



# CMRAO's Implementation Plan

on the Auditor General of Ontario's  
Recommendations

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February 2022



Condominium Management  
Regulatory Authority of Ontario

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<b>Unlicensed Practice</b>	<b>Completed</b>
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<b>Report Recommendation 5</b>	
<p>As required under the <i>Condominium Management Services Act, 2015</i> (CMSA), to enforce that only valid licence holders perform condo management services, we recommend that the Condominium Management Regulatory Authority of Ontario work with the Condominium Authority of Ontario (CAO) to:</p>	
<ul style="list-style-type: none"> <li>• regularly share the data on property managers and management companies collected by both authorities;</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• reconcile and confirm the completeness and accuracy of the data;</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• identify the names of property managers and management companies that are not licensed; and</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• follow up with the condo boards that employ the unlicensed managers and companies, find out whether they are providing unlicensed services and receiving compensation, and take appropriate enforcement actions under the CMSA.</li> </ul>	<b>Completed</b>

**Steps Taken:**

- The CMRAO investigated all individuals and businesses that identified themselves as condominium managers or management provider businesses in CAO filings and has taken the appropriate compliance actions. To date, 70% of the cases have been resolved and the remainder are under review. This includes additional outreach to Boards of Directors and reviewing these responses.
- To date, 76% of the cases identified by the Auditor General have been resolved and the remainder are under review. This includes additional outreach to Boards of Directors and reviewing those responses. The initial results have been published on the [CMRAO website](#).
- In 2021, the CMRAO identified an additional 28 potential unlicensed managers or management companies based on filings submitted to the CAO. We have resolved all 28 of these cases.
- In 2021, the CMRAO also identified 31 cases based on expired licences. In 24 cases, the person had left the industry (retired); in 4 cases the person reinstated their licence with the CMRAO, and in 3 cases the person was on parental/maternity leave.

**Next Steps:**

- The CMRAO will monitor future CAO filings and its own database of licence renewals to identify and resolve any non-compliance.
- In 2022, the CMRAO will conduct a follow-up audit of select cases identified by the Auditor General.

**Implementation Timeline**

This recommendation was implemented in 2021. The work of monitoring compliance will continue beyond implementation as it is core to the CMRAO’s consumer protection mandate.

<b>Complaints Handling Processes</b>	<b>Completed</b>
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<b>Report Recommendation 6</b>	
To support the appropriate and timely resolution of issues brought forward by condominium owners, we recommend that the Condominium Management Regulatory Authority of Ontario:	
<ul style="list-style-type: none"> <li>• track and summarize the types of actions taken and outcomes for all complaints, and produce periodic summaries for review by management; and</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• establish a formal policy that defines the type of actions that should be taken based on the nature of the complaints and the issues they raise.</li> </ul>	<b>Completed</b>

**Steps Taken:**

- The CMRAO made enhancements to its IT system and tracks complaints based on standardized classifications and outcomes. The CMRAO tracks all complaints received and records all interactions that staff have with complainants, respective condominium managers, and management provider businesses. The CMRAO developed new policies, in consultation with the CMRAO Advisory Committee, that identify the types of actions that should be taken for specific types of complaints. The CMRAO substantially revamped the complaints section of its website in alignment with its complaints handling policies and procedures.

**Implementation Timeline**

Recommendations have been fully implemented and are now operational.

The CMRAO Advisory Committee was established by the Board of Directors to provide the CMRAO with direct input on issues of importance to consumers. Members of the Advisory Committee were selected from across the province and represent different perspectives of Ontario’s condominium community (including, but not limited to, condominium owners, directors, managers, lawyers, and accountants) who offer services to condominium corporations.

The Advisory Committee consists of twenty members – half the members are licensed condominium managers, and half represent the broader condominium community. The Advisory Committee is regularly consulted by the CMRAO on key issues related to the condominium sector.

