

Condominium  
Authority of Ontario

# Annual Report

2023–2024



Condominium  
Authority of  
Ontario

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## LAND ACKNOWLEDGEMENT

The Condominium Authority of Ontario acknowledges that this report was written and published on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples and is now home to many diverse First Nations, Inuit and Métis peoples. We also acknowledge that Toronto is covered by Dish with One Spoon Territory and Treaty 13 with the Mississaugas of the Credit.

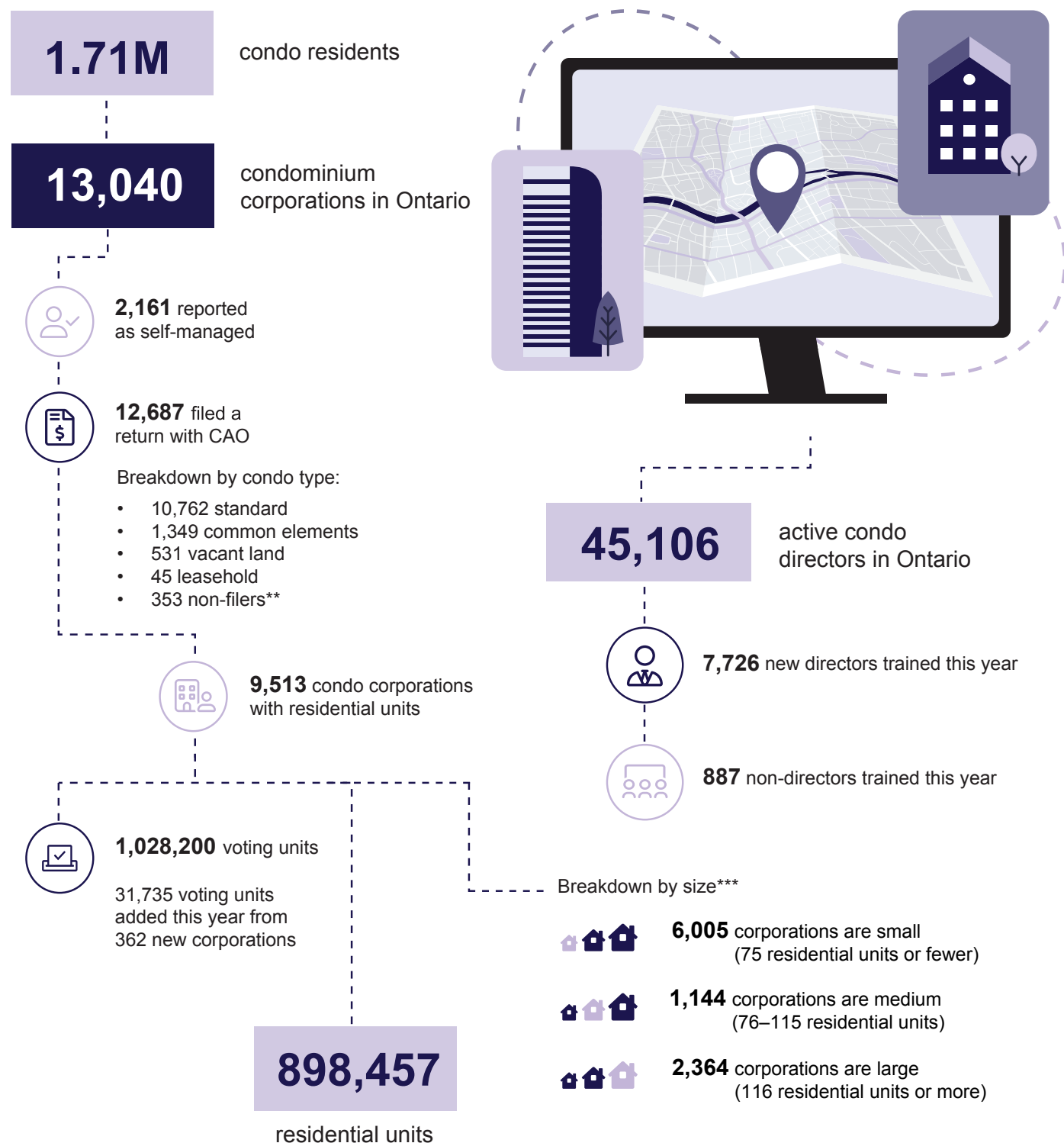
We commemorate and honour the spirit and traditions of Indigenous peoples' principle of kinship to the land. We are committed to an inclusive culture based on values of respect, trust, diversity, collaboration and leadership.

Since 2021, CAO has been committed to a collective journey to openly discuss and learn more about healing, truth and reconciliation as it relates to the history, experiences and traditions of Indigenous people and communities across Canada. We have been honoured to mark the National Day for Truth and Reconciliation as well as participate in the Indigenous-led Moose Hide Campaign each year through dialogue and staff events.

