

Strategic & Business Plan

2018 – 2019



Condominium
Authority of
Ontario

www.condoauthorityontario.ca



Strategic & Business Plan 2018-19

Table of Contents

1.	Introduction	1
	Background	1
	Launch of Initial Services.....	1
	First Business Plan	1
2.	Corporate Overview	2
	Mandate	2
	Relationship to Government.....	2
	Stakeholders	2
	Users of our Services - Condominium Owners, Directors, Residents and Prospective Buyers.....	2
	Condominium Industry Associations.....	3
	Condominium Management Service Providers	3
	Condominium Management Regulatory Authority of Ontario (CMRAO)	3
	Members of the Dispute Resolution and Administrative Decision-Making Communities	3
	Corporate Structure	3
3.	CAO's Online Information, Tools and Self-Help Services	3
	Information Services.....	4
	Condominium Director Training.....	4
	Condominium Returns and Notice of Change	5
	CAO Public Registry	5
	Guided Steps to Common Issues.....	6
	Condominium Authority Tribunal (CAT).....	6
	French Language Services.....	7
	Accessible Services	7
	Key Corporate Policies.....	7
4.	Business Planning Overview	8
	Performance Measurement.....	8
	Risk Management.....	8
5.	Strategic Objectives, Strategies and Outcome Measures	9
	Core Strategic Objectives.....	10
	Supporting Strategic Objectives	13
6.	Financial Plan	17
	Human Resources	17
	Loan Agreement	17
	Financial Forecast.....	17
	Financial Forecast for Fiscal Years 2018-19 to 2020-21	18



1. Introduction

Background

Ontario's condominium sector has grown significantly since the *Condominium Act, 1998* (the Act) came into force in 2001. Today, the province's more than 800,000 condominium units house over 1.6 million residents, and nearly 60% of all new homes built in Ontario are condominiums. The rise in condominium living has also led to increasing and more complex consumer protection issues affecting the largest purchase many Ontarians will ever make, as well as residents' ability to enjoy their homes.

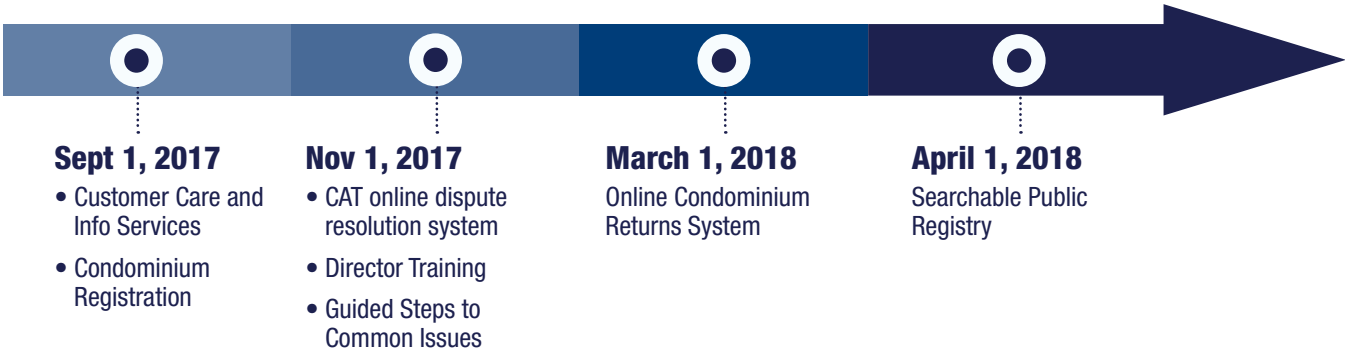
After completing its comprehensive review of the Act and condominium sector changes, the Ontario government enacted the *Protecting Condominium Owners Act, 2015*, which included many changes to the Act and paved the way for the establishment of the Condominium Authority of Ontario (CAO).

Launch of Initial Services

The CAO was designated by the Ontario government and launched its initial services on September 1, 2017. Under the strategic guidance of its board of directors, the CAO continued to develop and deliver additional services to meet its expanded legislated mandate within a series of challenging deadlines. Figure 1 below outlines the CAO's key service deliverables, which are addressed in this business plan. A notable achievement is the development of the innovative Condominium Authority Tribunal (CAT), Canada's first fully online dispute resolution (ODR) service, for the condominium sector. The CAO's efforts and successes have been recognized by its 2018 gold award for Innovative Management from the Institute of Public Administration of Canada (IPAC).

CAO: An Administrative Authority

- Designated under the *Condominium Act, 1998*, as amended (the Act).
- Not-for-profit corporation governed by an independent Board of Directors.
- Administers specific provisions of the Act and its regulations as delegated by the Ontario government.
- Funded by condominium corporations and CAT-user fees.
- Accountable to the Minister of Government and Consumer Services through an Administrative Agreement.



First Business Plan

This first CAO business plan covers a three-year planning horizon as the CAO moves toward its steady-state operations. In 2018-19, its first full fiscal year of operation, the organization will focus on strategic planning, stakeholder outreach and meeting its initial accountability obligations as it continues to refine its structure, processes and services.

2. Corporate Overview

Mandate

The CAO was established to enhance consumer protection and support community living in Ontario's rapidly growing condominium sector. The CAO's services, which will be addressed in more detail throughout this business plan, include:

- Easy-to-use information to help owners and residents understand their general rights and responsibilities
- Free online resources, tools and guided steps to help condominium owners and residents resolve common issues and disputes collaboratively
- Mandatory training for condominium directors elected or appointed after November 1, 2017 to help them understand their oversight and legal obligations
- Easily accessible and cost-effective online dispute resolution service through the Condominium Authority Tribunal (CAT)
- Easy to navigate condominium returns system to allow corporations to file and update key information
- Customer Care Contact Centre and Information and Tribunal Co-ordination teams to answer inquiries and provide support regarding CAO's services
- Publicly available and searchable Condominium Public Registry containing information on every condominium corporation in Ontario

As 2018-19 will be the CAO's first full fiscal year of operation with a governing Board of Directors, a key priority will be to hold a strategic planning session. One of the objectives of this strategic planning session will be to confirm the CAO's mandate statement, strategic priorities, mission, vision and values to guide the organization and future business planning and annual reports.

