

Strategic & Business Plan 2021 - 2022



Condominium
Authority of
Ontario

www.condoauthorityontario.ca

Strategic & Business Plan 2021-2022

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1. Introduction

First launched on September 1, 2017, the Condominium Authority of Ontario (CAO) is approaching its fourth full year of operations with a continued focus on its statutory mandate under the Condominium Act and Administrative Agreement with the Minister of Government and Consumer Services of supporting condominium communities in all regions of the province.

In the year ahead, the CAO will build on its solid foundation and will work to raise the profile of its full suite of digital services that are available to fulfill its consumer protection mandate and to empower condominium communities with information, education and dispute resolution.

The CAO's 2021-22 business activities will be guided by a new three-year Strategic Plan established by the Board of Directors in December 2020.

This new strategic plan for the CAO includes the vision, mission, values, and core and supporting strategic objectives to guide the work of the CAO in meeting its legislated mandate and business priorities over the next three years. In addition, this year's business plan priorities identify several key activities to address the recommendations in the Auditor General's (AG) *Value-For-Money Audit: Condominium Oversight in Ontario in 2020* report.

CAO: An Administrative Authority

- **Designated under the *Condominium Act, 1998, (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 through assessment fees that are collected from owners by Condominium Corporations and remitted to the CAO, along with user fees charged by Condominium Authority Tribunal's.**
- **Accountable to the Minister of Government and Consumer Services through an Administrative Agreement.**

Highlights – Key Priorities for 2021-22

We will build on the solid foundation of digital services launched in 2017 and continue to engage with and support all stakeholders in Ontario's condominium sector in a balanced way. Some of the key priorities in the year ahead include:

Addressing the AG Recommendations

- *The CAO's work this year will focus on important priorities for addressing the recommendations in the Auditor General's (AG) Value-For-Money Audit: Condominium Oversight in Ontario in 2020 report.*

Reaching All Stakeholders

- *The CAO will increase awareness, build engagement and a positive transparent culture with all condominium sector stakeholders and the public in support of the vision for a strong and vibrant condominium sector in all regions of Ontario.*

Protecting Consumers

- *The CAO will continue its important consumer protection mandate by providing important information and services through the CAO's public registry, director training, Guided Steps to Common Issues and the Ontario's Residential Condominium Buyers' Guide, and condominium forms under the Act.*

Expanding the Online Tribunal

- *The CAO will review the architecture and functionality of the Condominium Authority Tribunal Online Dispute Resolution (CAT-ODR) system, to ensure the CAO is prepared for an anticipated further expansion of the tribunal's jurisdiction.*

Digitizing Condominium Forms

- *The CAO will introduce digital enhancements to make the forms easier to use and navigate.*

Enhancing CAO's Ecosystem of Digital Services

- *The CAO will plan and implement the next phase of its information technology (IT) roadmap to enhance service delivery through user-focused, accessible and simple design.*

Furthering Data Analytics Capabilities

- *The CAO will implement its business intelligence framework to support strategic and operational decision-making and enable year-over-year comparisons to measure progress and to better serve condominium communities.*

2. 2021-24 Strategic Plan

To achieve our goals for consumer protection and supporting Ontario's condominium communities in every corner of the province, the Board established the CAO's three-year 2021-24 strategic plan with a mission to engage and empower Ontario's condominium communities with information, education and dispute resolution. In the upcoming year, 2021-22, the CAO will continue its focus on consumer protection, client-focused digital services and outcomes that are responsive to and balance the needs of all stakeholders in Ontario's condominium communities.

Vision

A strong and vibrant condominium sector in Ontario.

Mission

To engage and empower Ontario's condominium communities with information, education and dispute resolution.

Mandate

Designated under the Condominium Act, 1998, the CAO supports consumer protection by providing services and resources for condominium communities across Ontario.

CAO Values

Innovation The CAO works creatively with Ontario's condominium communities and is open to new ideas and approaches.	Accountability The CAO takes responsibility for delivering its mandate and for providing high-quality services to Ontario's condominium communities.	Client-Focus The CAO works collaboratively with Ontario's condominium communities to meet their needs and strives for service excellence in all our interactions.	Value-for-Money The CAO makes effective and conscientious use of its funds.	Integrity The CAO is respectful, honest and trustworthy in all its work.	Fairness The CAO delivers its services impartially and equitably in the public interest.
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Core Strategic Objectives

1. Stakeholder Outreach, Communications and Public Awareness
2. Condominium Community Engagement
3. Director Training and Owner Education
4. Data Collection and Public Reporting
5. Enhanced and Integrated Issue and Dispute Resolution

Supporting Strategic Objectives

6. Client Service Excellence
7. Operational Excellence

3. Corporate Overview

3.1 CAO Mandated Services

The CAO's mandated services were established to achieve the vision for informed and engaged condominium communities across Ontario. The road to achieving this vision has been paved by providing value through an ecosystem of accessible, effective and digital services that include –

- **Easy-to-use information** available 24/7 in English and French on our website to help condominium communities understand their general rights and responsibilities.
- **Easily accessible and cost-effective online dispute resolution** service through the Condominium Authority Tribunal (CAT) – Canada's first fully online tribunal.
- **Accessible online resources**, tools, forms and guided steps to resolve common issues collaboratively before they escalate into disputes.
- **Online, mandatory training for condominium directors** to help them understand their oversight and legal obligations.
- **Easy-to-navigate condominium returns and notice of change systems** that allow corporations to file and update key information.
- **A publicly available and searchable Registry** containing information on every condominium corporation in Ontario.

