

2024–2027

# CAO Strategic Plan

Strengthening consumer  
protection for Ontario's  
condo communities



Condominium  
Authority of  
Ontario





# TABLE OF CONTENTS

Strategic Plan Overview	1
About CAO	2
Ontario's Growing Condo Sector	3
Message from the Chair of the Board	4
Message from the CEO and Registrar	5
Mission, Vision, Values	6
Strategic Objectives	7
Performance Measures (KPIs)	8



2024–2027

# STRATEGIC PLAN OVERVIEW



**Strategic planning is key to effective governance and sets the tone for future success by articulating the direction and purpose for any organization.**

In late 2023, we began a strategic planning exercise that included an environmental scan and SWOT (strengths, weaknesses, opportunities and threats) analysis to identify best practices, condo sector trends and CAO's current and future capabilities. This allowed us to reconfirm our mission, vision and values for 2024 to 2027.

The CAO will continue to deliver on its core mandate – supporting condo living and enhancing consumer protection for Ontario condo communities through our digital information, education and dispute resolution resources. We have identified opportunities

to increase awareness of CAO, continue use of leading edge technologies to improve and expand our digital services and further our partnerships within the broader condo sector to better support the evolving needs of condo communities.

The following strategic plan is supported by our yearly business plan which outlines specific actions CAO will take that fiscal year to achieve our strategic objectives and meet the key performance indicators established to measure the organization's performance. We publicly report on these activities and results through our annual reports.

# ABOUT CAO

**The Condominium Authority of Ontario is designated under the Condo Act and has a mandate to support condo living and strengthen consumer protection by providing services and resources for condo communities across Ontario.**

We achieve our mandate by empowering condo communities with information, education and dispute resolution services. Our services include collecting key information through condo returns and notice of change filing systems, providing a free public Condo Registry, delivering a mandatory online education program for all condo board directors, and providing a fast and affordable online dispute resolution system that supports resolving issues early on and settling disputes through the Condominium Authority Tribunal. Our fully digital services are cost-effective, accessible and available in both English and French.

This strategic plan outlines the key priorities for our organization as we continue to evolve and fulfil our mandate in a changing condo landscape. We remain focused on excellence while meeting our service delivery, training, compliance, dispute resolution and consumer protection goals.

## OUR SERVICES



### INFORMATION AND RESOURCES



### INTEGRATED DISPUTE RESOLUTION



### CONDOMINIUM AUTHORITY TRIBUNAL



### DIRECTOR TRAINING



### CONDO RETURNS



### CONDO REGISTRY



### CONDO CALENDAR TOOL



### CONDO FORMS

# ONTARIO'S GROWING CONDO SECTOR



## CONDO RESIDENTS

**1.7 million**

estimated to be growing between  
1 to 2% yearly

## CONDO CORPORATIONS

**12,922**

growing at over 2% yearly

## RESIDENTIAL CONDO UNITS

**889,547**

growing at over 2% yearly

## ACTIVE CONDO DIRECTORS

**44,847**

growing at over 1.2% yearly

## ACTIVE LICENCED CONDO MANAGERS AND MANAGEMENT COMPANIES

**4,891**

growing at over 7% yearly<sup>1</sup>

**Ontario's condominium sector has grown dramatically since the Condo Act came into force in 1998. Today, over 1.7 million Ontarians live in condos managed by about 13,000 condo corporations.**

Ontario's condo communities have continued to grow at an average rate of 25 new buildings and 1,750 units per month since 2018.

The Ontario government has identified housing as a priority. Its Helping Homebuyers, Protecting Tenants Housing Supply Action Plan under the More Homes Built Faster Act calls for 1.5 million new homes to be built by 2032.

Industry data suggests that 57 per cent of new homes are condos, which translates into 85,000 new condo units annually. The CAO projects a 2.5 per cent annual increase in new condo units from 2024 to 2027, with potential further increases in response to government incentives.

<sup>1</sup> Figure provided by the Condominium Management Regulatory Authority of Ontario

## MESSAGE FROM THE CHAIR OF THE BOARD



### ***Charting a course for the future***

On behalf of CAO's Board of Directors, I am pleased to present our Strategic Plan for 2024 to 2027, which outlines our strategic direction, organizational objectives, and necessary steps to continue positioning CAO as a leading authority in the dynamic condo landscape.

The condo sector in Ontario is experiencing rapid changes on multiple fronts – financial, technological, and legal – which present unique challenges for everyone, including condo owners, corporations and their directors. The CAO's mandate is to enhance consumer protection by helping stakeholders navigate the complexities of condo living, especially in a time marked by inflation, fluctuating interest rates and economic uncertainty.