Relationship to Government

The Ontario government sets the CAO's powers and responsibilities through the delegation of specific provisions of the *Condominium Act, 1998* and its regulations.

The CAO is accountable to the Minister of Government and Consumer Services through an Administrative Agreement, which outlines the CAO's legislated and governance requirements, as well as an information sharing protocol.

The Ministry of Government and Consumer Services (MGCS) is solely responsible for condominium-related public policy development and legislation. However, pursuant to the Administrative Agreement, the CAO will provide valuable information to MGCS regarding the operational effectiveness of the legislative framework, including proposing areas for legislative and regulatory considerations, based on stakeholder feedback and client interactions.

Stakeholders

The CAO's stakeholders have been integral to its successful launch of new services to date. Ongoing stakeholder engagement and strong collaborative relationships are essential for effectively supporting condominium communities across Ontario.

The CAO's key stakeholders are:

Users of our Services - Condominium Owners, Directors, Residents and Prospective Buyers

The diverse condominium communities across the province represent the key target users of the CAO's services. All of CAO's services are developed to support these stakeholders so they can enjoy condominium living to its fullest. These stakeholders provide the CAO with valuable feedback for ongoing service enhancements.

Condominium Industry Associations

The CAO promotes awareness of the CAO's services by working with condominium industry associations, participating in industry events and listening to feedback on how to enhance our initial services.

Condominium Management Service Providers

Many condominium corporations retain condominium management service providers. Members of this newly-regulated profession liaise with the CAO on a regular basis to obtain information about the new requirements and file condominium returns and notices of change with the CAO on behalf of the corporations that they manage.

Condominium Management Regulatory Authority of Ontario (CMRAO)

The CMRAO is another administrative authority, governed by its own independent board of directors and legislation, which works in the public interest to license and regulate condominium management professionals. The CAO and CMRAO will develop a memorandum of understanding that will set out principles and guidelines for how the two authorities can collaborate for the benefit of condominium consumers.

Members of the Dispute Resolution and Administrative Decision-Making Communities

The CAO is a founding member of an online dispute resolution (ODR) community of practice and works collaboratively with partners and other organizations involved in dispute resolution and administrative decision-making to share best practices and build on lessons learned. The CAO is committed to sharing its knowledge and to gathering insights from other dispute resolution and administrative decision-making organizations nationally and internationally. The CAO is also a contributing partner to a multi-year federally-funded research project.

Corporate Structure

The CAO is a non-crown, not-for-profit corporation governed by an independent Board of four elected directors and up to three ministerial appointees. As of March 31, 2018, The Minister of Government and Consumer Services has appointed two directors to the CAO Board.

The CAO has established a skills-based board governance model. Collectively, Board members are considered against the competency criteria contained in Schedule D to the Administrative Agreement between the Minister of Government and Consumer Services and the CAO. The Administrative Agreement is posted on the CAO's website at www.condoauthorityontario.ca.

Future vacancies for elected directors will be filled through an open competitive recruitment process, which includes evaluation and recommendation of candidates by a Nominating Committee. Vacancy notices and application information will be posted on the [CAO's website](http://www.condoauthorityontario.ca).

Vacancies in ministerial appointments will be filled through a process administered by the Government of Ontario's Public Appointments Secretariat at: www.pas.gov.on.ca.

Appointed by the Board, a Chief Executive Officer and Registrar leads a staff of approximately 35 in all aspects of the CAO's operations. As a new organization, the CAO will continue to review and adjust its staffing structure as it transitions to steady state in the year ahead.

3. CAO's Online Information, Tools and Self-Help Services

To fulfill its legislated mandate and meet the needs of modern condo communities, the CAO introduced a wealth of information, tools and self-help services that were developed based on feedback from user experience workshops with condo owners and directors. The CAO's guided steps to common issues provides information, tools, and templates to help condominium communities better understand their issues and work together to resolve them collaboratively before they escalate into disputes. For situations where issues cannot be resolved independently using these self-help services, there's information on next steps, including, for records disputes, the CAO's online Condominium Authority Tribunal (CAT) and its ground-breaking new online dispute resolution service.

The CAO is committed to gathering feedback from the condo community to inform service improvements and to continue to enhance its services to protect consumers, provide quality customer service and deliver value for money.

Below is a summary of the CAO's services:

Information Services

The CAO aims to improve condominium living by providing easy-to-use information about the general rights and responsibilities under a complex legislative framework. The CAO cannot provide legal advice, but strives to provide assistance and, where appropriate, will refer callers to relevant external resources. The CAO's information services include:

- *Website information* – the CAO continues to enhance its website information so that people can easily access the information they need. This information includes clear explanations of general rights and responsibilities under the Act, helpful guides, templates, and links to government forms. If someone has further questions, they can request this information through the website's "Contact Us" feature and the CAO will provide an individualized response.
- *Customer care service* – Since the CAO's launch on September 1, 2017 until March 31, 2018, CAO staff had just over 20,000 interactions with condominium residents and the public. The CAO responds to telephone calls, as well as inquiries by email and through the website's "Contact Us" page. To maximize efficiency, the CAO has a two-level customer care service model:
 - The CAO's first-level contact centre assists condo users and the public to access the CAO's services and responds to general questions about requirements under the Act.
 - More complex inquiries are answered by the CAO's highly-trained Information and Tribunal Coordinators (ITCs). The ITCs also provide case management services related to the Condominium Authority Tribunal (CAT).
- *Stakeholder outreach* – The CAO has been proactively reaching out to stakeholders and the public to raise awareness of the CAO's services and requirements under the Act, to seek feedback on the CAO's initial services and to gain valuable information about the unique characteristics and needs of condominium communities across the province. For example, from September 2017 to March 2018, members of the CAO participated in 16 speaking events across Ontario to a broad range of audiences comprised of condominium owners, directors and condominium managers.