These services are enriched through the support of the CAO's highly skilled Information Services (IS) Team and are continuously improved through the use of data. The IS Team responds to inquiries and provides information and guidance on many complex issues by email and by phone, in English and French.

3.2 Condominium Sector Engagement

The CAO participates in the condominium sector and other external events to promote awareness of the CAO's services and to provide updates on current activities.

The CAO liaises with Ontario's condominium sector associations, including the Canadian Condominium Institute (CCI), the Community Associations Institute (CAI), and the Association of Condominium Managers of Ontario (ACMO).

In 2020, the CAO became a member of an International Knowledge Forum, hosted by Ireland, to share best practices and share perspectives on regulation and management of condominiums and multi-unit homes in other countries.

The CAO has a Memorandum of Understanding with the Condominium Management Regulatory Authority of Ontario (CMRAO), a regulatory body that licenses and regulates condominium managers and management companies in support of protecting condominium consumers in Ontario.

In the year ahead, the CAO will look for additional engagement opportunities, such as local director groups, owners' councils, real estate sector professionals, and other sector stakeholders to gather valuable insights and work together in the public interest.

3.3 Enhanced Outreach, Engagement and Advisory Processes

For the year ahead, the CAO's Board has identified enhanced outreach and engagement as a key priority to increase awareness of the CAO's role in the condominium sector and beyond, and to help achieve its goals of high-quality client services, consumer protection, reducing administrative burden, and delivering value for money.

In accordance with its Administrative Agreement with the Minister of Government and Consumer Services, and to ensure diverse voices from the condominium sector can provide input to the Board, the CAO has established an ongoing Advisory Process to provide opportunities for input from all regions of the province and from diverse stakeholders perspectives that include, condominium buyers, owners, tenants, directors, managers, and other members of Ontario's condominium communities, as well as broader sector stakeholders and the public regarding its services and resources.

Two-way feedback and advice are received by the CAO through the following processes:

- I. Advisory panels or reference groups
- II. Condominium owner outreach
- III. Condominium board directors
- IV. Users of Guided Steps to Common Issues
- V. Users of the Condominium Authority Tribunal
- VI. User experience testing sessions
- VII. Participation in condo industry, stakeholder and public events
- VIII. Website users
- IX. Public awareness and broader community polls
- X. Social media engagement and outreach using the CAO's database
- XI. CAO's Information Services Team

3.4 CAO's Expanding Mandate

In 2020, the CAO welcomed the expansion of its mandated services with the delegation of condominium forms under the Act, with the expanded jurisdiction of the CAO's Condominium Authority Tribunal to accept additional dispute types, and with the launch of Ontario's Residential Condominium Buyers' Guide.

This expansion of our mandate represents a valuable extension of the CAO's role in the year ahead and augments our ability to deliver value to Ontario's condominium communities.

Government Forms

Effective January 2020, the government introduced regulatory changes that delegated responsibility to the CAO for specific forms under the Act. This change will reduce administrative burden and make it easier to access and use 17 of the required forms under the Act.

This is a welcome addition to the CAO's current suite of digital services and resources, which are available on the CAO's website. In the year ahead, the CAO will be introducing digital enhancements to make the forms easier to use and navigate.

Condominium Authority Tribunal

Effective October 1, 2020, the government expanded the jurisdiction of the CAO's Condominium Authority Tribunal to receive applications for more dispute types. In addition to the previous records-related disputes, applications can now be filed with the CAT for disputes about provisions in the corporation's governing documents related to pets and animals, vehicles, parking and storage and indemnification related to these items.

In operation since November 1, 2017, the Condominium Authority Tribunal (CAT) is the first fully online tribunal in Canada that settles condominium-related disputes through a 3-stage online process – Negotiation, Mediation and Adjudication.

This online dispute resolution system (CAT-ODR) helps people resolve their disputes conveniently, quickly and affordably, while encouraging everyone to work together to resolve issues early.

Ontario's Residential Condominium Buyers' Guide

On January 1, 2021, the CAO launched Ontario's Residential Condominium Buyers' Guide (Condo Buyers' Guide). The Buyers' Guide was developed by the Condominium Authority of Ontario in collaboration with the Ministry of Government and Consumer Services and approved by the Minister as a helpful resource for the buyers of residential pre-construction/new condominium units.

As of January 1, 2021, [section 72 \(1\)](#) of the *Condominium Act, 1998* (the Condo Act) will require that declarants provide this Condominium Buyers' Guide to potential purchasers of residential pre-construction/new condominium units.

The Condominium Buyers' Guide is also helpful to purchases of resale condominium units. It is available to better inform all prospective buyers of residential condominium units with information on condominium ownership and the condominium purchase process, as well as topics ranging from moving in to resolving disputes.