We encourage those reading this annual report to learn more about the communities and traditional Indigenous lands across Canada, no matter where you are.

# CAO BY THE NUMBERS\*

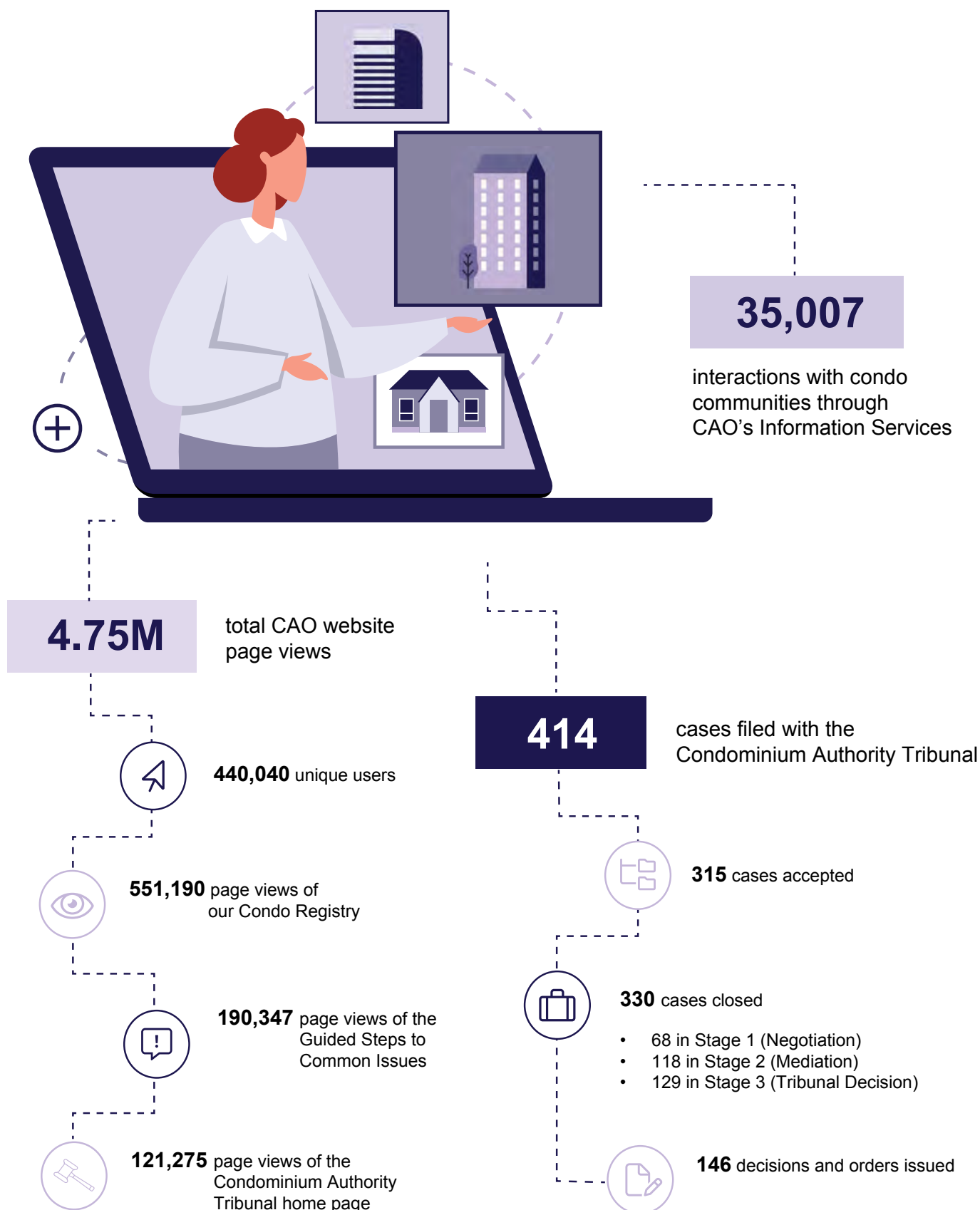
As of April 1, 2023 – March 31, 2024



\* The numbers reported may slightly differ as CAO reaches more non-filer condo corporations.

\*\* The CAO obtained the database of registered condo corporations in the province from Teranet. Beyond the 12,687 that have met their legal obligation to file a return with CAO, 353 are outstanding due to outdated contact information.

\*\*\* The average number of units for a condo corporation in Ontario is 95.





## MESSAGE FROM THE CHAIR OF THE BOARD



On behalf of the Board of Directors, I am pleased to present the Condominium Authority of Ontario's Annual Report for the fiscal year of April 1, 2023 to March 31, 2024. This report underscores the organization's unwavering commitment to promoting consumer protection and supporting a strong and vibrant condominium sector in Ontario. It also emphasizes our dedication to transparency and accountability regarding our organizational performance.

