
Strategic & Business Plan 2022 - 2023



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Strategic & Business Plan 2022-2023

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Key Acronyms

AA	Administrative Agreement
AG	Auditor General
AODA	Accessibility for Ontarians with Disabilities Act, 2005
Board	CAO Board of Directors
CAO	Condominium Authority of Ontario
CAT	Condominium Authority Tribunal
CMRAO	Condominium Management Regulatory Authority of Ontario
FY	Fiscal Year
HR	Human Resources
IT	Information Technology
KPI	Key Performance Indicator
MGCS	Ministry of Government and Consumer Services
Minister	Minister of Government and Consumer Services
MOU	Memorandum of Understanding
ODR	Online Dispute Resolution
The Act	Condominium Act, 1998

Introduction

The Condominium Authority of Ontario (CAO) is approaching its fifth 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 to support condominium communities in all regions of the province.

This business plan outlines our key priorities for the next fiscal year under our current three-year strategic plan and how we will continue to strive for these key objectives in an innovative, transparent, fair, cost-effective, and client-focused manner.

Priorities for 2022-23

In the year ahead, the CAO will continue to enhance its mandated services and identify new opportunities to support condominiums across Ontario.

Implement the Auditor General's 2020 Value-for-Money Audit recommendations	Increase the general awareness of the CAO, its mandate and services	Gather feedback on the CAO's services through surveys, advisory panels and user groups
Continue to support condominium communities during the COVID-19 pandemic	Prepare the CAT for future jurisdiction expansion	Grow the CAO's subscription list to reach condominium owners directly

Strategic Plan (2021-24)

In 2021, the Board established its current three-year strategic plan, including mandate, vision, mission, values as well as strategic objectives, to guide the work of CAO in meeting its legislated mandate and provide continuity for our annual business plans

Mandate

- Designated under the Condo Act, CAO supports consumer protection by providing services and resources to condominium communities across Ontario.

Vision

- A strong and vibrant condominium sector in Ontario.

Mission

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

Values

- | | |
|-----------------|------------|
| Accountability | Innovation |
| Client-focus | Fairness |
| Value-for-money | Integrity |

Core Strategic Objectives

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

Condominium Sector Engagement

The CAO engages with diverse condominium communities across the province, including condominium buyers, owners, renters, directors, managers, and others.

We receive direct feedback and advice on our resources and services to better serve condominium communities through mechanisms such as online surveys, advisory panels and user groups. The [Terms of Reference](#) for the CAO’s Advisory Process are available on our website.

In addition, the CAO works with other administrative authorities such as Tarion and the CMRAO to better protect and serve condominium communities. CAO has an MOU and Data Sharing Agreement with the CMRAO, the regulatory body that licenses and regulates condominium managers and management companies in Ontario.

We often engage with condominium industry associations such as the Canadian Condominium Institute and the Community Associations Institute to increase awareness regarding issues important to the condominium sector. The CAO is also a member of an International Knowledge Forum, a body that shares best practices and perspectives on the regulation and management of condominiums and multi-unit homes in other countries.

Increasing our outreach and engagement of condominium communities across the province continues to be a priority for the CAO in 2022-23.

Condominium Landscape in Ontario



1.6M+ condominium residents



824,000+ residential condominium units



12,329 condominium corporations



42,785 active condominium directors

The above figures for condominium residential units (excluding industrial, commercial, common elements, and vacant land condominium units), corporations, and directors are self-reported by condominium corporations when they file annual returns with the CAO. The estimated number of condominium residents is based on the average household size reported by Statistics Canada multiplied by the number of residential condominium units in Ontario.

Corporate Overview

The CAO is a not-for-profit corporation responsible for administering delegated provisions of the Condo Act and is governed by an independent Board that is accountable to the Minister of Government and Consumer Services

The roles and responsibilities of the Minister and the CAO Board are set out in the administrative agreement, which was signed after the CAO’s launch in 2017 and is scheduled to be reviewed in the year ahead.