Condominium Director Training

Condominium directors play a critical role in making sure that condominium corporations and their assets are well managed. A condominium board operates on behalf of all the owners and is often responsible for hundreds of thousands, if not millions, of dollars in operating a condominium.

Under the *Condominium Act, 1998* and Ontario Regulation 48/10, the CAO is responsible for designating the mandatory training for all condominium directors appointed, elected or re-elected on or after November 1, 2017. Directors must complete the training within six months of their appointment, election or re-election date or they will automatically and immediately cease to be a director under the Act.

The CAO's Director Training Program consists of 21 short e-modules, in English and in French, covering important topics that are relevant to condominium board directors, not only to support good governance for the corporation, but also to foster a positive condominium community culture.

Directors can access the CAO's online director training program free-of-charge, after creating an account and logging in to the [CAO's website](#). Training modules are also available to the general public at no charge. In providing this training online, the CAO has taken care to ensure that the training is accessible to people with visual or hearing disabilities. For example, the online training is compatible with screen readers and can be completed using audio only or by reading the written content of each module.

Other benefits of the online training include allowing unlimited access from any where in the world at any time of the day and night, by computer or mobile devices. Many people have expressed their appreciation for this convenience in their responses to the director training satisfaction survey.

Online training minimizes the cost of delivering the mandatory training across the province to the over 11,000 condominium corporations and the estimated 50,000 or more condominium directors. Since the CAO is funded by condominium assessment fees, this delivery model keeps costs down for all condominium owners and allows the CAO to offer the training to the broader condominium community at no charge to support positive condominium living.

Condominium Returns and Notice of Change

All condominium corporations in Ontario are required to file Condominium Returns with the CAO under the *Condominium Act, 1998*. Filing a Return means providing specific key information about the condominium corporation, such as the date it was created, its address for service, and information about the current board of directors.

If any of the information provided in a Return changes, corporations must file a Notice of Change with the CAO. The Notice of Change is to be filed within 30 days of the change(s) and must indicate what information changed and when the change(s) took effect.

The table below provides a summary of the information and timeline requirements set out in Ontario Regulation 377/17 for the four types of Returns and the Notice of Change.

Return Type	Filing Frequency	Condominium Corporation Must File:	Filing Deadline
Transitional	One-time	If created before January 1, 2018	<ul style="list-style-type: none">by March 31, 2018.
Initial	One-time	If created on or after January 1, 2018	<ul style="list-style-type: none">within 90 days of being created
Turn-over	One-time	If turn-over meeting was held on or after January 1, 2018	<ul style="list-style-type: none">within 90 days of the turn-over meeting
Annual	Yearly	All condominium corporations	<ul style="list-style-type: none">between January 1 and March 31 each year, <u>unless</u>:<ul style="list-style-type: none">the condominium corporation was created between January 1 and March 31 in any year as of 2018. If this is the case, the annual return must be filed within 90 days of being created.
Notice of Change	As needed	When certain information changes	<ul style="list-style-type: none">Within 30 days of the date(s) of the change(s)

The CAO's online Condominium Returns system is designed to make the returns process as easy and efficient as possible for condominium corporations. For example, corporations will only need to enter (or update) its information once and the system will automatically generate the one or more Returns that are applicable to the corporation at the time of filing.

The CAO is supporting condominium corporations to meet their Condominium Return legal requirements through instructional reminder emails, helpful step-by-step guides, and staff who can assist corporations at any stage of the Returns process.

A key challenge for the CAO in the year ahead will be to support those condominium corporations across the province that have not met the new legal obligation to file Condominium Returns and Notices of Change with the CAO. The CAO's efforts to reach these corporations have included: mailing letters to each corporation's address for service and municipal address on record at the land registry offices across the province; targeted advertising in local newspapers and condominium association magazines/newsletters; reaching out to industry professionals such as condominium managers, lawyers and accountants; asking owners/residents/directors who call the CAO for information; and, messaging on our website. A continuation of these strategies and a formal outreach campaign is being launched in the year ahead.

CAO Public Registry

The CAO maintains a searchable Public Registry that displays specific information prescribed in Ontario Regulation 377/17, which the corporation is required to file with the CAO in their Condominium Returns and Notices of Change. The regulation also sets out that the CAO is not permitted to disclose condominium corporation's data in bulk and that before any individual can access information in the Public Registry, they must first agree to use the information for personal purposes only.

The CAO Public Registry is available at no charge on the CAO's website at www.condominiumauthorityontario.ca/en-US/public-registry/.

Guided Steps to Common Issues

To meet the needs of modern condominium communities, the CAO has introduced self-help information and tools on its website to support condominium owners, residents and boards to resolve common issues on their own before the issues escalate into disputes.

As a start, the CAO's self-help resources currently address the 11 most common areas of dispute that were identified during feedback sessions with condominium owners and directors. These initial common issues addressed are: corporation records, noise, personal property, meetings, odours, issues with condominium managers, pets, neighbours, rules and short-term rentals.

The Guided Steps to common issues are:

Step 1: Explanation of the issue;

Step 2: Overview of the legislation, by-laws and rules that may apply to the issue;

Step 3: Possible solutions, including letter/email templates to help with communications with the condominium board or neighbours; and

Step 4: Information for additional help, including how to find a mediator, arbitrator, lawyer, or in the case of records-related disputes, filing a case with the Condominium Authority Tribunal.

