



Condominium Management
Regulatory Authority of Ontario

Business Plan 2024–2025



CONDOMINIUM MANAGEMENT LICENCE
PERMIS DE GESTION DE CONDOMINIUMS

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CMRAO
Condominium Management Regulatory Authority of Ontario

Business Plan

2024–2025

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Corporate Overview

About the CMRAO

The CMRAO was established to provide stronger consumer protection for owners and residents of condominiums in Ontario. Through effective regulation, the CMRAO strengthens the condominium management profession and helps protect consumers in Ontario's complex and rapidly growing condominium sector.

As an organization, the CMRAO is a not-for-profit corporation funded primarily through licensing fees from condominium managers and condominium management service provider businesses and governed by an independent Board of Directors. The CMRAO operates under an administrative agreement with the Minister of Public and Business Service Delivery (MPBSD).

From the day it started operations, the CMRAO has been a digital-first organization, offering online services such as licence application, complaint submission, and education.

Services

The CMRAO has established itself as an effective regulator, bringing increased oversight and professionalism to the condominium management sector. This strong foundation is essential to effectively deal with the ever-increasing size and complexity of Ontario's condominium market.

The CMRAO protects the public interest by:

- **Administering a mandatory licensing system** for all condominium managers and management provider businesses and ensuring only qualified individuals with the appropriate training and education hold a licence.
- **Maintaining an online public registry** of licensed condominium managers and provider businesses. The public registry provides information about licensees, including conditions, suspensions, revocations, and disciplinary actions.
- **Promoting and enforcing compliance** with the *Condominium Management Services Act, 2015* (CMSA) and its regulations, licensing requirements, and the Code of Ethics.
- **Addressing complaints** by conducting inspections and investigations, assisting in issues resolution, holding discipline hearings, and taking corrective actions.
- **Establishing education requirements and delivery of educational programs** for condominium managers.
- **Promoting awareness** of the regulatory system.

French Language Service

The CMRAO makes its services available in French and publishes e-newsletters for licensees and stakeholders, social media updates, and other corporate reporting documents in French. In addition, the majority of the CMRAO's public-facing communications, including the website, are available in French.

Commitment to Providing Accessible Services

CMRAO staff are trained in accessible customer service, including how to respond to phone calls received through teletypewriter (TTY), a confidential service that makes communication easier for callers who are deaf, deafened, hard of hearing, or those with speech disabilities.

The CMRAO also creates communications materials using accessibility best practices, and the website is compliant with the Web Content Accessibility Guidelines. Furthermore, the CMRAO reports annually on its accessibility compliance in accordance with the *Accessibility for Ontarians with Disabilities Act, 2005*.

Complaints Resolution Process

The CMRAO works in the public interest to build trust in condominium management services across Ontario. Handling complaints is an integral part of consumer protection. The CMRAO's complaints process examines instances and circumstances when licensees are alleged to have violated the CMSA, including the Code of Ethics regulation. The CMRAO works diligently to administer a fair and transparent complaints process.



The CMRAO handles complaints against condominium managers and condominium management provider businesses pursuant to the CMSA. The CMRAO does not have jurisdiction over the decisions or conduct of the condominium corporation, other people, or businesses (such as the board of directors, administrators, security guards, or others) unless they are providing condominium management services illegally without a licence or otherwise violating the CMSA.

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 condominium 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
- approve a licence or the renewal of a licence with conditions
- propose to suspend, revoke, or apply conditions to a licence
- take further enforcement actions as is appropriate in accordance with the CMSA

Sector Outlook

Condominium managers and provider businesses offer services across the province, with heavier concentrations in Toronto and Central Ontario where there are more condominiums relative to the rest of the province.

There are now more than 12,000 condominium corporations in the province and over 900,000 condominium units. It is estimated that in Ontario, 1.7 million people live in a condominium and more than 50% of new home enrollments are condominiums. Although residential condominiums predominate, the CMRAO provides oversight of the whole condominium management sector, which includes services to all types of freehold and leasehold condominium corporations.