<b>Report Recommendation 7</b>	
To monitor and confirm that condominium property managers and companies are complying with the key requirements under the <i>Condominium Management Services Act, 2015</i> and its regulations, we recommend that the Condominium Management Regulatory Authority of Ontario:	
<ul style="list-style-type: none"> <li>• develop and use an inspection checklist to carry out full inspections of property managers and/companies rather than only addressing the issues within a complaint;</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>• develop a plan to carry out proactive inspections of selected property managers and companies based on a risk-based framework based on inspection results, areas of noncompliance, statistical trends, and other risk factors; and</li> </ul>	<b>In progress</b>
<ul style="list-style-type: none"> <li>• conduct regular proactive inspections and take appropriate disciplinary actions if required.</li> </ul>	<b>Not yet initiated</b>

**Steps Taken:**

- The CMRAO currently performs inspections based on complaints it has received, and has conducted inspections on areas, such as fraud and financial mismanagement, failure to turn over condominium records, unlicensed practice, failure to provide services in accordance with the licensee’s contract, and other areas of professional misconduct.
- The CMRAO has reviewed the risk-based compliance approaches of other regulatory bodies, such as the Technical Standards and Safety Authority, Professional Engineers of Ontario, and the Alcohol and Gaming Commission of Ontario.
- The CMRAO developed options for a proactive approach to inspections and convened the Advisory Committee to discuss and obtain input that would inform the final product.
- The CMRAO developed standardized checklists for inspections of key areas identified under the CMSA with expected implementation beginning January 2022.

**Next Steps:**

- 2022
  - The CMRAO will complete consultations, develop implementation plans, and begin a pilot project of inspections based on standardized approaches and checklists.
- 2023
  - The CMRAO will implement a risk-based proactive inspection program.

**Implementation Timeline**

This recommendation will be fully implemented within the next two years as a result of the substantive consultation and analysis required.

**Report Recommendation 19**

To measure its own achievements and to inform the public on the effectiveness of its key activities, we recommend that the Condominium Management Regulatory Authority of Ontario:

<ul style="list-style-type: none"> <li>establish appropriate targets for performance indicators for its key activities, including time taken to process condo manager licence applications and time taken to resolve complaints against licensed managers;</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>collect the data relevant to the targets established;</li> </ul>	<b>Completed</b>
<ul style="list-style-type: none"> <li>assess its performance against the targets periodically;</li> </ul>	<b>In progress</b>
<ul style="list-style-type: none"> <li>provide the Minister of Government and Consumer Services and the public with its performance results; and</li> </ul>	<b>In progress</b>
<ul style="list-style-type: none"> <li>take corrective action when actual results do not meet targets.</li> </ul>	<b>In progress</b>

**Steps Taken:**

- The CMRAO currently collects data related to licensing application and complaint processing timelines.
- The CMRAO regularly analyzes and monitors the performance of key activities, such as licence application and renewal application processing times, and complaints resolution.
- The CMRAO has collected consumer satisfaction data to measure performance through consumer and stakeholder surveys since it began operations.
- The CMRAO identified additional public performance measures and targets for key CMRAO service areas (licensing, education, and complaints) in consultation with the MGCS, and published them in the 2021–22 business plan.
- The data points referenced in the CMRAO’s service standards have been added to the records management system. The CMRAO has implemented enhancement to its customer relationship management (CRM) system and regularly analyzes and monitors the performance of key activities, such as licence application and renewal application processing times, and complaints resolution.

## **Next Steps:**

- The CMRAO is refining its dashboards for monitoring performance indicators such as licence application, renewal application, and complaints resolution processing times and will expand dashboards for monitoring all performance measures.
- Assessing performance against targets is a continuous activity; however, the CMRAO will publish results yearly starting with the 2021–22 annual report.

## **Implementation Timeline**

This recommendation will be fully implemented in 2022, and the results will be reported in the CMRAO's 2021–22 annual report.

## Report Recommendations Summary

Recommendation	Recommendation Area	Status
5.1	Unlicensed Practice	
5.2	Unlicensed Practice	
5.3	Unlicensed Practice	
5.4	Unlicensed Practice	
6.1	Complaints Handling Processes	
6.2	Complaints Handling Processes	
7.1	Inspections Program	
7.2	Inspections Program	<b>In progress</b>
7.3	Inspections Program	<b>Not initiated</b>
19.1	Performance Indicators	
19.2	Performance Indicators	
19.3	Performance Indicators	<b>In progress</b>
19.4	Performance Indicators	<b>In progress</b>
19.5	Performance Indicators	<b>In progress</b>



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