This year our board welcomed several new members, including Vice-Chair Sameer Malik, Treasurer Dennis Moir and directors, Bakir Alazawi and Ray Kindiak. Board Director Richard E. Austin has taken on the role of Board Secretary. We extend our sincere gratitude to outgoing Chair Heather Zordel, Secretary Margaret Samuel and Treasurer Erik Levinson for their dedication and service to CAO.

In late 2023, the board conducted a comprehensive strategic planning exercise in collaboration with senior management, which included a "Strengths, Weaknesses, Opportunities and Threats" (SWOT) analysis. This process allowed us to identify best practices, evaluate current sector trends, and establish our strategic plan and direction for 2024 to 2027. We are eager to leverage this plan as we navigate the future and continue to adapt to the needs of the sector.

I take immense pride in being part of a board that diligently works through its committee structures to position CAO for success. We are committed to strong governance, effective oversight and high performance and we aim to enhance our world-class digital services. Our focus will also remain on outreach and engagement, modernizing our services and resources, and raising awareness of CAO within the expanding condo sector and beyond.

Lastly, I would like to express my heartfelt appreciation to the dedicated CAO staff who were crucial in achieving our strategic and business plan targets this year. I look forward to continued collaboration with them in the coming year as we enhance our services to meet the needs of Ontario's condominium communities.

Yours faithfully,

**Allison Scanlan**, *Chair of the Board of Directors*

## MESSAGE FROM THE CEO & REGISTRAR



I am pleased to take this opportunity to express how proud I am of the team's many accomplishments this past year in support of CAO's vision for strong and vibrant condominium communities across Ontario.

This was the third and final year of the board's 2021-2024 strategic plan. We remained focused on the organization's foundational vision and continued to build on our digital service model to engage and empower condo communities through information, education and dispute resolution services.

Our work confirmed our continued commitment to be an authoritative source on condo living by leveraging and responding to sector feedback on many important topics. This included ongoing work to modernize our mandated digital services, like director training, condo returns and our online dispute resolution system, that supports our fully digital Tribunal.

Another notable improvement was the launch of our new bilingual website. The redesigned site is more user-friendly with better navigation and features enhanced content and resources that supports consumer protection and condo living. Other highlights include a new guide for self-managed condos, improved guided steps to solving common condo issues and a simpler and easier-to-use account creation interface.

These ongoing enhancements would not have been possible without active and ongoing consultations with highly engaged members of the condo sector. Thank you to all those who participated in our various advisory panels, focus groups, user tests and surveys.

I would also like to thank our board for their strategic guidance and congratulate our staff for their hard work and dedication to excellence that enabled us to achieve our goals and objectives.

I also want to express my appreciation and recognize our important partnerships with the Ministry of Public and Business Service Delivery and Procurement and all the condo sector associations and specialists that work together to protect and support Ontario's condominium communities.

I look forward to the year ahead with excitement as we continue to build on these accomplishments and fulfil our mandate of empowering condominium communities so they can enjoy the best of condo living.

Sincerely,

**Robin Dafoe, CEO & Registrar**

# A GROWING SECTOR

Ontario’s condo sector has grown dramatically since the Condo Act came into force in 1998 and condo living has become increasingly popular. Today, 1.71 million people in Ontario live in condos and 57 per cent of new homes are condos.



**1.71 Million**

people living in a condo

## Growth from CAO’s first full year of operations in 2018/2019 to 2023/2024



**13.6%**

Condo corporations  
(increase of 1,561 corporations  
from 11,479 to 13,040)



**16.3%**

Residential units  
(increase of 125,740 units  
from 772,717 to 898,457)



**14.2%**

Commercial units  
(increase of 4,314 units from  
30,333 to 34,647)



**10.5%**

Industrial units  
(increase of 704 units from  
6,723 to 7,427)

**24.7%**

Parking and storage units  
(increase of 157,043 units from 637,228 to 794,631)



# HOW CAO HELPS

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The CAO has a mandate to support Ontario's condo communities and strengthen consumer protection by providing services and resources across the province. Since 2017, we have developed bilingual, accessible and cost-effective digital services, including:

- > Easy-to-use information on our website [thecao.ca](https://thecao.ca)
- > Resources, tools and guided steps to [resolve common issues](#) early and collaboratively
- > Dispute resolution through the [Condominium Authority Tribunal](#) – Canada's first fully online tribunal
- > [Condo returns](#) and [notice of change](#) systems to help condo corporations fulfill their legal duties to file and remain transparent
- > A public, searchable [Condo Registry](#) containing information on every condo corporation in Ontario
- > [Mandatory education](#) and training for condominium directors to help them understand their oversight and legal obligations
- > A government mandated condominium [buyers' guide](#) to help Ontario's residential condo buyers navigate the process of purchasing and owning their new condo units
- > 22 [condo forms](#) that are to be used by owners and condo corporations under the Condo Act

The CAO's skilled client services team augments these services by drawing on their expertise of the Condo Act and regulations to provide information and guidance on complex issues by email and phone.