Condominium Authority Tribunal (CAT)

The Condominium Authority Tribunal (CAT) offers a fast, flexible and inexpensive online service to resolve disputes without involving the court system. Not only is it accessible and affordable, but it also offers the parties flexibility, convenience and transparency. The CAT's online process consists of three distinct stages: negotiation, mediation, and tribunal decision, that enable parties to work together to resolve their dispute as early as possible. Where the CAT issues decisions, the cases are available to the public on the website of the Canadian Legal Information Institute (Canlii) at: <https://www.canlii.org/en/on/oncat/>.

Currently, the CAT can only accept records-related cases as set out in Ontario Regulation 179/17. However, it is expected that the Ontario government will expand the CAT's scope of disputes in the future.

The following diagram illustrates the CAT's three-stage process.



It is important to note that in the handling of disputes, the CAT operates independently with respect to all cases that come before it and in the management of its Members (mediators and adjudicators). According to the MOU between the CAO and the CAT Chair, the CAT Chair is accountable for the performance of the CAT in fulfilling its legislated dispute resolution mandate and administratively reports to CAO's CEO and Registrar, who is responsible for providing operational support to the CAT. The CAO's CEO and Registrar, and the CAO's Board of Directors, have no involvement in individual CAT cases.

More information on the CAT, including its Rules of Practice and Memorandum of Understanding between the CAT Chair and the CAO's Board is available on the CAO's website at: <https://www.condominiumauthorityontario.ca/en-US/tribunal/cat-rules-and-policies/>.

French Language Services

Section 1.25 of the *Condominium Act, 1998* legislates that condominium residents and the public have the right to communicate and to receive available services in French from the CAO. Fully committed to meeting this legislated requirement, the CAO ensures that all its communications and services are available in French.

Condominium representatives with CAO accounts can set their language preference to French so that when logged in to their account, the CAO's online services will be automatically offered in French. For example, condominium directors who set their language preference to French will be assigned the CAO Condominium Director Training Program's e-modules in French.

The CAO employs bilingual staff to respond to all types of phone or email inquiries, and will continue to monitor demand for services in French.

Accessible Services

The CAO continues to work to ensure that its services meet the requirements of the *Accessibility for Ontarians with Disabilities Act, 2005* (the AODA). For example, the CAO's website is compatible with screen readers and people with hearing impairments can contact the CAO through a TTY telephone device.

By the end of December 2017, all CAO staff had completed the mandatory accessible customer service training and the CAO submitted its first annual AODA accessibility compliance report.

The CAO has actively engaged many of our online users who rely on assistive technology, and as a result, strengthened accessibility protocols for procuring and working with information technology solution vendors.

Key Corporate Policies

In accordance with the Administrative Agreement with the Minister of Government and Consumer Services, and consistent with good governance best practices, the CAO has developed policies to guide its operations and ensure transparency. The Board approved policies listed below are posted on the [CAO's website](#) in English and French:

Access and Privacy Policy

This policy sets out how the CAO, including the Condominium Authority Tribunal, will effectively protect personal information and provide access to records held by it.

Accessibility Policy

This policy supports the CAO's commitment to remove barriers and make our services, environment and culture respectful of the individual needs of people with different abilities.

Procurement Policy

This policy supports the CAO's acquisition of goods and services to meet its needs in the most economical, fair and cost-effective manner.

Complaints Policy

This policy sets out how the CAO will effectively address complaints from condo users and the public about its services and staff. This Policy also applies to complaints about members of the Condominium Authority Tribunal, but cannot be used to review, appeal or dispute any decision or order.

Travel, Meal and Hospitality Expense Policy

This policy sets out the principles, accountability framework and rules for reimbursing all travel, meal and hospitality expenses while undertaking business on behalf of the CAO.



4. Business Planning Overview

The CAO is the proud recipient of the 2018 gold award for Innovative Management from the Institute of Public Administration of Canada (IPAC). The award, sponsored by IBM, celebrates new approaches to delivering much needed services that are relevant, cost effective, efficient, and especially, innovative.

Building on this initial success as it transitions to its steady-state operations, the CAO will continue to strive for business planning excellence, including strengthening linkages between the strategic plan, business plan, operational plan and annual report.

In Fall 2018, the CAO will complete a strategic planning session with its initial Board of Directors. The resulting strategic plan will set the vision and strategic priorities that will guide the CAO in the fulfillment of its statutory mandate to promote and enhance confidence in the condominium sector. Future business plans will be aligned with this new strategic plan and annual reports will document the previous fiscal year's outcomes, including financial performance against these priorities.

To inform the 2019-20 business planning process, the CAO will seek input from stakeholders, conduct environmental scans, proactively identify opportunities for innovation, evaluate performance and risks, responsibly manage financial and other resources, and set outcome-focused objectives for continuous service improvement that responds to the growing needs of condominium communities across Ontario. This approach will ensure that the CAO can demonstrate responsiveness, accountability and value for money as it delivers high quality services and earns the confidence and trust of the condominium sector.

Performance Measurement

As a new organization entering its first full fiscal year of operation, a key priority for the CAO will be to enhance its capacity to collect data relating to performance and outcomes, determine and monitor baseline information, and establish its performance measures and targets. Having an effective and appropriate performance measurement system is critical for the CAO in achieving its consumer protection and customer service mandate, as well as providing value for money. The CAO is focused on evidence-based decision-making and continuous service improvement driven by the needs of condominium communities across the province. Once established, the CAO will report on its performance against these measures in future business plans and annual reports.

Risk Management

A proactive risk management framework is an important planning tool to identify, assess and address potential risks in areas including, but not limited to: operations, financial performance, service quality/reputation, IT business continuity/emergency management, legislative change readiness, and human capital planning.