Services

The CAO provides value through an ecosystem of digital services that are cost-effective and accessible and in English and French.

Easy-to-use information for condominium communities available 24/7 on our website.

Resources, tools and guided steps to resolve common issues collaboratively before they escalate into disputes.

Dispute resolution services through the CAT – Canada’s first fully online tribunal.

Easy-to-navigate condominium returns and notice of change systems to help condominium corporations fulfil their legal duties and to remain transparent.

A searchable Public Registry containing information on every condominium corporation in Ontario.

Mandatory education and training for condominium directors to help them understand their oversight and legal obligations.

A mandatory condo buyers’ guide to help Ontario’s residential condominium buyers navigate the process of purchasing and owning their new condominiums.

19 condominium forms that are to be used by owners and condominium corporations under the Act.

These digital services are enriched through the CAO’s highly skilled Information Services team that responds to inquiries and provides guidance on navigating the legislative and governance framework for condominiums in English and French.

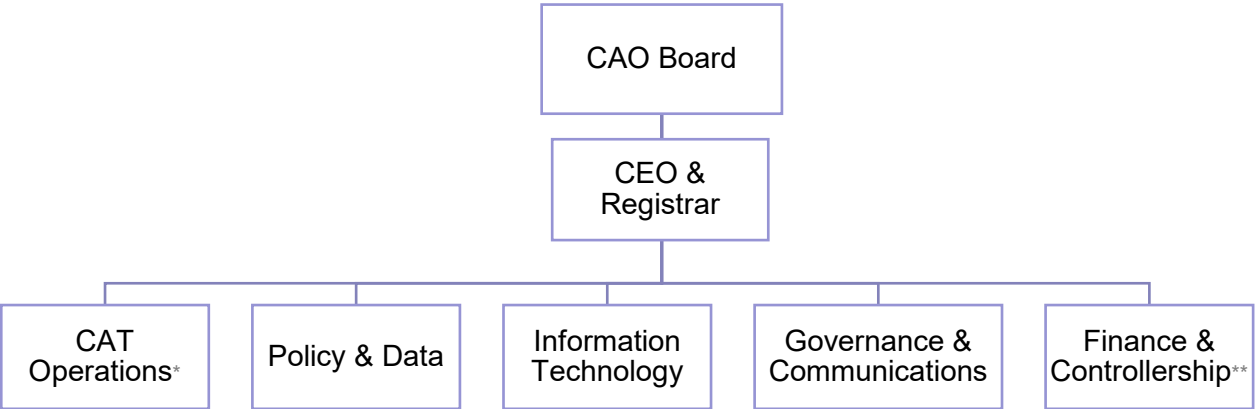
Governance

[The Board](#) is comprised of four elected directors and three directors appointed by the Minister to provide effective oversight and strategic direction to the CAO. Collectively, these directors bring a unique mix of skills and experience in areas such as technology, adjudication, tribunal operations, condominium governance and fiscal management.

Vacancies for elected directors are filled through the Nominating Committee, which evaluates and recommends candidates against the [Competency Criteria](#) set out in the administrative agreement to ensure a diversified Board. Care is taken to ensure representation from a diverse range of backgrounds, expertise, and perspectives, including from different regions of the province. Vacancies in ministerial appointments are filled through the Ontario government’s Public Appointments Secretariat.

Organizational Structure

The CEO and Registrar is appointed by the Board and leads a team of approximately 60 individuals across five departments.



*Incumbent is also one of three part-time Vice Chairs reporting to the CAT Chair
**Incumbent is shared Director of Finance with CMRAO

Condominium Authority Tribunal

Under the administrative agreement, the governance framework of the CAT and the roles and responsibilities between the CAO and CAT are outlined in an MOU that recognizes the adjudicative independence of the Tribunal within the CAO and the accountability, through the Board Chair, to the Minister for the fulfillment of their respective mandates. The CAT Chair reports to the Board and oversees three part-time Vice-Chairs and a roster of approximately 20 part-time Members.