***"Whoever you are — seriously the BEST! Thank you for being so responsive and being on top of everything. I appreciate you and the work you are doing so much!"***

# STRATEGIC OVERVIEW 2021–2024



## 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 and be open to new ideas
- > **Accountability** – Take responsibility for delivering our mandate and for providing high-quality services to Ontario's condo communities
- > **Client-focus** – Work with Ontario's condo communities to meet their needs and strive for service excellence in all our interactions
- > **Value-for-money** – Make effective and conscientious use of funds
- > **Integrity** – Be respectful, honest and trustworthy
- > **Fairness** – Deliver services impartially and equitably

The following strategic objectives were established by CAO's Board of Directors and have guided the organization from April 1, 2021 to March 31, 2024.

### Core Strategic Objectives:

- > Stakeholder Outreach, Communications and Public Awareness
- > Condominium Community Engagement
- > Director Training and Owner Education
- > Data Collection and Public Reporting
- > Enhanced and Integrated Issue and Dispute Resolution

### Supporting Strategic Objectives:

- > Client Service Excellence
- > Operational Excellence



# **Corporate Governance**



The CAO is governed by an independent board of directors, comprising four elected directors and three directors who are appointed by the Minister of Public and Business Service Delivery and Procurement. The board is accountable to the minister through the chair for the performance of the organization.

## Skills-based Board

The board provides strategic direction and oversight to the organization and ensures that CAO meets its obligations under the [Condo Act](#), [CAO by-law](#) and the [administrative agreement](#).

This year, the board members bring a collective mix of skills and experience in areas including technology, communications, adjudication, condo governance and fiscal management.

The CAO's Nominating Committee fills board vacancies for elected positions by evaluating and recommending candidates based on established competency criteria set out in the administrative agreement. Candidates are recommended by the board and are elected by the members of the corporation at the publicly held annual meeting in the fall. Special consideration is given to identifying and filling any skills gaps on the board.

For appointed positions, the Ontario government's [Public Appointments Secretariat](#) fills any vacancies in Ministerial appointments.

## Code of Conduct

As part of the administrative agreement with the ministry, the board adopts a [code of conduct](#) found in Schedule E that sets guidelines for avoiding and disclosing conflicts of interest. All elected and appointed directors are required to sign and abide by this code.

## Board Committees

In 2023-2024, the board established four committees to support the organization by providing guidance on key areas of the Condo Authority's business:

- > Audit & Risk Committee
- > Governance & Human Resources Committee
- > Outreach & Education Committee
- > Nominating Committee



# BOARD OF DIRECTORS



## **Allison Scanlan, Chair**

*Elected Director: Three-year term to Sept. 2025*

Allison Scanlan is a condo owner and a management professional with over 30 years of Fortune-100 corporate experience in global purchasing and supply chain strategy. She served as Vice-Chair of CAO's board since 2021 was elected Chair in 2023. She also served as Chair of the Outreach and Education Committee, as a member of the Audit and Risk Committee. Allison completed her post-graduate studies in International Business, and her undergraduate studies in Management Science and Economics.



## **Sameer Malik, Vice-Chair**

*Ministerial Appointment: Two-year term to Sept. 2025*

Sameer Malik is a senior IT executive and technology leader delivering and leading IT transformation projects in the areas of cloud, cyber security and IT maturity in public and private sectors. He is managing director of Brigient Technology Solutions Inc. and has served on Tarion's board and was a member of the Audit & Risk Committee and as vice chair of the Human Resources & Compensation Committee. Sameer holds a BA from the University of Toronto and possesses IT Infrastructure Library and The Open Group Architecture Framework certifications.



## **Richard E. Austin, Secretary**

*Elected Director: Three-year term to Sept. 2025*

Richard E. Austin was admitted to the Ontario Bar in 1983 after receiving a law degree from the University of Windsor. He holds a B.A. (Honours) majoring in Economics from the University of Toronto, an MBA majoring in Finance from York University and the ICD.D designation from the Institute of Corporate Directors. He is the General Counsel of Loop Financial, a fintech company, sits on disciplinary panels of the Canadian Investment Regulatory Organization and the Electrical Safety Authority and is a member of the Board of the Credit Counseling Society of British Columbia.



## **Dennis Moir, Treasurer**

*Elected Director: Three-year term to Sept. 2026*

Dennis Moir is a seasoned business executive with over 20 years of governance experience and over 30 years working with business and community organizations. He has been a director on several for-profit and non-for-profit boards and is actively engaged in his community as a director of his neighbourhood association and a local food bank. Dennis is a long-time advocate for condo communities and has been a director of his condo corporation's board for the past six years and is currently president. He is a chartered professional accountant and holds an ICD.D designation from the Institute of Corporate Directors.