As of March 1, 2024, there were 4,439 licensed condominium managers in Ontario, an increase of 8.9% from the same period in 2023, including 2,637 General Licensees and 1,798 Limited Licensees.

There are 399 licensed condominium management provider businesses in Ontario, of which 125 employ a single condominium manager, representing 2.8% of condominium managers in Ontario.

Active Licences

General Licence

2,637

Transitional General Licence

4

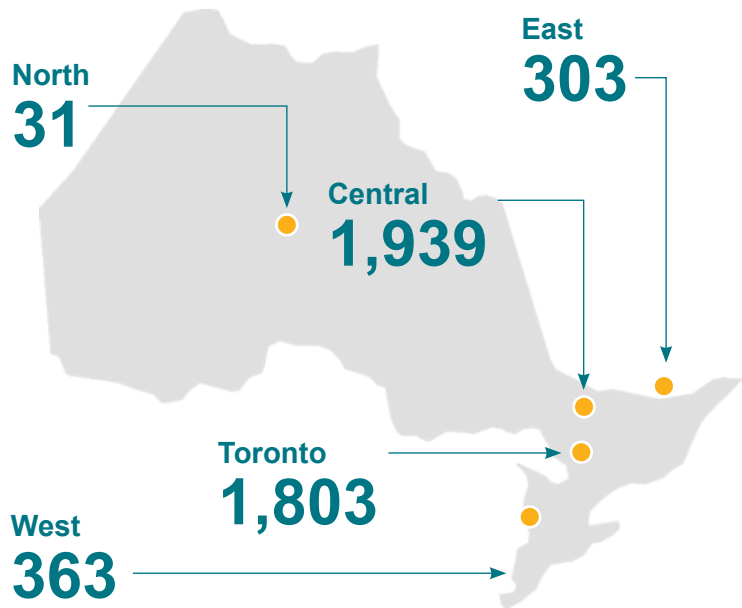
Limited Licence

1,798

Condominium Management
Provider Licence

399

Regional Distribution of Licences



*As at March 1, 2024

Stakeholders

Ontario Ministry of Public and Business Service Delivery (MPBSD)

The CMRAO is an administrative authority accountable to the Minister of Public and Business Service Delivery through an administrative agreement.

The Public

As a regulator, the CMRAO strives to improve how Ontario's condominiums are managed through licensing, education, and complaints resolution. The CMRAO engages with the public through a variety of communications channels, including its website and social media platforms. The CMRAO participates in industry events, conferences, and webinars and publishes the **CMRAO Quarterly**, a subscription-based quarterly newsletter that is available to the public.

In 2018, the CMRAO established an Advisory Committee of volunteer members from Ontario's condominium communities, including owners, board members, condominium managers, and other participants such as condominium lawyers and auditors. This committee continues to provide input to the CMRAO on issues of importance to consumers and licensees, participate in consultations, and provide feedback on proposed policies and programs, such as the mandatory Continuing Professional Education (CPE) program and the Proactive Inspections program.

Condominium Management Sector, Industry Associations, and Educational Institutions

The CMRAO works with industry stakeholders to ensure that its regulatory work supports a competitive industry. The organization is also dedicated to promoting awareness of the regulatory system for condominium management.

The CMRAO has an active and engaged relationship with the Association of Condominium Managers of Ontario (ACMO) and other professional associations, such as the Canadian Condominium Institute (CCI) and the Community Associations Institute (CAI), and participates in events organized by these organizations.

As education is an important part of our mandate as a regulator, the CMRAO works in partnership with Humber College to further professionalize the condominium management sector, and successfully prepare condominium managers for the essential role they play in the sector.