In addition, the Condominium Buyers' Guide has a wealth of information that may also be of interest to those who already own a residential condominium, as it covers many topics relevant to condominium living.

3.5 Governance and Corporate Structure

Board of Directors

The CAO is a non-crown, not-for-profit corporation governed by an independent [Board of Directors](#), comprised of four elected directors and three directors appointed by the Minister of Government and Consumer Services.

The CAO has established a skills-based board governance model in accordance with Schedule D of its Administrative Agreement to ensure the effective oversight and strategic direction to the organization in the delivery of its full suite of digital information and services. The current Board brings a collective mix of skills and experience in areas including technology expertise, adjudication and tribunal operations, condominium sector governance, and fiscal management.

Vacancies for elected directors are filled through the Nominating Committee process, which evaluates and recommends candidates based on their skills and experience against the competency criteria established in Schedule D to the Administrative Agreement. This nominating process is reviewed annually and will continue to focus on ensuring a diversity of backgrounds and perspectives from the condominium sector within the Board as vacancies arise. Vacancies in ministerial appointments are filled through a process administered by the Government of Ontario's Public Appointments Secretariat.

The CAO Board has launched its initial committee structure in support of good governance principles and best practices for the organization.

CAO Operations

Appointed by the CAO Board, the CEO and Registrar leads a staff of approximately 50 in all aspects of its operations. Some staff positions are shared with the CMRAO.

The management structure of the CAO is designed to ensure the CAO can deliver its mandated services effectively and includes seven highly integrated departments including, Information Services and Policy, Tribunal Operations, Finance & Operations, Information Technology, Data Analytics, Communications & Outreach, and Strategic Initiatives & Governance.

Board of Directors

Chair

Heather Zordel

Vice Chair

Margaret Samuel

Treasurer & Secretary

Judy Sue

Directors

Mary Throop
Larry Banack
Allison Scanlan
Erik Levinson

Board Committees

Audit & Risk Standing Committee

+Technology Sub-Committee

Nominating Committee

Governance & HR Committee

Outreach Committee

Tribunal Advisory Panel

Condominium Authority Tribunal

As required in the Administrative Agreement, the governance framework of the CAT, and the accountability framework between the Condominium Authority and the Tribunal, including the roles and responsibilities for effective management and oversight, are outlined in a Memorandum of Understanding (MOU) that recognizes the independence of the Tribunal within the CAO and the accountability, through the Board Chair, to the Minister of Government and Consumer Services for the fulfilment of the CAO's mandate including the mandate of the CAT.

3.6 French Language Services

The CAO is committed to providing excellent customer service in French. Under the Act, a person has the right to communicate in French with, and to receive available services in French from the CAO. As such, the CAO employs bilingual staff to respond to email and phone inquiries and takes steps to ensure that communications and services are available in French.

3.7 Accessibility Services

The CAO is committed to providing accessible services that meet the requirements of the Accessibility for Ontarians with Disabilities Act, 2005 (the AODA). All staff complete the mandatory customer service training on how to interact with people with different abilities. The CAO's website is compatible with screen readers and individuals reaching us by phone can contact the CAO through a TTY telephone device. We actively engage our online users who rely on assistive technology to strengthen accessibility features of our digital services.

3.8 Complaints Handling

The CAO is committed to reviewing and resolving complaints through our fair, reasonable, and accessible complaints process. Anyone can make a complaint about a member of the staff, CAO services and CAT members or how a CAT case was managed. However, the complaints process cannot be used to review, appeal or dispute a CAT decision or order.

A complaint may be sent to the CAO's complaints officer through email or by registered mail. The CAO's complaints officer will confirm receipt and consider all complaints that are reasonable and meet the requirements established in the [CAO's Public Complaints Policy](#).

Upon receipt of a formal complaint, the CAO complaints officer will review, assess, and prepare a written response, clearly outlining any resolution and supporting rationale.

For CAT-related complaints, the CAO complaints officer prepares a report for the CAT Chair's consideration and response.

The CAO maintains a record of all complaints, including the resolution, for future review as part of the process for updating and improving CAO and CAT services.

4. 2021-24 Business Plan Priorities

The Strategic and Business Planning framework is specified in the CAO's Administrative Agreement with the Minister of Government and Consumer Services. This framework requires that the Board establish a multi-year Strategic Plan to guide the organization's work and achieve its legislated mandate.

This year's business plan also identifies priorities and key activities to respond to the recommendations related to the CAO in the Auditor General's (AG) *Value-For-Money Audit: Condominium Oversight in Ontario in 2020* report*. The AG's *Condominium Oversight* report contained 20 recommendations, consisting of 46 actions, to address the audit findings. These recommendations involved operational items directed to the CAO and the CMRAO, as well as policy items for the MGCS. For the CAO, there were 9 recommendations and 22 action items where the Auditor General designated the CAO either as lead or as having responsibility for a component of the recommendation.

The CAO will report on the achievement of its Annual Business Plan priorities in its Annual Reports and publicly at the CAO's Annual Meetings which are held in September.