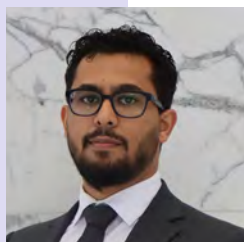




### **Vincenza Galatone, Director**

*Elected Director: Three-year term to Sept. 2024*

Vincenza Galatone, a condo owner since 2007, has experience with three different condominium corporations (including self-managed) and recently began her third, three-year term as President of the Board of her condo corporation. Fully bilingual, Vincenza has nearly 35 years of experience in public service (policy, regulations and program delivery) including as director general of real property, environment and security for Natural Resources Canada. Vincenza has a PhD in Engineering and a Master's in Public Administration. She served previously on the board of the Chemical Institute of Canada and chaired Tarion's consumer advisory council from 2019 to 2023.



### **Bakir Alazawi, Director**

*Ministerial Appointment: One-year term to Sept. 2024*

Bakir Alazawi is an entrepreneur and community leader with over 14 years of experience in communications and public relations. He is the CEO and principal consultant of Charter Public Relations, a PR and crisis communications firm. Actively involved in his local community, Bakir currently serves as the president of the Canadian Iraqi Affairs Council and is involved in several organizations focused on mental health. He is also a member of the Canadian Public Relations Society and studied political science and communications studies at York University.



### **Ray Kindiak, Director**

*Ministerial Appointment: Two-year term to Dec. 2026*

Ray Kindiak is a lawyer and corporate finance professional with over 30 years of capital markets, operational and legal experience in corporate restructuring, financing, mergers and acquisitions. He has executed financing mandates in numerous industry sectors including technology, real estate, manufacturing, resources, pharmaceuticals and hospitality. He is currently a board member of the Municipal Property Assessment Corporation and the Private Capital Markets Association of Canada. Ray holds a Bachelor of Commerce degree and a Bachelor of Laws degree from the University of Windsor, along with the ICD.D designation from the Institute of Corporate Directors. Ray is a member of the Law Society of Ontario and the Canadian Bar Association.

# CORPORATE STRUCTURE

## Leadership Team

The staff and the day-to-day operations of the Condo Authority are overseen by the CEO & Registrar and the senior management team.



**Robin Dafoe**  
CEO & Registrar



**Paul Duffy**  
Director Policy & Data



**Emilee Escobar**  
Director Governance & Communications



**Keegan Ferreira**  
Director Tribunal Operations & Vice Chair Condominium Authority Tribunal\*



**Doha Heikal**  
Director Information Technology



**Rana Khurram Manzoor**  
Chief Financial & Operations Officer\*\*



**Tim Lund-Pedersen**  
Director, Information Services & Deputy Registrar

The CAO and the Condominium Management Regulatory Authority of Ontario have a [memorandum of understanding](#) that establishes how the two organizations work together to achieve their distinct but complementary consumer protection mandates and support condo communities across the province.

\*Incumbent has dual reporting, working half time as Vice-Chair reporting to the CAT Chair

\*\*Incumbent also serves as the Director of Finance at CMRAO on a limited basis



## Our Staff

The CAO champions diversity, equity and inclusion within our organization, participating in days of celebration and action, including the Moosehide Campaign Day to stop violence and raise awareness of missing and murdered Indigenous women, the National Day of Truth & Reconciliation, Pride, SickKids Heatwave beach volleyball tournament, among others!

We are an equal opportunity employer and consider all qualified individuals without regard to race, national origin, gender identity or expression, age, religion, disability, sexual orientation, marital status or any other characteristic protected by law. Our team reflects the diverse make-up of Ontario and its condo communities. We pride ourselves on our inclusive culture and celebrate the various backgrounds and customs of our team members.

The CAO strives to find ways to give back through our employee-led initiatives. This year, staff participated in blood donations to Canadian Blood Services, a school supplies fundraiser for the Toronto District School Board and donations for the Salvation Army Toy Mountain fundraiser.

The Condo Authority issues an annual staff engagement survey to gauge how well we are living by our team values and culture. We are proud to have received 88 per cent overall employee satisfaction this year, up from 83 per cent last year.



A person's hand is shown typing on a laptop keyboard. The image is overlaid with several translucent, blue-tinted digital elements. These include a magnifying glass icon over a document, a calendar icon with checkmarks, a document icon with horizontal lines, and a folder icon. The background is a blurred office setting. A large, dark purple triangular shape is in the bottom left corner, containing the text.

# **Commitment to Accessible Services**

The Condo Authority is committed to providing services that are accessible to all Ontarians. The CAO's [Accommodations Policy](#) outlines how we provide accommodations related to disabilities or other barriers to access in accordance with the [Accessibility for Ontarians](#) with Disabilities Act and the [Ontario Human Rights Code](#).

This year, our Information & Education team provided alternate formats for our online Director Training service to 12 requestors. Tribunal Operations staff responded to three accommodation requests and worked with the parties to implement an accommodation plan that ensured their effective case participation.