French Language Services

The CAO provides all its digital services in French as well as in English. We employ bilingual staff across the organization, including in our Information Services team to respond to French language inquiries and our online tribunal to mediate and adjudicate condominium disputes. The CAO uses a combination of third-party French translation services and bilingual staff to deliver its publications, website materials and other communications in French.

Accessibility

The CAO is committed to providing accessible services that meet the requirements of the *Accessibility for Ontarians with Disabilities Act*. This includes our mandatory Director Training modules which are available in an accessible format. All CAO staff complete mandatory customer service training on how to interact with people with disabilities as part of their onboarding. The CAO's website is compatible with screen readers and individuals reaching us by phone can contact the CAO through a relay operator using their TTY telephone device. We actively engage with our online users who rely on assistive technology to strengthen the accessibility features of our digital services.

Complaints Process

The CAO is open to receiving feedback to support the continuous improvement of its services, including complaints. Under the CAO's [Public Complaints Policy](#), the CAO has established a fair, reasonable, and accessible process to review and respond to complaints. Anyone can make a complaint about CAO staff, services, CAT Members, or how a CAT case was managed. In the spirit of continuous improvement, this policy and process will be reviewed in 2022.

1. Submitting a Complaint

- A complaint may be sent to the CAO's Complaints Officer through email or by registered mail.

2. Confirmation

- The Complaints Officer will confirm receipt within three business days and consider against the Public Complaints Policy.

3. Response

- The Complaints Officer will prepare a written response outlining any resolution as well as supporting rationale.

4. CAT/Additional Help

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

Risk Framework

The CAO has established an Enterprise Risk Management Framework to ensure we proactively work to monitor and address risks and are well-positioned to deliver on our strategic objectives.

This Framework involves identifying potential risks that may impact the organization's ability to deliver its priorities. 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.

Key risk areas for 2022-23

COVID-19 global pandemic – the CAO takes preventative measures to ensure staff safety and continued operations.

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 and operations are optimal for potential changes.

Business Continuity Plan

The CAO’s business continuity plan was actioned at the beginning of the COVID-19 pandemic. The plan is designed to ensure priority, resiliency, availability, and recovery of our critical services. It guides the organization and staff with determining key aspects of our processes and services that must be sustained in the event of a major disruptive incident. The BCP will be reviewed in the year ahead as we move into a new phase of the pandemic.

2022-23 Business Plan Objectives

The Business Plan contains strategies and activities for the year ahead that will support the execution of the CAO’s Strategic Plan and support consumer protection for condominium communities across Ontario. Each strategy has performance measures and targets that the CAO reports on in our Annual Reports and publicly at the CAO’s Annual Meetings held each Fall.

In the year ahead, CAO will look to incorporate environmental, social & governance (ESG) principles into our business planning efforts so we can build on the connections between CAO’s strategic plan and our day-to-day activities.

The CAO has identified the following performance measures with the Minister that will be used to monitor and report on the performance of the CAO in the delivery of its mandate.

Performance Measures	% of respondents that are 'satisfied' or 'very satisfied' with CAO’s information services
	% of Ontario condominium corporations that have filed their current condominium returns
	% of directors that are 'satisfied' or 'very satisfied' with the training
	% of CAT decisions released within 30 days of completion of Stage 3 hearing

Auditor General

Following the Auditor General’s [Report, Value-for-Money: Condominium Oversight in Ontario](#) that was issued in 2020, the CAO has been working to implement the nine recommendations and 22 action items where the AG designated the CAO in a leading or supporting role. We continue to address these recommendations and have identified where the Auditor General will be following up in the spring of 2022 on the implementation status of the recommendations.

(1) Stakeholder Outreach, Communications and Public Awareness

Strategy 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.