Core Strategic Objective 1: Stakeholder Outreach, Communications and Public Awareness

Strategy / Business Priority		Performance Measures and Targets
1.1 Increase awareness of the CAO through the promotion of the CAO's mandate and value to the public and condominium communities across Ontario.		<ul style="list-style-type: none"> 100,000 total visits to CAO's website Increase awareness of the CAO as measured by a 50% increase in the annual IPSOS poll from a recent high of 27% to 40% Increase from current 48.5k direct contacts with condominium owners and directors through an automated subscription service
Fiscal Year	Key Activities	
2021 – 2024	<ol style="list-style-type: none"> Under the direction of the Board's newly created Outreach Committee establish the FY2021-22 stakeholder outreach and communications strategies to build its profile as a support to the sector using tactics such as public education campaigns, webinars, town halls. Provide ongoing information and awareness, and relevant services, as appropriate, in this challenging time, to support the condominium sector in the pandemic period. Increase public awareness of the CAO and its services to ensure it is viewed as an indispensable resource for the condo sector. Participation in external events, involving the condominium sector, administrative justice/ tribunal sector and broader community events. Develop a scorecard and gather more robust data of year-over-year metrics/comparisons to measure progress (e.g. Annual Ipsos poll) on increased public awareness of the CAO and its services to ensure it is viewed as an indispensable resource for the condominium sector. 	

*Note: Business Priorities and Key Activities shown in *Italics* reflect recommendations and activities as specified in the Auditor General for Ontario's Condo Sector Report 2020.

Strategy / Business Priority		Performance Measures and Targets
1.2 AG Recommendation 14: <i>In order to provide condominium owners with a level playing field in their disputes with condominium boards, we recommend that the Ministry of Government and Consumer Services work with the Condominium Authority of Ontario (which includes the Condominium Authority Tribunal) and the Ministry of the Attorney General to implement best practices such as requiring equal legal representation by parties to the dispute.</i>		<ul style="list-style-type: none"> Undertake work in 2021-22 to address AG Recommendation 14
Fiscal Year	Key Activities	
2021 – 2024	a) CAO will support the MGCS to implement best practices for levelling the legal playing field in disputes. b) Investigation of information in support of providing legal service reference materials and legal insurance options to be made available on the CAO website.	

Core Strategic Objective 2: Condominium Community Engagement

Strategy / Business Priority		Performance Measures and Targets
2.1 Enhance opportunities for input and two-way engagement with the condominium communities to develop resources and identify service enhancements.		<ul style="list-style-type: none"> 75% of respondents satisfied with Ontario's Residential Buyers' Guide Introduce at least 2 additional or enhanced two-way communication channels 80% of respondents agree or strongly agree that the CAO's resources and services add value to the condominium community
Fiscal Year	Key Activities	
2021 – 2024	a) Explore options and develop a work plan for enhancements to two-way communication channels between the CAO and condominium community stakeholders. b) Continue to engage with condominium community stakeholders through CAO's Advisory Processes, including through advisory panels and/or user experience groups to provide ongoing information, awareness and relevant services, and as appropriate in this challenging time, to support the condominium sector in the pandemic period. c) Identify needs and develop information/service enhancements. d) Collect feedback through client satisfaction surveys on usage and value of CAO's digital information and services. e) Enhance understandings within condominium communities regarding best practices for community engagement.	

Core Strategic Objective 3: Director Training and Owner Education

Strategy / Business Priority		Performance Measures and Targets
3.1 Enhance the knowledge and proficiency of condominium directors and owners through effective, accessible and convenient online training and education materials.		<ul style="list-style-type: none"> 85% of directors are satisfied or very satisfied with the training 85% of directors reported that they learned something new 85% of directors would recommend the training to others 85% of directors found the online modules easy to find and navigate Develop voluntary owners' education strategy and workplan. Establish scorecard and surveys to measure owner satisfaction
Fiscal Year	Key Activities	
2021 – 2024	a) Develop overall strategy, workplan and scorecard to enhance education and supports to owners and condominium directors through webinars, explainer videos and promoting best practices, e.g. <i>Best Practices Guide in Condominium Governance</i> b) Engage with CMRAO regarding training and education materials	
Strategy / Business Priority		Performance Measures and Targets
3.2 AG Recommendation 9: <i>To better inform and educate condominium board directors to carry out their duties in managing their condominium corporations and comply with the training requirement.</i>		<ul style="list-style-type: none"> Undertake work in 2021-22 to address AG Recommendation 9
Fiscal Year	Key Activities	
2021 – 2024	a) Analyze and review the data on time taken by directors to complete training, by individual topic as well as the complete training program in order to implement measures to address the ability to scroll through screens without reading material (for example, put in quizzes to complete at the end of each section to demonstrate learnings that ensure material is being read). b) Annually solicit input from directors and condominium owners on improvements that can be made to training material. c) Annually review and improve the director training materials. d) Add an emergency planning and preparedness component to the training material as well as case studies and other practical applications for key topics of condominium operations.	
Strategy / Business Priority		Performance Measures and Targets
3.3 AG Recommendation 8: <i>To better educate boards of directors on carrying out their duties and increase compliance with the training requirement under the Condominium Act, 1998 (Act), we recommend that the Ministry of Government and Consumer Services expand and strengthen the roles and responsibilities of the Condominium Authority of Ontario overseeing directors' training under the Act with the purpose of protecting the public interest and advancing the principle of ensuring a fair, safe, and informed condominium community.</i>		<ul style="list-style-type: none"> Undertake work in 2021-22 to address AG Recommendation 8