All CAO staff complete mandatory customer service training on how to provide the best services for people with disabilities as part of their onboarding. Our website is compatible with screen readers, individuals can contact us by phone through a relay operator using their teletypewriter and we engage with our online users who rely on assistive technology to strengthen the accessibility features of our digital services.

The CAO is committed to building AODA-compliant applications by following best practices to ensure accessibility for all users. We design intuitive and consistent user interfaces with sufficient color contrast and full keyboard accessibility. We continuously enhance our services by conducting regular accessibility audits and implementing user feedback.

## French Language Services

The Condo Authority provides all its digital services in both official languages. We employ bilingual staff across the organization and respond to French language inquiries and clients involved in cases before the Tribunal through dual language Information Services team members. Our resources, website materials and other communications are offered in both languages, using a combination of third-party French translation services and bilingual staff.

In 2023–2024, CAO supported French language clients, including:

- > 24 emails and 8 phone calls in French
- > 33 French director training survey responses
- > 29 annual returns and 9 notices of change filed in French
- > One Tribunal case was conducted as a bilingual proceeding

***"I'm primarily French speaking. All your products were available in French, so that was great. I do have to say that the quality of the French products was great too."***



## Complaints

The CAO's [Complaints Policy](#) maintains a fair, reasonable and accessible process to review and respond to public complaints. The policy outlines a two-stage process to respond to complaints about our services or staff and Tribunal Member conduct.



1

In stage one, the complaints officer reviews the complaint to determine whether it meets the criteria for a complaint under the policy and if it does not, the complainant is advised and supported appropriately. For example, this may mean that we refer the individual to the Information Services team or, if the complaint is related to a condo manager, refer them to the CMRAO.



2

In stage two, the deputy registrar responds to a complaint about Condo Authority staff or services and the CAT Chair responds to a complaint about a Tribunal Member by reviewing the details of the complaint and contacting the appropriate CAO individuals, requesting additional information from the complainant as needed and preparing a written response.

The CAO updated the Complaints Policy and introduced a complaints page on our website in 2023-2024 to make it easier for clients to understand the criteria for a complaint and to make the process clearer based on an analysis of inquiries to the complaints office.

The CAO maintains records of all complaints and reviews details of all complaints as part of the organization's commitment to client service excellence. In 2023–2024, the Condo Authority addressed and resolved five complaints under the policy.

## Risk Management

The CAO's Enterprise Risk Management Framework and Risk Management Plan help the organization identify, assess and manage risks that may affect our ability to deliver on our strategic objectives and business priorities in support of Ontario's condo communities. The Condo Authority continually evaluates potential risks and identifies preventive and recovery controls to reduce the likelihood and impact of risks to the organization.

Cybersecurity remains a priority for CAO as a digital organization. We rely on rigorous and sophisticated security features of our digital platform. We have also implemented several measures to ensure the organization and its information are protected. Regular monitoring, access reviews and audits have strengthened security, reduced risks and improved operational efficiencies.

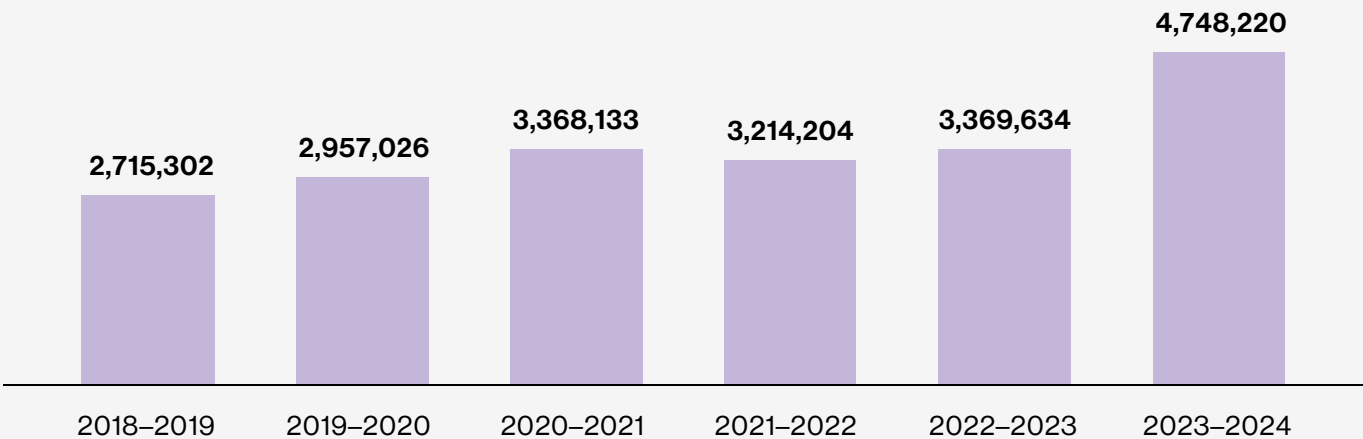


# Outreach & Community Engagement

The CAO continues to reach out to condo communities across Ontario to raise awareness of its services and resources while positioning itself as the authoritative source of information on condo living. We are pleased to report that general overall awareness of CAO increased by 7 per cent to 30 per cent among the public and increased by 14 per cent among condo dwellers to 51 per cent according to an IPSOS poll.