Other Administrative Authorities

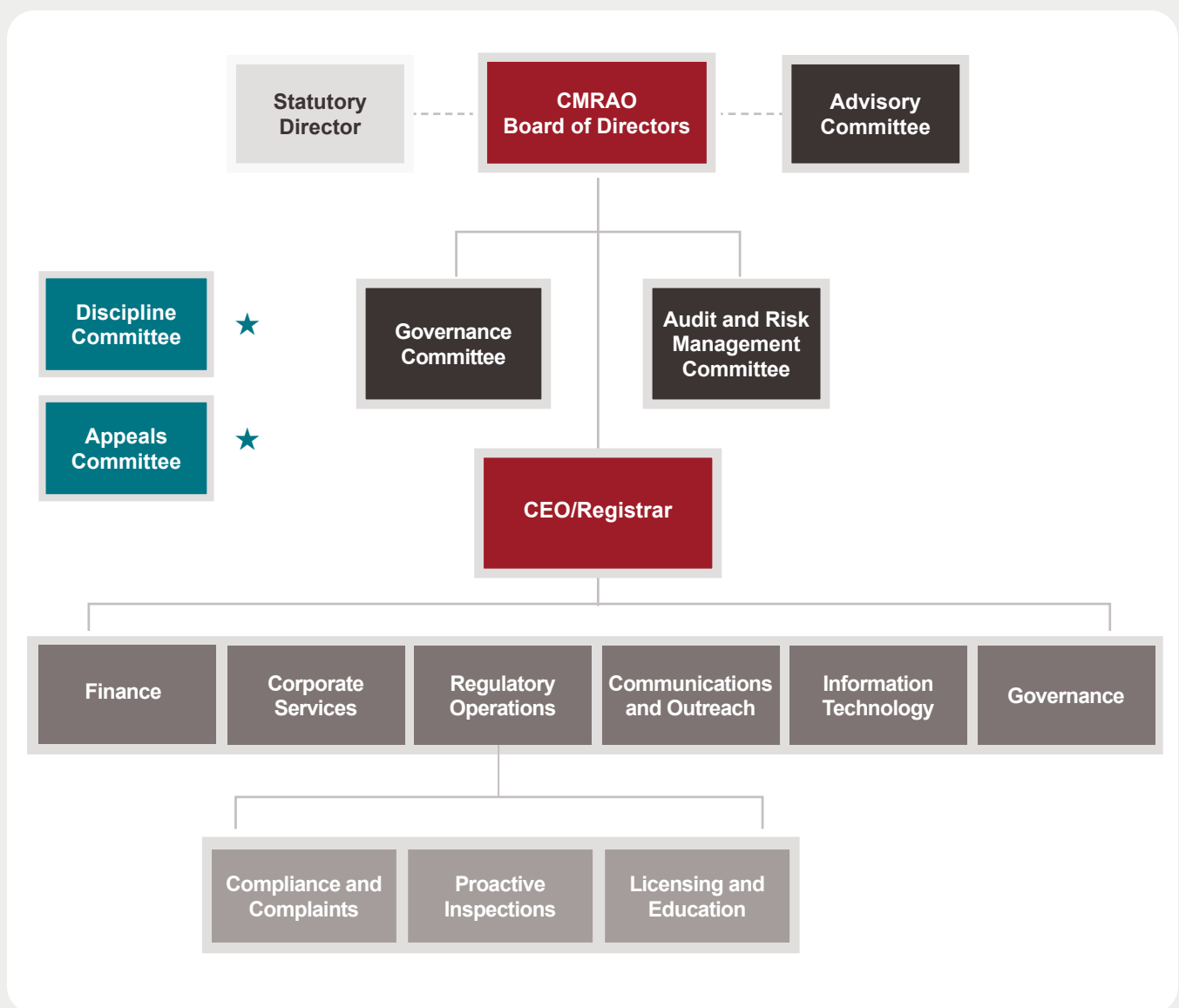
The CMRAO is part of an administrative authority community and shares best practices with these organizations on regulatory matters, as well as human resources, Information Technology (IT), and communications topics. In 2018, the CMRAO entered into a Memorandum of Understanding (MOU) with the Condominium Authority of Ontario (CAO) that details the areas of collaboration between the two organizations.