As Ontario's sector continues to grow, new projects are introduced to meet the ongoing housing supply pressures. While we anticipate seeing more changes over the next three years, we are proactively planning to get ahead of the expected demand with our world-class digital services. Our continuous commitment to innovation, financial stewardship and risk management will ensure we achieve our goals and that our operations remain efficient and sustainable. This strategic plan emphasizes the importance of using innovative, accessible technologies and solutions that enhance our services, create a seamless experience for all stakeholders and position CAO as a leading provider of digital services to the condo sector.

I wish to thank my fellow board members and CAO's management team for their insights and expertise in developing our strategic plan. Their hard work is instrumental in delivering consumer protection for condo communities. Thank you to our community for your continued support and dedication to CAO.

Together, we can create a brighter, more sustainable future for the condominium sector in Ontario.

A handwritten signature in black ink, which appears to read "Allison Scanlan".

**Allison Scanlan**

*Chair of the Board of Directors*

## MESSAGE FROM THE CEO AND REGISTRAR



### ***Building on the past, embracing the present, anticipating the future***

Since the Condo Authority began its operations in 2017, our priority has been to support and protect condo communities across the province by providing key information, education and dispute resolution services that help them navigate condo living in Ontario.

I am very proud of the work the team has accomplished since our start-up days and the reputation we have built as Ontario's trusted source on condo living. We continue to work diligently to fulfill our early vision for reaching all condominium communities through a fully digital service delivery model that is cost effective and protects consumers through a public registry of all condo corporations, an online training program to support directors in their important governance role, and an online dispute resolution system to help resolve issues early and settle disputes at the Condominium Authority Tribunal.

As we look toward the future, we are committed to finding more innovative ways to build on this strong foundation and continue to meet the needs of our stakeholders in an environment of increasing demands, heightened expectations and continued growth in the condo sector. This includes continuing to leverage technology to enhance our digital services and strengthen partnerships across the sector.

This new strategic plan outlines clear, concise, results-oriented objectives and performance targets and measures for the next three years. It galvanizes us to remain committed to our values of innovation, teamwork, trust, integrity and fairness while providing value for money through sound financial management and risk management.

On behalf of the management team, I wish to thank the board, our staff members and partners for their continued dedication and contributions to our organization's success. Without you, none of what we do would be possible.

A handwritten signature in black ink, which appears to read 'Robin Dafoe', is located below the main text block.

**Robin Dafoe**

*CEO and Registrar*



# MISSION, VISION, VALUES



## MISSION

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



## VISION

Strong and vibrant condominium communities in Ontario.



## VALUES

The CAO is committed to the following values that guide our behaviour and support our efforts to achieve our strategic and operational objectives:

- > **Innovation:** work with Ontario's condo communities to be open to new ideas
- > **Trust:** inspire confidence and create a safe environment to raise ideas, make mistakes, learn and grow
- > **Teamwork:** work together to develop shared goals and solutions to achieve greater success
- > **Value for money:** make effective and conscientious use of funds
- > **Integrity:** be respectful, honest and ethical
- > **Fairness:** deliver services impartially and equitably



# STRATEGIC OBJECTIVES

---



## Inform & Educate

The CAO is a trusted source of information and education and supports condo communities across Ontario by creating new resources, enhancing existing ones and monitoring compliance with the legislation to ensure consumer protection.



## Resolve Issues & Disputes

The CAO empowers condo communities to address and resolve issues early through dispute resolution resources and services.



## Engage Clients & Stakeholders

The CAO's targeted outreach to clients and other stakeholders fosters awareness and engagement with condo communities.



## Deliver Organizational Excellence

Organizational excellence in management of finances, operations and people allows CAO to provide timely and helpful services to its clients and other stakeholders.

# PERFORMANCE MEASURES (KPIs)

KEY PERFORMANCE INDICATORS	TARGET
Respondents are 'satisfied' or 'very satisfied' with CAO's information and client services (Minister KPI)	80%
Directors are 'satisfied' or 'very satisfied' with mandatory Director Training program (Minister KPI)	85%
Condo corporations have filed their current condominium returns (Minister KPI)	95%
CAT decisions are released within 30 days of hearing completion (Minister KPI)	90%
Respondents are 'satisfied' or 'very satisfied' with CAO's dispute resolution services	80%
Increase number of unique website visitors year-over-year	+5%
Employees are satisfied working at CAO	80%
Obtain a clean external audit	✓
Achieve accountability requirements under the administrative agreement	✓



**Stay in the know!**  
**[TheCAO.ca/subscribe](https://www.caonline.ca/en/the-cao)**