This year we launched our new, bilingual, public-facing website which won a Web Excellence Award from the Web Academy of Digital Arts and Media in Basel, Switzerland. User metrics show 4.75 million yearly page views for the first time – a 41 per cent increase compared to last year – with over 440,040 unique users, against our target of 400,000.

## CAO Website Page Views



We made further enhancements to our new and updated content for our guided steps to common issues to improve navigation, redesigned a new account creation workflow for a simpler and more user-friendly experience and improved our Contact Us page with a new self-help workflow in plain language to help users resolve issues early and on their own. This page has had over 20,000 views since its launch in early 2024 and phone calls to the Information Services team have declined, particularly calls regarding technical issues related to account creation and log-in access.

We have almost 6,100 followers across all our social media channels, up 36 per cent from last year. This past fiscal year, we highlighted our most successful posts by boosting them through paid campaigns. In January 2024, we launched a social and digital advertising campaign to raise awareness of CAO and its resources. As of March 31, 2024, we have 6.92 million social and media total ad impressions thanks to these efforts.

We also hosted two CAO webinars this year, including our most successful online webinar to-date on Managing & De-escalating Conflict in Condos, which included external subject matter experts. In the fall, we held our public 2023 Annual Meeting of Members webinar which included key business updates from the Condo Authority's CEO & Registrar and the Vice-Chair.

The CAO's quarterly owners' newsletters – [Summer](#), [Fall](#), [Winter](#), [Spring](#) – provided several important updates to the sector including our new Guide to Self-Managed Condos, Bill 91 changes to the Condo Act, the transition to fully electronic payments, and user feedback surveys on key services.

This year, we introduced a newsletter feedback survey that provides users an opportunity to suggest topics. In our Spring newsletter, we featured a guest article for the first time on fire safety in condos written by Condor Security CEO Benjamin Tabesh. Without direct contact to owners, CAO relies on condo directors and managers to share the newsletter with their owners and encourages them to sign up through our subscription service to receive updates directly from CAO.

Our subscription service "[Stay in the Know with CAO](#)" provides key metrics to measure our outreach efforts and to connect with users directly. This year we added 2,448 new subscribers and increased the number of direct contacts with condo directors, owners and others by 14 per cent, from 80,116 last year to 91,507.

***"I learned so much just by visiting your website...I love the new information I get when you guys send out newsletters, I eat that right up for breakfast."***


## Events

To connect with condo communities, we also participated in six external events with our staffed CAO booth this year, including the CAI Condo Conference, the Real Estate Management Industry Conference, the Condo Living Expo, Realtor Quest, the annual ACMO-CCI Condo Conference and the Association of Municipalities of Ontario Conference.

We also partnered with Tarion, the Electrical Safety Authority, the Home Construction Regulatory Authority and the Real Estate Council of Ontario to answer questions from condo buyers and owners on a variety of topics, including what CAO does, how we help consumers and what condo owners should know about installing electric vehicle charging stations.

We attended a webinar hosted by the Municipal Retirees Organization of Ontario for potential condo buyers with 420 registrants. In addition, the CEO was a guest contributor in CCI's Golden Horseshoe Magazine on how CAO addressed the recommendations in the Auditor General's follow up report.



A photograph of a modern building with multiple floors, each featuring a balcony with a blue glass railing. The building is set against a clear blue sky. A large, dark purple geometric shape, resembling a stylized mountain or a series of overlapping planes, is positioned in the lower-left foreground, partially obscuring the building. The text 'Advisory Process & Responding to User Feedback' is written in white, bold, sans-serif font across the purple shape.

# **Advisory Process & Responding to User Feedback**



The CAO's [advisory processes](#) are a key part of our two-way engagement efforts with condo communities. This year we held several sessions to gather feedback from our clients and stakeholders including:

### **Digital Service Improvements – User Testing**

- > Ten one-on-one sessions testing the design and user experience of our newly planned Condo Returns filing platform
- > Ten one-on-one sessions testing the design and user experience of our self-help Contact Us web page

### **Director Training 2.0**

- > Two advisory panels on our new and upcoming Director Training 2.0 program with six members of the GTA Director's Group

### **Online Dispute Resolution (ODR) Platform**

- > Six focus groups with five lawyers, owners, managers or directors each discussing future enhancements for CAO's online dispute resolution platform
- > Issued survey to all former CAT participants and received 123 responses, who provided key insights into areas of improvement to our online dispute resolution platform
- > Nineteen one-on-one user testing sessions on the intake steps for our future online dispute resolution platform