Activities for 2022-23

- a) Undertake stakeholder outreach and communications strategies under the direction of the Board's Outreach Committee to increase awareness of the CAO using tactics such as public education campaigns explainer videos, and social media.
- b) Provide ongoing information, awareness, services and support for condominium communities during the pandemic, including through education on governing documents and the Ontario Human Rights Code.
- c) A new website to provide condominium communities with information, education and dispute resolution through enhanced user-experience, navigation, and usability.
- d) Participation in external events, involving the condominium sector, administrative justice/tribunal sector and broader community events.
- e) Increase and continue to measure direct contact with condominium owners, directors and other members of condominium communities through the CAO's automated subscription service.

Measures and Targets

- 300,000 unique visitors to the CAO's website this fiscal.
- Ensure awareness of the CAO increases by two percentage points per year from the current level of 25% as measured by an annual IPSOS poll.
- Build on a recent 14,500 increase in direct contacts with condominium owners, directors and others by a further 10% through an automated free sign-up (subscription) service with the aim to achieve a total of 69,300 contacts.

Strategy 1.2 – AG Recommendation 14: 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.

Activities for 2022-23

- a) Continue preliminary policy and operational work while supporting MGCS in developing any proposed legislative and/or regulatory changes that will allow us to implement best practices for leveling the legal playing field in disputes.
- b) Enhance information on the CAO website on a range of resources for the condominium community, including legal services and legal insurance options.

Measures and Targets

Complete work related to AG recommendations above.

(2) Condominium Community Engagement

Strategy 2.1: Enhance opportunities for input and two-way engagement with the condominium communities to develop resources and identify service enhancements.

Activities for 2022-23

- a) Continue to engage with condominium communities through the CAO's Advisory Processes, including through advisory panels and user experience groups to enhance information and services.
- b) Collect feedback through client satisfaction surveys on usage and value of CAO's digital information and services.
- c) Enhance understandings within condominium communities regarding the CAO's role in supporting community engagement, for example with homeowners' associations.

Measures and Targets

- 80% of respondents agree or strongly agree that the CAO's resources and services are helpful to condominium community members, up from 75%.
- CAO will report on two-way engagement through CAO Advisory Processes and community engagement.

(3) Director Training and Owner Education

Strategy 3.1: Enhance the knowledge and proficiency of condominium directors and owners through effective, accessible and convenient online training and education materials.

Activities for 2022-23

- a) Develop overall strategy, workplan and scorecard to enhance education and supports to owners and condominium directors including through webinars, explainer videos and best practice documents such as our *Best Practices Guide in Condominium Governance*.
- b) Engage with CMRAO to ensure alignment of training and education materials.

Measures and Targets

- 85% of directors are 'satisfied' or 'very satisfied' with director 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.
- Enhance information to help educate owners (e.g. quarterly newsletter).
- Establish scorecard and surveys to measure owner satisfaction.

Strategy 3.2 – AG Recommendation 9: To better inform and educate condominium board directors to carry out their duties in managing their condominium corporations and comply with the training requirement.

Activities for 2022-23

- a) Solicit input from directors and condominium owners annually.
- b) Review and improve director training materials annually

Measures and Targets

- Complete activities related to AG recommendations above.

Director Training and Owner Education (cont'd)

Strategy 3.3 – AG Recommendation 8: To better educate boards of directors on carrying out their duties and increase compliance with the training requirement under the Condominium Act, 1998, 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.

Activities for 2022-23

- a) Continue preliminary policy and operational work while supporting MGCS in developing any proposed legislative and/or regulatory changes to address AG recommendations that will 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 requirement.
- b) Continue preliminary policy and operational work while supporting MGCS in developing any proposed legislative and/or regulatory changes to address AG recommendations that will require ineligible individuals to stop acting as directors of their condominium boards.

Measures and Targets

- o Complete activities related to AG recommendations above.

Strategy 3.4 – AG Recommendation 3: 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.

