 Maintain privacy and confidentiality involving condominium corporation matters as per legislation.			X									
3.1 Apply knowledge of building systems in the management of properties							X					

Competency	Excellence in Condo Management		Working with Condo Law		Relationship Building		Physical Building		Financials		Operational Quality	
	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led
3.2 Conduct general inspections of the property to identify maintenance and repair requirements							X	X				
3.3 Manage inspections, testing, maintenance, repair and replacement obligations of the condominium corporation			X				X	X				
3.4 Explain the requirements and process of the Reserve Fund Study			X				X	X				
3.5 Assist in the development and implementation of the Reserve Fund Study							X	X				
3.6 Explain the requirements and process of the Performance Audit			X				X					
3.7 Explain the warranty process for new condominiums to the Board of Directors			X				X					
4.1 Develop, implement and update the condominium corporation's annual operating plan	X			X								
4.2 Execute the administrative requirements of owner's meetings			X								X	X
4.3 Execute the administrative requirements of Board of Director's meetings			X								X	X
4.4 Support the Board of Directors to align decisions or policies with governing documents and legislation			X								X	
4.5 Follow established procedures for addressing violation to governing documents in a consistent and equitable manner			X									
4.6 Advise the Board of Directors in making informed decisions in the best interest of condominium corporation					X							
4.7 Analyze and present quotations and contracts to the Board of Directors to allow for effective decisions							X					
4.8 Administer contracts on behalf of the condominium corporation			X				X					
4.9 Implement chargebacks to unit owner's account in accordance with the Condominium Act			X						X			

Competency	Excellence in Condo Management		Working with Condo Law		Relationship Building		Physical Building		Financials		Operational Quality	
	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led
4.10 Explain the requirement of cost sharing agreements			X						X			
4.11 Adhere to contractual obligations of condominium management agreements			X	X								
4.12 Coordinate ongoing development and implementation of standard operating procedures												X
4.13 Explain the principles and the requirements of insurance			X									
4.14 Support the insurance claims process			X									X
4.15 Support the insurance appraisal and renewal process												X
4.16 Implement and update the Fire Safety Plan											X	
4.17 Manage health and safety compliance requirements							X					
4.18 Recognize, act on and report actual and potential workplace and occupational safety risks							X					
4.19 Assist in the development and implementation of emergency procedures											X	X
4.20 Manage staff employment and performance					X							X
4.21 Coordinate projects to achieve desired outcomes										X	X	
4.22 Analyze, prioritize and address issues											X	
4.23 Manage vendors and monitor performance					X		X					
5.1 Integrate knowledge of the legal and regulatory framework in which a condominium operates into management activities	X		X	X								

Competency	Excellence in Condo Management		Working with Condo Law		Relationship Building		Physical Building		Financials		Operational Quality	
	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led
5.2 Understanding hierarchy of documents governing condominiums in Ontario	X		X									
5.3 Apply the Human Rights Code to all management activities					X							
5.4 Support legal processes and counsel to protect the interests of the condominium corporation			X									
5.5 Apply the agency relationship between the licensee and the condominium corporation			X									
5.6 Adhere to legal trust requirements related to condominium funds to ensure the assets of the corporation are protected									X			
5.7 Maintain awareness of the Condominium Authority Tribunal process	X											
5.8 Apply the Condominium Act (1998) to all management activities				X								
6.1 Prepare, present and implement the annual budgets									X	X		
6.2 Collect the common expenses			X						X	X		
6.3 Interpret financial statements and explain variances to the Board of Directors									X	X		
6.4 Monitor financial status and report concerns to the Board of Directors									X	X		
6.5 Monitor Reserve Fund spending and balance relative to the Reserve Fund Study										X		
6.6 Support the Board of Directors in the Reserve Fund investment process										X		
6.7 Support the annual financial audit process			X						X	X		
6.8 Review general ledger to ensure accurate expense reporting									X			

Competency	Excellence in Condo Management		Working with Condo Law		Relationship Building		Physical Building		Financials		Operational Quality	
	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led
6.9 Implement the financial controls to protect the condominium corporation's financial assets									X			
7.1 Ensure required notices and filings are completed in accordance with the applicable legislation			X								X	
7.2 Support the transition of the condominium corporation from one management provider to another											X	X
7.3 Manage the client records in accordance with applicable legislation			X									
7.4 Prepare Status Certificates			X								X	
7.5 Execute the administrative requirements of the prescribed forms			X								X	
8.1 Comply with the Code of Ethics regulation made under the Condominium Management Services Act	X		X				X				X	
8.2 Demonstrate honesty and integrity	X										X	
8.3 Provide reasonable accommodation for persons with disabilities					X							
8.4 Establish and maintain professional boundaries					X							
8.5 Recognize limits of personal expertise and professional responsibilities and obtain expert support as deemed necessary by the Board of Directors		X		X		X		X				
8.6 Recognize and disclose real and perceived conflicts of interest	X						X					
8.7 Recognize and act in the best interest of the condominium corporation	X											
8.8 Demonstrate accountability and accept responsibility	X											
8.9 Recognize, act on, and report harmful incidents to the appropriate authority	X											

Competency	Excellence in Condo Management		Working with Condo Law		Relationship Building		Physical Building		Financials		Operational Quality	
	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led	Self-Directed	Instructor-Led
8.10 Administer the requirements of the governing documents in a fair and consistent manner					X							
9.1 Maintain awareness of emerging trends that may affect the management of condominiums		X										
9.2 Maintain awareness of emerging relevant and applicable legislation				X								
9.3 Enhance professional knowledge and skills on a regular basis	X	X										



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