The CMRAO and the CAO also have a data-sharing agreement to enhance information sharing and assist in enforcement activities of the CMRAO.

Corporate Structure

To achieve its regulatory and consumer protection mandate, the CMRAO operates with a lean, dedicated, and diverse team of staff. The CEO/Registrar and the senior management team of the CMRAO are focused on ensuring that appropriate resources are available to deliver the full suite of services that now includes continuing education and a proactive inspections program.

CMRAO's independent Board of Directors, composed of four elected members and three 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 condominium management, administrative authority governance, strategic planning, communications, risk management, and public policy.



★ The Discipline Committee and the Appeals Committee are independent adjudicative bodies and are responsible for hearing and determining, in accordance with the prescribed procedures, if a licensee has failed to comply with the Code of Ethics. The members of these committees are appointed by the Board of Directors.

Business Planning Overview

Sound business planning is important for the CMRAO to effectively deliver its regulatory and consumer protection mandate. This business plan outlines the priorities for the current year, whereas the annual report will highlight our organization's achievements for the year ending on March 31, 2024. The two documents should be used together to assess the organization's performance. Although the present plan focuses on the 2024–25 fiscal year, it uses a three-year planning horizon.

In 2021, the Board of Directors engaged in a strategic planning exercise to guide the operations of the organization for the next three years (2022–25). As part of this exercise, the Board reaffirmed the CMRAO's general direction, mandate, mission, and vision and adjusted alignment with the realities of a growing organization in a complex environment. The CMRAO's strategic plan guides us towards achieving our goal of enhanced consumer protection through modern and effective regulatory activities.

Mandate:

The Condominium Management Regulatory Authority of Ontario is the regulatory body that sets standards and enforces the mandatory licensing of condominium managers and condominium management provider businesses.

Mission:

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

Vision:

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

Values:

- **Building trust** by carrying out our mission with integrity, transparency, accountability, and a commitment to fairness.
- **Service excellence** through our commitment to responsiveness, respect, and results in all our interactions with the public, the regulated community, and our partners.
- **Diversity and inclusion** by incorporating the principles of diversity and inclusion in all aspects of our work and services that we provide.
- **Learning organization** by focusing on education and sharing knowledge with our stakeholders through a variety of training methods.

Going forward, the CMRAO will strive to continuously improve and strengthen linkages between strategic planning, business planning, and annual reporting.

Strategic Objectives and Activities

The CMRAO's strategic plan sets clear outcomes and measures to ensure that the organization continues to fulfill its consumer protection mandate in the coming years. The plan integrates operational priorities with a focus on regulatory excellence and targeted stakeholder engagement. The CMRAO's performance measures and targets align with the strategic priorities and ensure organizational efficiency.

The strategic plan identifies five overarching strategic priorities:

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

This business plan identifies activities that support the achievement of these strategic priorities.

Strategic Objective 1

Operate as a Modern Regulator

Modern regulation requires promoting compliance through education, training, and licensing; continually monitoring and assessing compliance using risk-based proactive and reactive approaches; and responding to non-compliance through appropriate and proportionate use of enforcement measures.

Priorities for 2024–25:

- Develop and publish new resource documents for licensees, which establish best practices and provide tools and resources (for example, checklists and process maps) in key areas of condominium management.
- Implement business processes and Information Technology (IT) system enhancements to ensure that only General Licensees who have successfully completed and reported the required continuing education activities are able to renew their licence.
- Continue risk-based proactive inspections with a goal of improving compliance of condominium management service providers with legislative requirements.

Strategic Objective 2

Focus on Service Excellence

The CMRAO has established itself as a lean, agile, and responsive organization. We will strive to continually improve our approach to delivering services at the same high standards of excellence.