Activities for 2022-23

- a) Continue preliminary policy and operational work while supporting MGCS in developing any proposed legislative and/or regulatory changes to address AG recommendations to extend reserve fund studies of condominium buildings to include the cost of repairs and replacements looking forward 45 to 60 years, instead of 30 years.
- b) Continue preliminary policy and operational work while supporting MGCS in developing any proposed legislative and/or regulatory changes to address AG recommendations that will set thresholds and define adequacy of reserve funds.
- c) Raise awareness and communicate this issue in a clear and understandable manner.

Measures and Targets

- Complete activities related to AG recommendations above.

(4) Data Collection and Public Reporting

Strategy 4.1: Provide effective condominium returns and notice of change systems and access to condominium corporation information through the CAO's online public registry.

Activities for 2022-23

- a) Ensure newly created and existing condominium corporations meet their returns filing obligations.
- b) Improve and automate compliance processes to meet legal requirements set out in the Condominium Act and to fulfill the CAO's consumer protection mandate.
- c) Use information gained from the public registry to develop new and innovative approaches to support condominium communities and reach owners during the pandemic.

Measures and Targets

- 95% of Ontario condominium corporations have filed their current condominium returns.
- 95% of newly created condominium corporations have filed their initial returns.
- Implement enhanced automated compliance processes.

Strategy 4.2 – AG Recommendation 10: 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 Government and Consumer Services.

Activities for 2022-23

- a) Continue preliminary policy and operational work while supporting MGCS in developing any proposed legislative and/or regulatory changes to address AG recommendations that will enable the CAO to 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.
- b) Continue preliminary policy and operational work while supporting MGCS in developing any proposed legislative and/or regulatory changes to address AG recommendations that allow for the regular review and verification of self-reported information by condominium corporations when filing their annual returns, including the names of licensed condominium managers and management companies. 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.
- c) Continue preliminary policy and operational work while supporting MGCS in developing any proposed legislative and/or regulatory changes to address AG recommendations to publish the collected and verified information related to condominium board directors [see (a) above] on the registry.

Measures and Targets

- Complete activities related to AG recommendations above.

Data Collection and Public Reporting (cont'd)

Strategy 4.3 – AG Recommendation 11: 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:

- 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.
- Analyze this information to evaluate whether increased protections are required for condominium owners who reside in their units.

Activities for 2022-23

- a) Continue preliminary policy and operational work and support MGCS in developing any proposed legislative and/or regulatory changes to address AG recommendations related to publishing non-resident director information and any resulting protections for condominium owners residing in their units.

Measures and Targets

- Complete activities related to AG recommendations above.

Strategy 4.4 – AG Recommendation 5: As required under the Condominium Management Services Act, 2015, to enforce that only valid licence holders perform condominium management services, we recommend that the Condominium Management Regulatory Authority of Ontario work with the Condominium Authority of Ontario.

Activities for 2022-23

- a) Continue to share data on condominium managers and management companies collected by both authorities and published on public registries.
- b) Ongoing reconciliation to ensure completeness and accuracy of the data.
- c) Identify and flag for CMRAO the names of condominium managers and management companies filed with the CAO that may be providing condominium management services without a licence.
- d) Follow up with the condominium boards to verify information regarding individuals and companies filed with the CAO that may be providing condominium management services without a licence.

Measures and Targets

- Complete activities related to AG recommendations above.

(5) Enhanced and Integrated Issue and Dispute Resolution

Strategy 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.

Activities for 2022-23

- a) Enhance Guided Steps to Common Issues based on feedback, user experience testing, and client satisfaction surveys.
- b) Provide more public information about CAT decisions and settlement orders, including through for example, updates to the CAO's website information, Guided Steps to Common Issues, and webinars.

Measures and Targets

- 80% of respondents are 'satisfied' or 'very satisfied' with digital pre-dispute resolution service - Guided Steps to Common Issues.
- Increase pageviews on public information related to CAT decisions and settlement orders.