Fiscal Year	Key Activities
2021 – 2024	<ul style="list-style-type: none"> a) CAO will support MGCS to expand the information the Condominium Authority can collect and publish relating to individual directors who have not completed the mandatory training within the prescribed time requirements; and b) CAO will support MGCS to require the ineligible individuals to stop acting as directors of their condominium boards.
Strategy / Business Priority	Performance Measures and Targets
3.4 AG Recommendation 3: <i>So that condominium corporations are required to set aside sufficient resources to safely and properly maintain condominiums, we recommend that the Ministry of Government and Consumer Services look to - work with the Condominium Authority of Ontario to raise awareness and communicate this issue in a clear and understandable manner.</i>	<ul style="list-style-type: none"> • Undertake work in 2021-22 to address AG Recommendation 3
Fiscal Year	Key Activities
2021 – 2024	<ul style="list-style-type: none"> a) CAO will support MGCS to develop resources on the importance of setting aside sufficient resources for the safe and proper maintenance of their condominium including best practices on timeframe and estimating reserve funds

Core Strategic Objective 4: Data Collection and Public Reporting

Strategy / Business Priority	Performance Measures and Targets
4.1 Provide effective condominium returns and notice of change systems and access to condominium corporation information through the CAO's online public registry.	<ul style="list-style-type: none"> • 95% of Ontario condominium corporations that have filed their current condominium returns. • 95% of newly created condominium corporations that file their initial returns. • Introduce enhanced and automated compliance processes
Fiscal Year	Key Activities
2021 – 2024	<ul style="list-style-type: none"> a) Ensure condominium corporations meet their current returns filing obligations. b) Ensure newly created condominium corporations meet their returns filing obligations. c) Improve and automate compliance processes to meet legal requirements set out in the Condominium Act and to fulfill the CAO's consumer protection mandate. d) Use knowledge through the public registry to develop new and innovative approaches to support condominium communities and reach owners during this challenging time.
Strategy / Business Priority	Performance Measures and Targets
4.2 AG Recommendation 10: <i>To provide accurate, complete, and useful information for condominium owners through the public registry, we recommend that the Condominium Authority of Ontario work with the Ministry of</i>	<ul style="list-style-type: none"> • Undertake work in 2021-22 to address AG Recommendation 10

Fiscal Year	Key Activities
2021 – 2024	<ul style="list-style-type: none"> a) <i>Enable public searches for relevant information by entering the municipal addresses of condominiums and the names of directors</i> b) <i>Collect information related to condominium board directors including whether directors have been elected by condominium owners or appointed by the condominium board, the directors' roles within the board, whether directors are owners, occupants or neither in the condominium</i> c) <i>Regularly review and verify the information self-reported by condominium corporations when filing their annual returns, including the names of licensed condominium managers and management companies, and gather more robust data on the condo sector to support CAO's strategic and operational decision making and year-over-year comparisons to measure progress.</i> d) <i>Publish the collected and verified information on the registry</i>
Strategy / Business Priority	Performance Measures and Targets
<p>4.3 AG Recommendation 11: <i>To enable the Ministry of Government and Consumer Services (Ministry) to evaluate protections for condominium owners who reside in their units, and to promote transparency and support informed choices by condominium buyers, we recommend that the Ministry:</i></p> <ul style="list-style-type: none"> • <i>Allow the Condominium Authority of Ontario to collect and publish relevant information to enable the identification of condominium corporations where non-resident directors or directors with commercial interests form the majority on condominium boards.</i> • <i>Analyze this information to evaluate whether increased protections are required for condominium owners who reside in their units.</i> 	<ul style="list-style-type: none"> • Undertake work in 2021-22 to address AG Recommendation 11
Fiscal Year	Key Activities
2021 – 2024	<ul style="list-style-type: none"> a) <i>CAO will support MGCS to address AG recommendations related to publishing non-resident directors and any resulting protections for condominium owners residing in their units</i>
Strategy / Business Priority	Performance Measures and Targets
<p>4.4 AG Recommendation 5: <i>As required under the Condominium Management Services Act, 2015, to enforce that only valid license holders perform condominium management services, we recommend that the Condominium Management Regulatory Authority of Ontario work with the Condominium Authority of Ontario.</i></p>	<ul style="list-style-type: none"> • Undertake work in 2021-22 to address AG Recommendation 5
Fiscal Year	Key Activities
2021 – 2024	<ul style="list-style-type: none"> a) <i>Share the data on condominium managers and management companies collected by both authorities regularly.</i> b) <i>Reconcile and confirm the completeness and accuracy of the data.</i> c) <i>Identify the names of condominium managers and management companies that are not licensed.</i> d) <i>Follow up with the condominium 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 Condominium Management Services Act, 2015.</i>