Priorities for 2024–25

- Monitor service levels and ensure established standards are met for handling complaints.
- Monitor service levels and ensure established standards are met for processing licence applications.
- Continuous improvement of IT systems security to ensure that the information received from consumers and licensees is safeguarded.

Strategic Objective 3

Promote Strategic Stakeholder Engagement

The primary focus will involve expanding awareness of the CMRAO's new public education program, its consumer protection mandate, and other regulatory activities.

Priorities for 2024–25

- Assess awareness of our organization and mandate through in-house and third-party surveys of our stakeholders.
- Provide audience-specific resources to reach diverse communities and establish our value as a regulatory body committed to consumer protection.
- Increase engagement with stakeholders through participation in external events.
- Provide resources related to CMRAO-specific programs and initiatives to raise awareness and boost engagement with our licensees and consumers.

Strategic Objective 4

Deliver Value for Money

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

Priorities for 2024–25

- Ensure financial sustainability through responsible use of resources and regular monitoring and updating expenditure and income projections, including reserve funds, to meet the long-term needs of the organization.
- Facilitate the work of the independent auditors during the annual audit.
- Continue to review and refine internal controls, policies, and processes to ensure compliance with best practices for not-for-profit organizations.

Strategic Objective 5

Foster Operational Excellence

The CMRAO is committed to creating a culture that supports and empowers our staff to achieve their individual objectives as well as the corporate strategic objectives.

Priorities for 2024–25

- Development of the 2025–2028 strategic plan
- Provide increased access to professional development activities for staff, management, and Board members
- Ensure ongoing effectiveness of Board governance through support for the Board and its Committees.
- Investigate the feasibility of separating the joint cloud tenancy with the CAO.

Outcomes and Performance Measures

The CMRAO sets strategic priorities, objectives, and performance measures in its annual business plan. Achievements against the targets are then reported in the corresponding annual report. Setting these goals enables the CMRAO to maintain transparency and accountability to the public and its stakeholders.

The performance measures are based on the strategic priorities of the organization and include internal measures related to service delivery standards, efficiency, and value for money, and the CMRAO's organizational culture. In addition, the CMRAO publicly reports on key measures related to our regulatory mandate, customer service, and stakeholder engagement.

Performance Measure	Target
Continue to carry out proactive inspections of condominium managers and management provider businesses	Conduct 50 proactive inspections by March 31, 2025
Percentage of licensees subject to regulatory action based on a complaint within CMRAO jurisdiction	5%
Percentage of licensees reporting satisfaction with service levels	85%
Percentage of complete applications for a licence processed within service standards: <ul style="list-style-type: none"> Limited Licence within 5 business days General Licence within 10 business days Management Provider Licence within 30 business days 	95% 95% 95%
Percentage of complaints assessed within published service standards (60 business days) <ul style="list-style-type: none"> Initial Response within 5 business days 	80% 95%

Corporate Resources

Human Resources

The CMRAO has been operating with a lean and efficient staff and has maintained a high level of employee engagement as evidenced by its **Great Place to Work** certification¹ every year since 2019. It is the goal of the CMRAO to gradually strengthen its teams to ensure services are delivered at a high level even during periods of uncertainty. The focus in the upcoming fiscal year will be on empowering our employees with access to professional development opportunities.

Financial Resources

As a not-for-profit organization funded primarily by regulatory fees, the CMRAO is committed to prudent financial management, ensuring value for money, as well as transparency and accountability. As in previous years, the CMRAO will continue to monitor its cost drivers to ensure effective use of its financial resources. A financial outlook for the period 2024–27 is available in Appendix A.



¹ Great Place To Work Certification is an accreditation that demonstrates the CMRAO is an employer of choice.