Strategy 5.2: Provide accessible, timely and cost-effective online dispute resolution services (Negotiation, Mediation, and Tribunal Decision) through the CAO's online tribunal.

Activities for 2022-23

- a) Supporting CAT users and training tribunal operations staff on effective processes, communications, and case management approaches.
- b) Maintain IT solution to provide accessible, timely and cost-effective online dispute resolution service for CAO's online tribunal.
- c) Continue development on the future/long-term dispute resolution solution.

Measures and Targets

- 90% of CAT decisions released within 30 days of Stage 3 hearing completion
- Identify and implement additional measures for evaluating the effectiveness of the CAT's three-stage dispute resolution process.

Enhanced and Integrated Issue and Dispute Resolution (cont'd)

Strategy 5.3: Develop tribunal workplan to address priorities for adjudicative excellence in anticipation of jurisdictional expansion.

Activities for 2022-23

- a) Continue to prepare the CAT for potential future expansions.
- b) Continue to support Adjudicative Excellence by developing resources and supports for Tribunal Members (mediators and adjudicators).
- c) Support Board of Director's Tribunal Advisory Panel as part of the Board 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.

Measures and Targets

- Continue preparation work and support MGCS in policy and planning work for future expansion of the CAT's jurisdiction.
- Support the CAT Chair to establish measures for determining the effectiveness of the Adjudicative Excellence Framework and resources for Members.

Strategy 5.4 – AG Recommendation 12: To better protect condominium owners as they face condominium-living issues and disputes, we recommend that the Ministry of Government and 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.

Activities for 2022-23

- a) Continue analysis of CAO's Fall 2021 policy consultation feedback from the condominium sector, along with other sources of data analytics, to identify priority dispute types for submission to MGCS as part of the proposed roadmap for future CAT.

Measures and Targets

- Complete activities related to AG recommendations above.

Strategy 5.5 – AG Recommendation 13: To provide condominium owners with appropriate access to important information and increase the transparency of the operations of their condominium corporations.

Activities for 2022-23

- a) Continue preliminary policy and operational work while supporting MGCS in developing any proposed legislative and/or regulatory changes that will enable owners to access more information about the functioning of their condominium corporation.

Measures and Targets

- Complete activities related to AG recommendations above.

(6) Client Service Excellence

Strategy 6.1: Actively enhance CAO services through internal and external feedback with a focus on end-user experience and satisfaction.

Activities for 2022-23

- a) Enhance Information Services support for buyers, owners, tenants, directors, managers, other stakeholders in the condominium community.
- b) Continue implementation of Business Intelligence and Data Analytics Strategy to support data-driven decisions, service improvements, and policy advice to better serve condominium communities in all regions of the province.
- c) Gather more robust data on the condominium sector to support strategic and operational decision-making and enable year-over-year comparisons to measure change/progress.
- d) Identify priority condominium forms which can be improved to enhance condominium governance, transparency, and communication with condominium owners
- e) Support for the Board's Technology Sub-Committee of the Audit and Risk Standing Committee to provide expertise and advice to CAO's major IT projects.
- f) Implement next phase of Information Technology roadmap to continue update of CAO's ecosystem of digital services.
- g) Maintain system/information security and strengthen service delivery through user-focused, accessible, and simple design to enhance user experience and satisfaction.

Measures and Targets

- 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.

(7) Operational Excellence

Strategy 7.1: Effective governance, accountability and business continuity processes are in place and required corporate reporting documents are prepared and posted annually.

Activities for 2022-23

- a) Support the Board's Governance & HR Committee to provide expertise and advice on CAO's governance framework and accountability obligations.
- b) 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.
- c) Support the Board's Nominating Committee process and host public Annual Meeting in Fall 2022.
- d) Support effective Board oversight through a KPI dashboard to measure progress toward Business Plan strategic objectives and key activities.