With 2018-19 being the CAO's first full fiscal year of operation, the CAO will formalize its risk assessment and mitigation processes in a Risk Management Framework, which will also take into account any risk areas for condominium communities themselves.

5. Strategic Objectives, Strategies and Outcome Measures

In this first business plan, the CAO has identified its initial set of core and supporting strategic objectives to guide the delivery of our mandate during the 2018/19 fiscal year. To achieve these objectives, we have also identified a set of key strategies and outcome measures to enable the CAO to assess these as the best indicators of performance related to effectiveness, efficiency, and client satisfaction. Initial targets for outcome measures will be determined once steady-state baselines are established.

This section also sets out the key activities to be completed in each of the next three fiscal years to support the execution of the strategies, with a heavy focus on the first full fiscal year of operation, 2018-19. The measure for each of the listed key activities is completion of the stated deliverable within the identified target fiscal year.

As part of its initial strategic planning session in the Fall 2018, the CAO will validate the business planning strategies and priorities in this initial plan. Also, the CAO will continue to seek stakeholder feedback and refine the developing operations and services, to inform future business plans and annual reports.



Core Strategic Objectives

1. Enhance Consumer Protection in Condominium Communities through Increased Access to Information and More Effective Condominium Boards
2. Support Condominium Living through Early and Cost-Effective Issue and Dispute Resolution

Supporting Strategic Objectives

1. Increased Awareness of the CAO and its Services and Effective Stakeholder Relations to Inform Service Enhancements
2. Organizational Excellence

Core Strategic Objectives

1. Enhance Consumer Protection in Condominium Communities through Increased Access to Information and More Effective Condominium Boards.

Strategy:		Outcome Measures (Targets TBD):
Empower and prevent conflict by providing clear, user-friendly and accessible information about general rights and responsibilities under the <i>Condominium Act, 1998</i> to condominium stakeholders.		<ul style="list-style-type: none"> % of clients who are satisfied with CAO's information services
Fiscal Year	Key Activities	
2018 - 2019	<ul style="list-style-type: none"> Enhance/increase accessible information, tools, and guided steps available on the CAO's English and French websites. Conduct internal review of current client care service delivery model and finalize service standards. Develop and implement client satisfaction surveys for website experience and client care services. 	
2019 - 2020	<ul style="list-style-type: none"> Prepare a business case, project plan and develop a new website for easier client navigation, to maximize accessibility, to support new innovative information tools/videos, and to provide enhanced analytics. Continue to refine information services based on client feedback, service level results and any relevant new legislative changes. 	
2020 - 2021	<ul style="list-style-type: none"> Continue to refine information services based on client feedback, service level results and any relevant new legislative changes. 	

Strategy:		Outcome Measures (Targets TBD):
Enhance the knowledge and proficiency of condominium corporation directors through an effective, accessible and convenient on-line training program.		<ul style="list-style-type: none"> % of directors who are very satisfied with the training % of directors who reported that they learned something new % of directors who would recommend the training to others % of directors who complete training within 6 month legislated deadline
Fiscal Year	Key Activities	
2018 - 2019	<ul style="list-style-type: none"> Refine/update director training content based on internal review and client feedback. Support directors to meet the mandatory director deadline by sending reminder emails at least one month prior to the deadlines and provide information to boards for maintaining quorum where directors miss the mandatory deadline and cease to be directors under the Act. Work to support condominium directors who are unable to complete director training through online platform. Continue to work with the vendor of the online Learning Management System (LMS) to maximize accessibility of the platform. Work with the LMS and IT Vendors so that director training completion information can be viewed in the corporation's profile when contacts of the corporation are logged in to the CAO's system. 	
2019 - 2020	<ul style="list-style-type: none"> Continue to refine director training content based on client feedback, service level results and any relevant new legislative changes. Review LMS functionality to identify ways to enhance/streamline functionality. Automate director reminders and advisories related to missed deadlines. 	
2020 - 2021	<ul style="list-style-type: none"> Continue to refine director training content based on client feedback, service level results and any relevant new legislative changes. 	

Strategy:	Outcome Measures (Targets TBD):
Provide public access to prescribed condominium corporation information through the CAO's online public registry and effective condominium returns and notice of change systems.	<ul style="list-style-type: none"> • % of Ontario condominium corporations that have filed their current condominium returns. • % of newly-created condominium corporations that file their initial returns within 90 days of creation.
Key Activities:	
2018 - 2019	<ul style="list-style-type: none"> • Continue to refine the online Returns and Notice of Change systems and step-by-step guides based on internal review and client feedback. • Support condominium corporations by phone, email and step-by-step guides to file their first returns and notices of change. • Develop and implement strategies to reach condominium corporations that have not contacted the CAO or met their return filing obligations. • Develop and implement plan to proactively identify issues with information filed in Returns and Notices of Change and support corporations to file complete and accurate information. • Establish late filing fees and protocol for imposing fees and/or issuing compliance orders.
2019 - 2020	<ul style="list-style-type: none"> • Review and refine strategies to reach any remaining condominium corporations that have not contacted the CAO or met their current return filing obligations. • Continue to contact newly-created condominium corporations based on contact information on record at land registry offices. • Continue to proactively identify issues with information filed in Returns and Notices of Change and support corporations to file complete and accurate information. • Review and refine effectiveness of protocols for late filing fees and compliance orders.
2020 - 2021	<ul style="list-style-type: none"> • Follow up with any outstanding condominium corporations that have not met their current return filing obligations. • Continue to contact newly-created condominium corporations based on contact information on record at land registry offices. • Continue to proactively identify issues with information filed in Returns and Notices of Change and support corporations to file complete and accurate information.