Core Strategic Objective 5: Enhanced and Integrated Issue and Dispute Resolution

Strategy / Business Priority		Performance Measures and Targets
5.1 Provide effective information and tools to promote and empower parties to resolve issues on their own and to prevent them from escalating to disputes where possible.		<ul style="list-style-type: none"> 80% of respondents are satisfied or very satisfied with digital pre-dispute resolution service - Guided Steps to Common Issues.
Fiscal Year	Key Activities	
2021 – 2024	a) Continue user experience engagement internally and externally to inform enhancements and/or additional Guided Steps to Common Issues.	
Strategy / Business Priority		Performance Measures and Targets
5.2 Provide accessible, timely and cost-effective online dispute resolution services (Negotiation, Mediation, and Tribunal Decision through the CAO's online tribunal.		<ul style="list-style-type: none"> 90% of CAT decisions released within 30 days of hearing conclusion (Stage 3) Identify additional measures for evaluation of the effectiveness of the CAT's three-stage dispute resolution process.
Fiscal Year	Key Activities	
2021 – 2024	a) Supporting CAT users and tribunal operations staff through effective processes, communications, and case management approaches. b) Implement phase 4 CAT-ODR additional features, including enhanced analytics and reporting capabilities. c) Initiate discovery for long-term online dispute resolution platform.	
Strategy / Business Priority		Performance Measures and Targets
5.3 Develop tribunal workplan to address priorities for adjudicative excellence in anticipation of jurisdictional expansion.		<ul style="list-style-type: none"> Establish measures for determining the effectiveness of the Adjudicative Excellence Framework and resources for Members.
Fiscal Year	Key Activities	
2021 – 2024	a) Continue to grow the capacity of the Condominium Authority Tribunal Supporting to prepare for an expansion of its authority so that more dispute types can be resolved effectively by the Tribunal. b) Continue to develop resources and supports for Tribunal Members (mediators and adjudicators) to support Adjudicative Excellence. c) Launch Board of Director's Tribunal Advisory Panel as part of the Board committee and governance structure to advise the Condominium Authority Tribunal on adjudicative operations in accordance with Section 5.2(2) of the CAO Administrative Agreement and consistent with the legislation, common law and principles of natural justice. d) Implement priorities identified by the CAO Board's Tribunal Advisory Panel.	
Strategy / Business Priority		Performance Measures and Targets
5.4 AG Recommendation 12: <i>To better protect condominium owners as they face condominium-living issues and disputes, we recommend that the Ministry of Government and</i>		<ul style="list-style-type: none"> Undertake work in 2021-22 to address AG Recommendation 12

Consumer Services work with the Condominium Authority of Ontario to include key areas relating to condominium fees, repairs to common areas, board misconduct, reserve funds, commercial units or other areas considered appropriate within the Condominium Authority Tribunal's jurisdiction.

Fiscal Year	Key Activities
2021 – 2024	a) The CAO will support MGCS by drawing on its several data analytics sources to support evidence-based decisions for the identification of priority dispute types and submit them to MGCS as part of the proposed roadmap for future CAT jurisdictional expansion.
Strategy / Business Priority	
5.5 AG Recommendation 13: <i>To provide condominium owners with appropriate access to important information and increase the transparency of the operations of their condominium corporations.</i>	
Performance Measures and Targets	
<ul style="list-style-type: none"> Undertake work in 2021-22 to address AG Recommendation 13 	
Fiscal Year	Key Activities
2021 – 2024	a) Clarify the existing legislative and regulatory requirements with respect to records and the information included in these records listed in the Condominium Act, 1998 and regulations. b) CAO will support the MGCS to expand and enable owners' right to access all reasonable information about the functioning of their condominium corporation.

Supporting Strategic Objective 6: Client Service Excellence

Strategy / Business Priority		Performance Measures and Targets
6.1 Actively enhance CAO services through internal and external feedback with a focus on end-user experience and satisfaction.		<ul style="list-style-type: none"> Identify and implement at least three service enhancements. 80% of respondents are satisfied or very satisfied with CAO's information services. 80% of respondents are satisfied or very satisfied with their interaction with a CAO representative.
Fiscal Year	Key Activities	
2021 – 2024	a) Implementation of FY2021-22 Business Intelligence and Data Analytics Strategy (CAO's Data Strategy) to support data-driven decisions, service improvements, and policy advice to better serve condominium communities in all regions of the province. b) Gather more robust data on the condominium sector to support strategic and operational decision-making and enable year-over-year comparisons to measure progress. c) Enhance Information Services support for buyers, owners, tenants, directors, managers, other stakeholders in the condominium community. d) Implement enhancements to condominium forms for easier access and better user experience. e) Launch the Board's newly created Technology Sub-Committee of the Audit and Risk Standing Committee to provide expertise and advice to CAO's major IT projects. f) Implement the next phase of the Information Technology (IT) roadmap to update CAO's ecosystem of digital resources and enhance service delivery through user-focused, accessible and simple design to enhance user experience and satisfaction.	