Measures and Targets

- Annual accountability requirements achieved within timeframes.
- Annual Meeting and board elections held publicly.

Strategy 7.2: Effective Financial Management and Controllershship

Activities for 2022-23

- a) Oversee activities related to implementing and responding to the follow up review of the Auditor General's value for money audit recommendations.
- b) Support and report to the Board's Audit and Risk Standing Committee on 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) Implement electronic payment solution to move from paper-based (i.e., cheques) to digital payment system.
- i) Ensure the integration of operations across the organization through strategic guidance, effective working/steering committee structure, and efficient project planning/execution.

Measures and Targets

- Minimal variances (+/-10%) in budget forecasts vs actuals.
- 100% compliance with internal controls, as well as audit and loan agreement requirements.
- Obtain a clean audit opinion.

Operational Excellence (cont'd)

Strategy 7.3: Effective IT Governance and Management of Services

Activities for 2022-23

- a) Ensure effective governance of all IT services and implement service objectives.
- b) Continuous review of IT services to identify efficiencies and cost-saving opportunities.
- c) Manage information security program and comply with all CAO security standards.
- d) Continue to maintain Agile methodology and DevOps culture.
- e) Manage vendors effectively thereby ensuring value of service and reducing risk to the organization and its clients.
- f) Ensure all IT environments are managed effectively.
- g) Ensure all IT assets are tracked accurately and managed in a single system.

Measures and Targets

- Achieve 100% of established service objectives.
- Use modern IT methodologies and frameworks to manage work.
- 100% accuracy in tracking IT assets.
- Reduce expenses by finding efficiencies in IT operations and reviewing vendor contracts.

Strategy 7.4: Foster an organizational culture of excellence and inclusivity based on respect, trust, diversity, collaboration, and leadership.

Activities for 2022-23

- a) Attract and retain capable and client-driven staff by fostering a diverse and inclusive organizational culture based on CAO's team values of respect, trust, diversity, collaboration, and leadership.
- b) Encourage all staff to participate in CAO's professional development program and courses while continuing to engage them in a hybrid working model.
- c) Ensure all staff complete mandatory AODA compliance training and Condominium Board Directors training and information/system security.
- d) Conduct an annual employee satisfaction survey.

Measures and Targets

- 80% overall employee satisfaction score.
- 100% of staff to complete AODA compliance training and condominium board directors' training.
- Ensure HR policies, procedures, and management practices are in place that support fair, respectful, diverse and inclusive workplace.

Financial Plan

Financial Planning

The CAO is committed to prudent financial management, ensuring value for money, as well as transparency and accountability.

To achieve this, the CAO:

- Adheres to expense and procurement policies that meet the spirit and intent of the provincial government's practices.
- Publishes annual financial forecasts in the CAO's business plan and prepares audited financial statements that are made public in its annual report.
- Ensures strict control on expenditures within the Board approved budget through monthly monitoring and reporting. In addition, each department head is responsible for their budget with added oversight from the Chief Financial and Operating Officer.
- Monitors its business operational activities on an ongoing basis.
- Manages expenditures by embracing technology and outsourcing certain functions as necessary.

Revenue

The CAO activities are supported primarily by assessment fees paid by condominium owners and collected from condominium corporations in Ontario based on their reported voting units in their returns filed with the CAO. All condominium corporations are required to pay assessment fees to the CAO annually; assessment fees were updated in 2022-23 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 common expenses as set out in the condominium corporation's declaration. Other revenues come from CAT user fees, administrative fees, and interest income.

The CAO's three-year revenue projection assumes a growth in the number of condominium units by approximately 3%. This is based on the CAO's data, provided through the annual returns by the condominium corporations. The total number of condominium units in Ontario has increased, year on year, at an average of 3% over the last ten years.