Risk Management

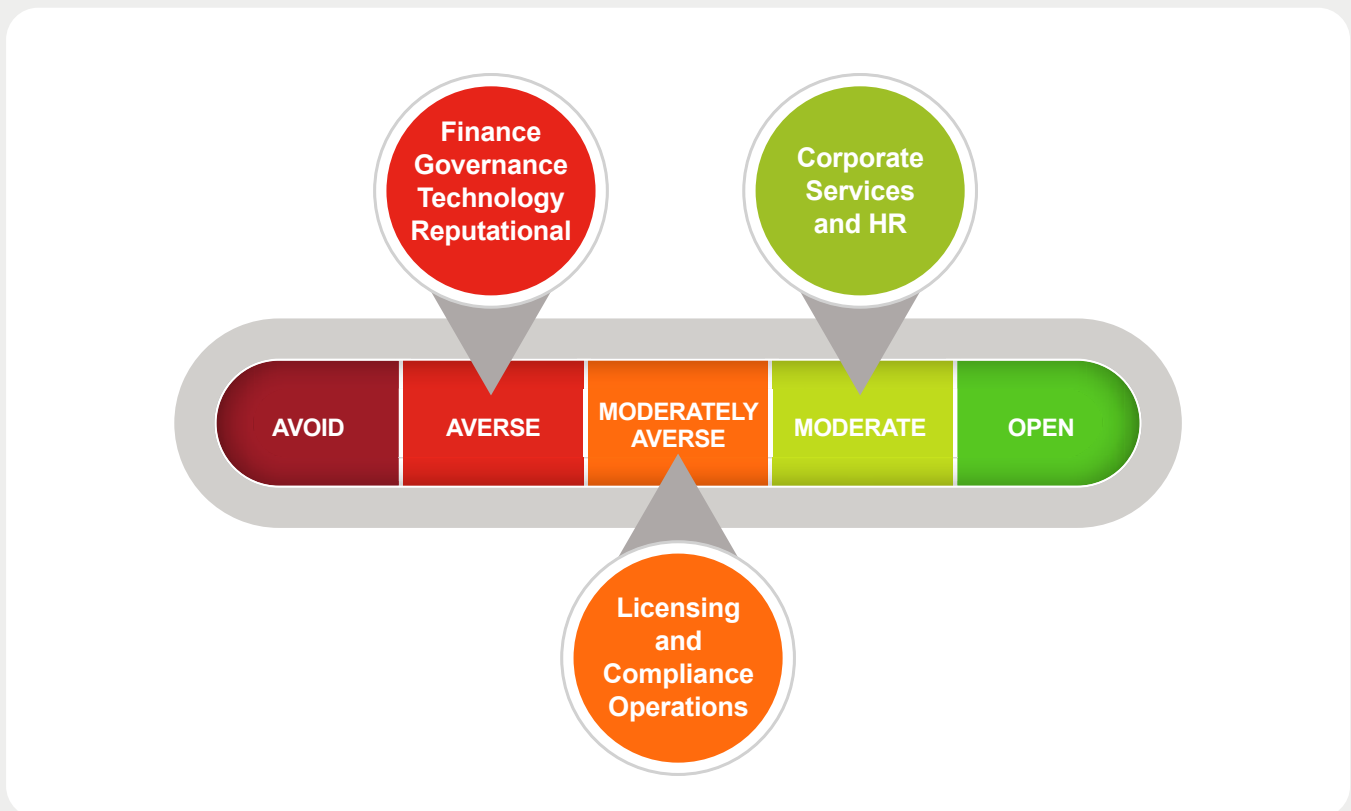
The CMRAO has a process to identify, assess, and manage risks that may affect its ability to achieve its objectives, including protecting and serving its stakeholders and the public. The CMRAO is committed to ensuring that all risks identified will be proactively controlled and kept to an acceptable level.

The Board established an Audit and Risk Management Committee to provide oversight of the CMRAO's risk management activities and provide recommendations to the Board. The Committee meets quarterly to review the Risk Register and consider other matters that may pose a threat to the organization's operations (such as financial sustainability).