Supporting Strategic Objective 7: Operational Excellence

Strategy / Business Priority		Performance Measures and Targets
7.1 Effective governance, accountability and business continuity processes are in place and required corporate reporting documents are prepared and posted annually.		<ul style="list-style-type: none"> Annual accountability requirements are achieved within timeframes. Annual Meeting and board elections held publicly.
Fiscal Year	Key Activities	
2021 – 2024	a) Delivery of annual Administrative Agreement accountability requirements, including annual Business Plan and Budget, Annual Report and audited statements, performance measures, risk management framework, and board evaluation. b) Support the Board's 2021-22 Nominating Committee process and host public Annual Meeting in fall 2021 c) Develop a scorecard for enhanced measurement of progress toward the Business Plan strategic objectives and key activities.	
Strategy / Business Priority		Performance Measures and Targets
7.2 Effective Financial Management and Controllarship		<ul style="list-style-type: none"> Minimal variances (+/-10%) in budget forecast/actual 100% compliance with internal controls and audit/loan agreement requirements Obtain a clean audit opinion
Fiscal Year	Key Activities	
2021 – 2024	a) Oversee activities related to FY2021-22 implementation of the Auditor General's value for money audit recommendations. b) Support and report to Board's Audit and Risk Standing Committee FY2021-22 priorities c) Monitor and update expenditure and income projections to effectively manage fiscal resources. d) Follow up on overdue assessment payments and legacy corporations. e) Review and refine internal controls/policies and monitor compliance. f) Fulfill loan agreement requirements. g) Support the external independent auditors during the annual audit. h) Investigate customer payment solution to move from paper-based (i.e. cheques) to digital payment system	
Strategy / Business Priority		Performance Measures and Targets
7.3 Foster an organizational culture of excellence and inclusivity based on respect, trust, diversity, collaboration, and leadership.		<ul style="list-style-type: none"> 70% overall employee satisfaction 100% of staff complete Accessibility for Ontarians with Disability Act (AODA) compliance training and Condominium Board Directors training
Fiscal Year	Key Activities	

2021 – 2024	<ul style="list-style-type: none"> a) Launch and support Board's Governance & Human Resources Committee FY2021-22 work priorities. b) Ensure policies and procedures are in place that support a fair, respectful, diverse and inclusive workplace. c) Ensure all staff complete mandatory Accessibility for Ontarians with Disability Act (AODA) compliance training and Condominium Board Directors training. d) Conduct an annual employee satisfaction survey.
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5. Risk Management

To ensure that the CAO is well-positioned to deliver on its strategic objectives, the CAO has established an Enterprise Risk Management Framework.

The CAO's Enterprise Risk Management Framework involves identifying potential risks that may impact the organization's ability to deliver its strategic and business priorities to meet the needs of Ontario's condominium communities.

Aligning this risk framework with the organization's strategic objectives and business plan priorities drives a culture of risk awareness and risk management across the organization as all staff consider risks and mitigations as part of their day-to-day work. CAO management and staff evaluate potential risks and identify preventive and recovery controls to reduce the likelihood and impact of risks to the organization.

Risks are monitored and reported quarterly to the Board. For 2021-22, some of the key risk areas include:

- COVID-19 global pandemic - the CAO takes preventative measures to ensure staff safety and continued operations working from home.
- Cyber security events – the CAO identifies and updates protocols, monitors exposure points and enhances training to prevent cyber security threats and attack vectors.
- Rapid changes in business priorities/mandate outpace operational readiness – the CAO monitors the policy landscape for potential changes in mandate or business priorities and ensures business systems are optimal for potential changes.

6. Financial Plan

6.1 Financial planning

The CAO is committed to prudent financial management, to ensure value for money, and to be transparent and accountable for the efficient use of its funds received from condominium owners to deliver on its mandated responsibilities. To achieve this, the CAO undertakes the following commitments:

- To adhere to expense and procurement policies that meet the spirit and intent of the provincial government practices. Three-year financial forecasts are published annually in the CAO's business plan and the audited financial statements are prepared and made public in its annual report.
- To carefully plan the allocation of funds for the current and future years' business activities.

- To ensure strict control on expenditures within the Board-approved budget through monthly monitoring and reporting of budget versus actuals, with a focus on cost drivers to ensure the cost-effective utilization of resources. In addition, each department head is responsible for their budget with added oversight from the Director, Finance and Controllershship.
- To monitor its business operational activities on an ongoing basis.
- To manage expenditures by embracing technology and the strategic use of outsourcing in pursuit of the most cost-effective way of doing business.

6.2 Revenue

CAO activities are supported primarily by assessment fees paid by condominium owners and collected from condominium corporations in Ontario based on their corporations' reported voting units in their returns filed with the CAO. All condominium corporations are required to pay assessment fees to the CAO annually. Following the government's prescribed fee-setting process, the assessment fee for each corporation has been calculated based on the equivalent of \$1 per voting unit per month. According to the Act, the total assessment fee for each unit is to be added to the common expenses, and individual condominium owners are to be charged based on the percentage that they contribute to the common expenses as set out in the condominium corporation's declaration. Other revenues currently comprise less than 1 percent of total CAO revenue and come from the CAT user fees, administrative fees, and interest income.