2. Support Condominium Living through Early and Cost-Effective Issue and Dispute Resolution

Strategy:	Outcome Measures (Targets TBD):
Provide effective information and tools to promote and empower parties to resolve issues on their own and to prevent issues from escalating.	<ul style="list-style-type: none"> • % client satisfaction with guided steps to resolving common issues. • Volume of visits to issues page vs CAT cases filed
Key Activities:	
2018 - 2019	<ul style="list-style-type: none"> • Develop customer satisfaction survey for online self-help resources. • Review user feedback for possible enhancements to existing guided steps to common issues content. • Create guided steps for newly-identified common issues.
2019 - 2020	<ul style="list-style-type: none"> • Continue to review user feedback for possible enhancements to existing guided steps to common issues and identify new common issues. • Create new guided steps for newly-identified common issues.
2020 - 2021	<ul style="list-style-type: none"> • Continue to review user feedback for possible enhancements to existing guided steps to common issues and identify new common issues. • Create new guided steps for newly-identified common issues.

Strategy:	Outcome Measures (Targets TBD):
Provide accessible, timely and cost-effective online dispute resolution services (negotiation, mediation, tribunal decision) through the Condominium Authority Tribunal (CAT)	<ul style="list-style-type: none"> • % Client satisfaction with CAT services • % CAT service standards met
Key Activities:	
2018 - 2019	<ul style="list-style-type: none"> • Design, develop and implement enhancements to the online dispute resolution (CAT-ODR) solution, including expanding functionality to handle disputes involving three or more parties. • Continue reviewing existing CAT-ODR solution with users and experts to identify opportunities for improving user experience. • Develop and implement client satisfaction survey for CAT users. • Develop appropriate service standards for online dispute resolution service, e.g. time to schedule hearing; time to issue decision. • Advise Ministry regarding potential areas for expansion of the CAT's jurisdiction/scope of disputes. • Establish a community of practice for collaboration with other entities providing online dispute resolution.
2019 - 2020	<ul style="list-style-type: none"> • Continue to refine and improve the CAT-ODR solution, including the expansion of platform functionality. • Continue to monitor service standard results, e.g. time to schedule hearing; time to issue decision. • Continue to review client satisfaction survey results for CAT. • Continue to share any client feedback with the Ministry regarding areas to consider for expansion of the CAT's jurisdiction/scope of disputes.
2020 - 2021	<ul style="list-style-type: none"> • Continue to monitor service standard results, e.g. time to schedule hearing; time to issue decision. • Continue to review client satisfaction survey results for CAT. • Continue to share any client feedback with the Ministry regarding areas to consider for expansion of the CAT's jurisdiction/scope of disputes.

Supporting Strategic Objectives

1. Increased Awareness of the CAO and its Services and Effective Stakeholder Relations to Inform Service Enhancements

Strategy:	Outcome Measures (Targets TBD):
Continue to build awareness of the CAO and its services and actively seek stakeholder feedback to enhance services.	<ul style="list-style-type: none"> • % annual increase in the general awareness of the CAO according to IPSOS poll results. • % annual increase in positive media/social media coverage. • % annual increase in unique visits to the CAO's website.
Key Activities:	
2018 – 2019	<ul style="list-style-type: none"> • Conduct annual IPSOS poll of general awareness of the CAO and its services. • Finalize 2018-19 Strategic Communications Plan, including social media, information kits for MPs/MPPs/Municipal Councillors. • Participate in condominium sector conferences, including as presenters and panel discussion members. • Establish an advisory process for gathering input from the sector. • Compile and analyze feedback on CAO services from client interactions, surveys and stakeholder events to inform service enhancements and legislative/regulatory proposals to the Ministry. • Continue to monitor and manage expectations regarding CAO's role, which does not include legal advice and/or enforcement services.
2019 - 2020	<ul style="list-style-type: none"> • Conduct annual IPSOS poll of general awareness of the CAO and its services. • Continue to refine the Strategic Communications Plan and tactics, including social media, information kits for MPs/MPPs/ Municipal Councillors • Participate in condominium sector conferences, including as presenters and panel discussion members. • Compile and analyze feedback on CAO services from client interactions, surveys and stakeholder events to inform service enhancements and legislative/regulatory proposals to the Ministry. • Continue to monitor and address risk that condo users and the public may expect the CAO to provide legal advice and/or enforcement services.
2020 - 2021	<ul style="list-style-type: none"> • Conduct annual IPSOS poll of general awareness of the CAO and its services. • Continue to refine the Strategic Communications Plan and tactics, including social media, information kits for MPs/MPPs/ Municipal Councillors • Participate in condominium sector conferences, including as presenters and panel discussion members. • Compile and analyze feedback on CAO services from client interactions, surveys and stakeholder events to inform service enhancements and legislative/regulatory proposals to the Ministry. • Continue to monitor and address risk that condo users and the public may expect the CAO to provide legal advice and/or enforcement services.

2. Organizational Excellence

Strategy:	Outcome Measures:
Effective governance, accountability and business continuity processes in place and required corporate reporting documents are prepared and posted annually.	<ul style="list-style-type: none"> • Business Plan, Annual Report, Performance Measure Results and Summary of Risk Management Plan prepared annually. • Annual Meeting held; public invited
Key Activities:	
2018 - 2019	<ul style="list-style-type: none"> • Prepare for and hold annual meeting. • Plan and hold first strategic planning session. • Develop performance measurement framework. • Develop written policies and procedures for each functional area of its business. • Develop an information technology (IT) roadmap. • Develop risk management framework, including a business continuity plan • Resolve any written complaints in accordance with the published CAO Complaints Policy. • Prepare 2019/20 Business Plan, 2017/18 Annual Report and Summary of Risk Management Plan for review/approval by the Ministry of Government and Consumer Services. • Establish a memorandum of understanding between the CAO and the CMRAO Boards of Directors. • Develop the Board's terms of reference for its Nominating Committee. • Develop the Board's terms of reference for its Audit and Risk Committee.
2019 - 2020	<ul style="list-style-type: none"> • Prepare for and hold annual meeting. • Collect, evaluate and report on performance measures • Identify and assess risks and review/develop mitigation strategies. • Refine written policies and procedures for each functional area of its business, as required. • Update the information technology (IT) roadmap. • Resolve any written complaints in accordance with the published CAO Complaints Policy. • Prepare Business Plan, Annual Report and Summary of Risk Management Plan for review/approval by the Ministry of Government and Consumer Services. Complete Board Evaluation.
2020 - 2021	<ul style="list-style-type: none"> • Prepare for and hold annual meeting. • Collect, evaluate and report on performance measures. • Identify and assess risks and review/develop mitigation strategies. • Refine written policies and procedures for each functional area of its business, as required. • Update the information technology (IT) roadmap. • Resolve any written complaints in accordance with the published CAO Complaints Policy. • Prepare Business Plan, Annual Report and Summary of Risk Management Plan for review/approval by the Ministry of Government and Consumer Services.