Expenses

Human Resources

The HR budget reflects the organizational structure and number of staff needed to deliver on the CAO's mandate. 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 HR to support its digital service delivery model, and ensure the stability of its business services to condominium communities, as follows:

- IT specialist staff have been retained over external vendors to be cost-effective and support operational excellence to allow the organization to continuously improve, respond to client feedback and respond quickly to IT system issues.
- As a result of the recent CAT jurisdiction expansion, expected new regulations, and resulting mandate increase of CAO as a result of the Auditor General's report and increased CAT caseload, a budget allocation has been included for additional resources related to Policy, Compliance, and CAT operations.
- Information services, communications, and outreach resources are included to engage and support condominium communities across Ontario.
- CAO has incorporated data analytics and business intelligence capacity into its organizational structure to address the increasing demand for data and information around condominium living across the province.
- Strong project management methodology is applied across the organization through the Chief Financial and Operations Officer to streamline operations and efficiencies to keep costs down.

Operating Cost

Operating costs are forecasted to decrease slightly from FY 2022-23 to FY 2024-25. A significant portion of operating costs related to IT license maintenance and consultancy, as well as amortization expenses. IT expenses have been provisioned for technical work related to the online tribunal and other digital services. The CAO has multi-year commitments with IT vendors, the licensing and maintenance rates for which are fixed. The CAO has also kept a dedicated budget for the continuous improvement of mandatory director training materials and other content.

Condominium Authority Tribunal

A significant portion of the CAO's expense budget relates to its ODR system and operations including per diem payments for part-time mediators and adjudicators. These costs vary with caseloads. The CAO has planned for the recent and potential future expansions to the CAT's jurisdiction. The CAO has started to get some clarity on the potential caseload per dispute type but there is still significant uncertainty about how many cases may be filed because of the recent and future jurisdiction expansions.

For planning purposes, approx. 300 new cases filed with the CAT have been budgeted for 2022-23. This caseload estimate increases to 400 cases in FY 2023-24 and to 450 cases in 2024-25.

Financing Cost

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

Budget

	FY 2022-23	FY 2023-24	FY 2024-25
Revenues:			
Assessment Fee	\$11,444,160	\$11,612,435	\$11,966,059
Tribunal Fee	\$35,625	\$47,500	\$53,438
Other Income	\$90,000	\$156,124	\$159,660
Total revenues	\$11,569,785	\$11,816,059	\$12,179,157
Expenses			
Human Resources	\$6,838,406	\$7,337,252	\$7,756,097
Operating	\$3,227,131	\$3,020,481	\$2,966,381
Condominium Authority Tribunal	\$542,011	\$675,681	\$742,516
Financing Cost	\$115,311	\$99,593	\$83,421
Ministry oversight fee	\$302,225	\$302,225	\$302,225
Total Expenses	\$11,025,084	\$11,435,232	\$11,850,640
Operational Surplus for the year	\$544,701	\$380,827	\$328,518
Capital Expenditures:			
Digital System Enhancements	\$450,000	\$250,000	\$200,000
Financing:			
Loan Payback	\$543,763	\$559,481	\$575,654
Net of Capital Expenditure and Financing Surplus/(Deficit)	(\$449,062)	(\$428,654)	(\$447,136)
Amortization (Non-Cash Operational Expense)	\$450,000	\$450,000	\$450,000
Net Cash Surplus for the Year	\$937	\$21,346	\$2,864

- o Budget Notes: Revenue includes the assessment fees; the tribunal dispute resolution fees and late condominium returns filing/payment fees. It assumes growth of 3% in condominiums year to year.
- o Human resources expenses include the cost related to salary, benefits, HR consulting, and staff development, including CAT specific HR costs
- o Operational Expenses include accommodation, board, and governance-related expenses, consulting, external legal costs, communications, information technology, office, and general, non-recoverable HST, and amortization costs
- o Condominium Authority Tribunal mainly includes the cost related to per diems for mediation and adjudication
- o Financing Cost is the interest payable on the loan from MGCS