In 2021, the Board adopted a Statement of Risk Appetite (Figure 1) detailing the amount of risk considered acceptable for each of the business areas of the organization. The Board considers reputational risk as a high strategic business risk and, as such, will be prepared to accept only low levels of risk with a preference for very safe or prudent options when dealing with matters that could impact the reputation of the CMRAO.

Statement of Risk Appetite

Figure 1



The CMRAO monitors and reports quarterly to the Audit and Risk Committee on the risks that could have a potential impact on its strategic objectives.

The categories of risks monitored, and the most common mitigation strategies, are as below:

Category	Strategic Objective Impacted	Mitigation Strategies
<p>Financial risk resulting from possible reduction in revenues, or potential for internal fraud</p>	<p>Deliver Value for Money</p>	<ul style="list-style-type: none"> • Creation and maintenance of an operational surplus fund • Creation and maintenance of a restricted reserve fund • Regular reporting to the Board and the Audit and Risk Management Committee • Segregation of duties in the Finance department and insurance in place with coverage for fraud
<p>Licensing and Compliance Operations risk related to inspections, investigations, and education programs</p>	<p>Operate as a Modern Regulator</p>	<ul style="list-style-type: none"> • Conduct regular, risk-based, proactive inspections • Regular consultations with legal counsel on all regulatory matters related to enforcement • Annual reporting by the Director of Investigations and Enforcement to the Board on enforcement activities • Education program, including Continuing Education program in place for all licensees
<p>Corporate Services and HR risk related to possible loss of HR capacity, and continuity of operations in case of emergency</p>	<p>Foster Operational Excellence Focus on Service Excellence</p>	<ul style="list-style-type: none"> • Succession plans in place at staff and leadership level • Corporate and HR policies in place and reviewed regularly • Regular monitoring of performance against service standards

Category	Strategic Objective Impacted	Mitigation Strategies
<p>Governance risk related to Board composition</p>	<p>Operate as a Modern Regulator</p> <p>Focus on Service Excellence</p> <p>Deliver Value for Money</p>	<ul style="list-style-type: none"> • Board terms staggered to avoid complete turnover and negative impact on membership • Close collaboration with MPBSD to ensure continuity of directors appointed by the Minister • Succession plan in place for Chair and Directors
<p>Technology risk related to cybersecurity and data protection</p>	<p>Operate as a Modern Regulator</p> <p>Focus on Service Excellence</p>	<ul style="list-style-type: none"> • Implementation of E5 Microsoft licenses for all users that come with advanced security and information protection • Two-factor authentication procedure implemented across all platforms • Role-based secure access to portals and platforms • Cyber liability insurance in place • Critical business data backed up continuously by cloud provider
<p>Reputational and Stakeholder Communications risk related to awareness of the organization as a trusted regulatory body.</p>	<p>Promote Strategic Stakeholder Engagement</p>	<ul style="list-style-type: none"> • Close collaboration with MPBSD and regular two-way communications on emerging issues • Regular two-way engagement with the public and condominium sector through an established Advisory Committee • Close monitoring of CMRAO's social media presence to ensure fast response to emerging issues • Regular communications with stakeholders through the quarterly newsletter, weekly industry news digests, and participation in industry events

APPENDIX A

Financial Outlook for 2024–27

Revenues:	2024–25	2025–26	2026–27
Licensing Fees	3,751,070	3,967,750	4,197,420
Education Related Fee	102,000	102,000	102,000
Other Income	176,150	156,580	137,010
Total Revenues	4,029,220	4,226,330	4,436,430
Expenditures:	2024–25	2025–26	2026–27
Human Resources/Board	2,676,520	2,846,670	3,027,520
Operating	1,127,430	1,154,140	1,175,580
MGCS oversight fee	204,260	204,260	204,260
Total Expenditures	4,008,210	4,205,070	4,407,360
Restricted Reserve Fund	20,000	20,000	24,000
Net Surplus for the period	1,010	1,260	5,070

Meeting Standards. Creating Trust. Building Confidence.



Condominium Management
Regulatory Authority of Ontario

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