Strategy:	Outcome Measures (Targets TBD):
Effective Financial Management and Controllershship	<ul style="list-style-type: none"> • % budget forecast/actual variances • % compliance with internal controls and audit/loan agreement requirements. • Receive a clean audit opinion

Key Activities:

2018 - 2019	<ul style="list-style-type: none"> • Monitor and update expenditure and income projections to effectively manage fiscal resources. • Develop reserve fund policy. • Establish and implement strategy for following up on overdue assessment payments. • Review and refine internal controls/policies and monitor compliance. • Fulfill loan agreement requirements. • Support the external independent auditors during the annual audit.
2019 - 2020	<ul style="list-style-type: none"> • Monitor and update expenditure and income projections to effectively manage fiscal resources. • Follow up on overdue assessment payments. • Review and refine internal controls/policies and monitor compliance. • Fulfill loan agreement requirements. • Support the external independent auditors during the annual audit.
2020 - 2021	<ul style="list-style-type: none"> • Monitor and update expenditure and income projections to effectively manage fiscal resources. • Follow up on overdue assessment payments. • Review and refine internal controls/policies and monitor compliance. • Fulfill loan agreement requirements. • Support the external independent auditors during the annual audit.

Strategy:	Outcome Measures (Targets TBD):
Effective human capital planning and process in place that promote a fair, respectful, collaborative, diverse and inclusive workplace.	<ul style="list-style-type: none"> • % of annual performance plans and reviews completed • % of surveyed employees report positive workplace.

Key Activities:

2018 - 2019	<ul style="list-style-type: none"> • Internally review organizational structure and develop a human capital plan that promotes a fair, respectful, diverse and inclusive workplace. • Complete/update job descriptions to support ongoing merit-based recruitment. • Refine human resource policies and procedures manuals • Complete performance management and professional development plans and reviews. • Develop initial employee engagement strategy.
2019 - 2020	<ul style="list-style-type: none"> • Continue to review/update the human capital plan and update job descriptions. • Review and refine human resource policies and procedures manuals that support fair, respectful, diverse and inclusive workplace. • Complete performance management and professional development plans and reviews. • Conduct annual employee engagement survey.
2020 - 2021	<ul style="list-style-type: none"> • Continue to review/update the human capital plan and update job descriptions. • Review and refine human resource policies and procedures manuals that support fair, respectful, diverse and inclusive workplace. • Complete performance management and professional development plans and reviews. • Conduct annual employee engagement survey.

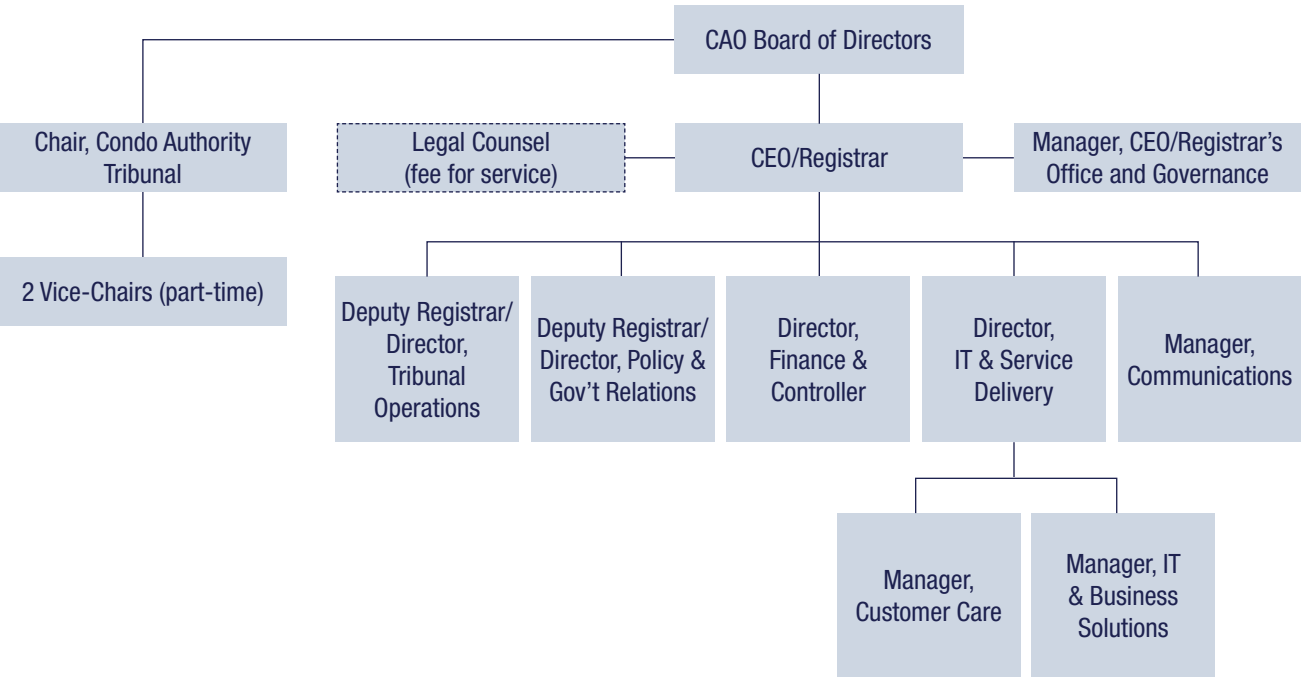
Strategy:	Outcome Measures (Targets TBD):
Monitor and maintain capacity to provide services in French and in compliance with the <i>Accessibility for Ontarians with Disability Act</i> (AODA).	<ul style="list-style-type: none"> • % client satisfaction related to French and Accessible services • Annual AODA compliance report filed.
Key Activities:	
2018 - 2019	<ul style="list-style-type: none"> • Finalize protocols to ensure all services and communications are accessible and available in French. • Continue to monitor adequacy of accessibility and demand for French-language services, and CAO staff capacity to meet demand. • Review, and if necessary, refine the French Language Service and the Accessibility policies. • Develop accessibility protocols for procuring and working with information technology solution vendors. • Ensure all CAO staff have completed required AODA training and file annual AODA compliance report.
2019 - 2020	<ul style="list-style-type: none"> • Monitor compliance with protocols to ensure all services and communications are accessible and available in French. • Continue to monitor adequacy of accessibility and demand for French services and CAO staff capacity to meet demand. • Review, and if necessary, refine the French Language Service and the Accessibility policies. • Monitor compliance with accessibility protocols for procuring and working with information technology solution vendors. • Ensure all CAO staff have completed required AODA training and file annual AODA compliance report.
2020 - 2021	<ul style="list-style-type: none"> • Monitor compliance with protocols to ensure all services and communications are accessible and available in French. • Continue to monitor adequacy of accessibility and demand for French services and CAO staff capacity to meet demand. • Review, and if necessary, refine the French Language Service and the Accessibility policies. • Monitor compliance with accessibility protocols for procuring and working with information technology solution vendors. • Ensure all CAO staff have completed required AODA training and file annual AODA compliance report.