In line with its commitment to being financially prudent and avoid accumulating funds not currently required to sustain the operations, the CAO implemented a temporary adjustment to reduce the total assessment amount payable and collected from each corporation by 25% for the fiscal year 2019-2020 and has decided to keep the same for the fiscal year 2020-21 and now for 2021-22 as well, mainly due to delay in expansion of CAT regulation.

The CAO will operate at a net deficit budget for FY 2021-22 in order to draw down on the operating surplus and bring it to a reasonable level. This surplus, generated in previous years, is due primarily to the initial limited caseload of the CAT and lower costs than will be incurred when the CAO is in full operations. Given the expansion of the CAT's jurisdiction in 2020, together with the delegated responsibilities for forms and Ontario's Residential Buyers' Guide, along with further anticipated expansion of the CAT in 2021 and projected increase in cases, this year's financial plan anticipates the elimination of the temporary adjustment to fees in FY 2022/23.

6.3 Expenses

Human Resources

The Human Resources budget reflects the appropriate organizational structure and number of staff to deliver on the CAO's mandate and fulfill the activities outlined in the priorities in the year ahead. As the CAO's mandate continues to expand, it is committed to continuing to find the most cost-efficient ways of performing its operations and, where appropriate, use external resources and temporary staff for short-term resource needs. The budget includes the onboarding of human resources to support its digital service delivery model, and ensure the stability of its business services to condominium communities, as follows:

- IT specialist staff are required as part of a transition from external vendors to in-house development and support. Internal IT staff will support operational excellence and allow the organization to continuously improve, respond to client feedback and respond quickly to IT system issues.
- In the anticipation of the new regulations and increased caseload, a budget allocation has been included for additional resources related to CAT operations and mediation/adjudication.
- To reach and engage the condominium communities across Ontario in order to better understand their issues and service needs, communications and outreach resources are included.
- To address the increasing demand for data and information around condominium living across the province, the CAO is incorporating data analytics and business intelligence capacity into its organizational structure.

Operational Expenses

Operational expenses have been forecast to remain at a similar level over 2021-22 to 2023-24. A significant portion of the operating costs relate to accommodation and IT-related license/maintenance and consultancy, as well as the amortization expense. The IT expense also provides for the significant technical upgrade expenditure on the CAT ODR Platform. The CAO has multi-year commitments with IT vendors and the licensing and maintenance rates are fixed over the same period. The CAO lease agreement is coming to an end in 2021 and the rental cost is expected to increase.

Condominium Authority Tribunal

A significant portion of the CAO's expense budget relates to its online dispute resolution system and operations, including, per diem payments to part-time mediators and adjudicators. These costs are variable to the caseload. The CAO has planned for the possible expansion to the CAT's jurisdiction in 2021-22. There is significant uncertainty about what dispute types may be added and how many cases may be filed.

For planning purposes, approximately 450 new cases filed with the CAT have been budgeted for 2021-22. This caseload estimate increases to 800 cases in FY 2022-23 and 1,000 cases in 2023-24.

6.4 Financing

The CAO has a loan payable amounting to \$5.5 million and started paying back the interest and principal to the government since FY 2019-20. The principal amount and accrued interest will be paid in 20 equal installments over ten years. Financing costs are based on the amortization schedule as agreed with the Ministry.

6.5 Annual Budget

	FY 2021-22	FY 2022-23	FY 2023-24
Revenues:			
Assessment Fee	\$8,239,698	\$11,140,802	\$11,480,277
Tribunal Fee	\$44,156	\$78,500	\$98,125
Other Income	\$90,000	\$120,000	\$120,000
Total revenues	\$8,373,854	\$11,339,302	\$11,698,402
Operational Expenses			
Human Resources	\$6,111,858	\$6,494,096	\$6,685,214
Operating	\$3,017,780	\$2,961,230	\$2,961,230
Condominium Authority Tribunal	\$552,613	\$889,868	\$1,082,585
Financing Cost	\$130,588	\$115,311	\$99,593
Ministry oversight fee	\$302,225	\$302,225	\$302,225
Total Operational Expenses	\$10,115,064	\$10,762,730	\$11,130,848
Operational Surplus/(Deficit) For Year	(\$1,741,210)	\$576,572	\$567,555
Financing:			
Loan Payback	\$528,487	\$543,763	\$559,481
	\$528,487	\$543,763	\$559,481
Net Surplus/(Deficit) after Financing	(\$2,269,697)	\$32,809	\$8,074

Budget Notes:

- Revenue includes the assessment fees paid by condominium owners and collected from condominium corporations in Ontario; the tribunal dispute resolution fees paid by applicants and respondents, and late filing/ payment fees paid by condominium corporations
- The three-year budget assumes the elimination of temporary adjustment and assessment fee returning to \$1 per unit per month in FY2022-23
- Human resources expenses include the cost related to salary, benefits, HR consulting and staff development, including CAT specific HR costs
- Operational Expenses include accommodation, board and governance-related expenses, consulting and professional services, communications, information technology, office and general, non-recoverable HST and amortization costs
- Expansion/enhancements – CAT expansion – both adjudication and online system, forms enhancements, AG recommendations, compliance requirements