6. Financial Plan

The CAO’s financial plan addresses the resources needed to fulfill its mandate, includes financial details on the CAO’s start-up loan agreement with the Ministry of Government and Consumer Services, and the organization’s three-year financial forecast. The financial plan should be considered in the context of uncertainty given that the CAO has been operating for less than one year, is continuing to enhance its initial services in response to user feedback, and the timing for expanding the CAT’s scope of disputes by the Ontario government is currently unknown.

Human Resources

The management structure of the CAO as of March 31, 2018 is outlined below. The staff complement for the CAO is approximately 35, with some staff positions, and their proportional costs being shared with the Condominium Management Regulatory Authority of Ontario (CMRAO). As a new organization, the CAO will continue to review and adjust its staffing structure as it transitions to steady state in the years ahead.



Loan Agreement

Starting in fiscal year (FY) 2016-17, the Condominium Authority of Ontario had \$7.5M in loan funding available to support its start up activities from the Ministry of Government and Consumer Services. After careful planning and estimates, for FY 2016-17 and FY 2017-18, the CAO required \$5.5M of the \$7.5M to fund the initial resources to develop and launch the CAO’s services to March 31, 2018.

With the collection of the assessment fee revenues, the CAO has an estimated accumulated net liability of \$5.5M (carried forward as loan payable) for FY 2018-19, which will be reduced to \$4.4M by FY 2020-21.

Under the terms of the loan agreement between the CAO and MGCS, interest on the loan is being calculated quarterly on a rolling basis until April 1, 2019. Thereafter, interest will be calculated based on a fixed interest rate. The CAO will begin repaying the loan to the Ministry in 2019-20.

Financial Forecast

The CAO’s revenue sources include annual assessments of all condominium corporations based on the equivalent of \$12 per voting unit per year, as well as modest user fees for each of the three stages of the online tribunal. FY 2018-19 revenue includes the uncollected amounts that were due to the CAO for the FY 2017-18 assessment period and should be collected in FY 2018-19.

A significant component of the online tribunal expenses is related to the IT development work to address complex disputes involving multiple parties. Expenses in future years will increase as the CAT's jurisdiction to hear more dispute types is expanded.

Financial Forecast for Fiscal Years 2018-19 to 2020-21

	FY 2018-19	FY 2019-20	FY 2020-21
Revenues:			
Revenue	\$10,038,400	\$10,340,395	\$10,650,234
Interest	\$43,000	\$45,000	\$46,000
Total revenues	\$10,081,400	\$10,385,395	\$10,696,234
Operational Expenses:			
Human Resources	\$3,638,747	\$3,753,747	\$3,852,347
Operating	\$2,395,000	\$2,287,440	\$2,357,000
Condominium Authority Tribunal	\$1,432,852	\$2,708,495	\$2,959,425
Financing Cost	\$90,000	\$80,000	\$75,000
Ministry Oversight Fee	\$0	\$250,000*	\$250,000*
Total Operational Expenses	\$7,556,599	\$9,079,682	\$9,493,772
Capital Expenditures:			
CAT – Online Dispute Resolution	\$866,000	\$430,260	\$300,000
Enterprise Technology (Build)	\$579,000	\$100,000	\$100,000
Total	\$1,445,000	\$530,260	\$400,000
Financing:			
Loan Payback	\$0	\$550,000	\$550,000
Total	\$0	\$550,000	\$550,000
Reserve Fund (Restricted):	\$450,000	\$225,000	\$250,000
Surplus/(Deficit) For Year	\$629,801	\$453	\$2,463

* the Ministry oversight fee of \$250,000 is an estimate only and is to be determined by MGCS.