### **Condo Reserve Funds Survey and Guide**

- > Two surveys issued to condo corporations and condo owners to find out more about the health of reserve funds in Ontario, which provided valuable insights that CAO will use to inform future support for the condo sector
  - We received 724 responses from corporations
  - We received 5,986 responses from condo owners, including 5,212 current or former directors, 769 who had never been a director and five who did not self-identify
- > Two advisory panel sessions with nine reserve fund specialists to gather feedback on CAO's Guide on Condo Reserve Funds and on the preliminary findings of the reserve fund surveys issued to the sector

The CAO thanks everyone who participated in our various advisory and user experience processes this year! We extend our appreciation to the GTA Condo Directors Group, as well as all advisory panel, focus group, user testing and survey respondents who gave us excellent advice on how we can continue improving our services and outreach activities to serve the condo sector better. Below is a list of participants who agreed to be publicly recognized and have their names published.

## ➤ Director Training 2.0

- Shelia Alofs
- Adriana Arevalo
- Jane Brackley
- Linda Brett
- James O'Hara
- John Sariyannis

## ➤ Condo Returns 2.0

- Babak Ardalan
- Ayinde Azeez
- Pauline Janssen
- Catherine Murdock
- Therese Pirie
- Tim Tempest
- Bill Turloukis
- Larry Weido

## ➤ Contact Us

- Christine Agonstinho
- Lise Archembault
- Frank Baltzer
- Stephen Adler
- Matthieu Lafrance
- Amir Naisiri
- Debra Sine
- Roger Watt

## ➤ Reserve Fund Materials

- Leza Blair
- Ryan Griffiths
- Jon Juffs
- Sheila Lafrance
- Lyndsey McNally
- Karen Mergler
- James O'Hara
- Jim O'Neill
- Sally Thompson

## ➤ Online Dispute Resolution Platform

- |                         |                        |
|-------------------------|------------------------|
| • Megan Alexander       | • Mihai Nicula         |
| • Bogdan Alexe          | • Rocco Nobile         |
| • Gary Atkin            | • Mickey Parachuk      |
| • David Barrett         | • Maxime Pedneault     |
| • Jackie Bartlett       | • Ann Pipe             |
| • Zaiga Bradley         | • Kate Power           |
| • Camella Carrigan-Ross | • Zeeshan Rahman       |
| • Bradley Chaplick      | • Sherri Raymond       |
| • Sean Cornish          | • Mitchell Robinson    |
| • John De Vellis        | • Jason Rodney         |
| • Emily Deng            | • Rob Russell          |
| • Kelly Donovan         | • Helene Sakala        |
| • Rod Escayola          | • Charan Sharma        |
| • Robert Fontaine       | • Leslie Shernofsky    |
| • Darryl Fulton         | • Ronald Smith         |
| • Sonja Hodis           | • Gareth Stackhouse    |
| • Polly Horvay          | • Laurie Upson         |
| • Murray Johnson        | • Svetlana Vassiyukova |
| • Karen Kisiel          | • Pat Wade             |
| • Christina Luik        | • Micheal Wade         |
| • Richard MacGregor     | • Carol Wang           |
| • Nathasa Mayhem        | • Wendy Winger         |
| • Darlene McTavish      | • Del Y                |
| • Darlene Mezzabotta    | • Tammy Zollinger      |
| • Jonathan Miller       |                        |
| • Ava Naraghi           |                        |
| • Terry Nicholls        |                        |

***"I am pleasantly surprised with the whole process. I didn't expect it to run so smoothly or to be so useful. I'm quite happy with the platform."***

***– Advisory participant testing one of our new digital improvements***

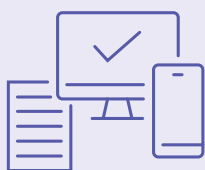


# Information & Client Services

The CAO educates, supports and protects condo communities by providing a variety of information and services, including a client information centre, returns filing, a Condo Registry, numerous guides and the mandatory director training program. We conduct surveys through various methods to evaluate and improve our services to condo community stakeholders.

This year, 87 per cent of our clients were satisfied with our services which exceeded our target of 80 per cent. Clients also felt that CAO's client services were helpful to condo community members with 74 per cent of survey respondents 'satisfied' or 'very satisfied' with their interaction with a CAO Information Services representative against a target of 80 per cent.

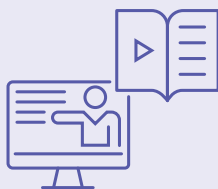
1



### Information & Resources

- Consumer protection best practices
- Condo living tips
- Forms for condo records, meetings, information certificates and more
- A searchable provincial condo registry

2



### Education

- Mandatory condo board director training
- Free, self-paced and available online
- Advanced training on key topics

3



### Issue & Dispute Resolution

- Support with issues such as noise, animals, smoke and more
- Guided steps to help resolve common issues early
- Quick and affordable online dispute resolution

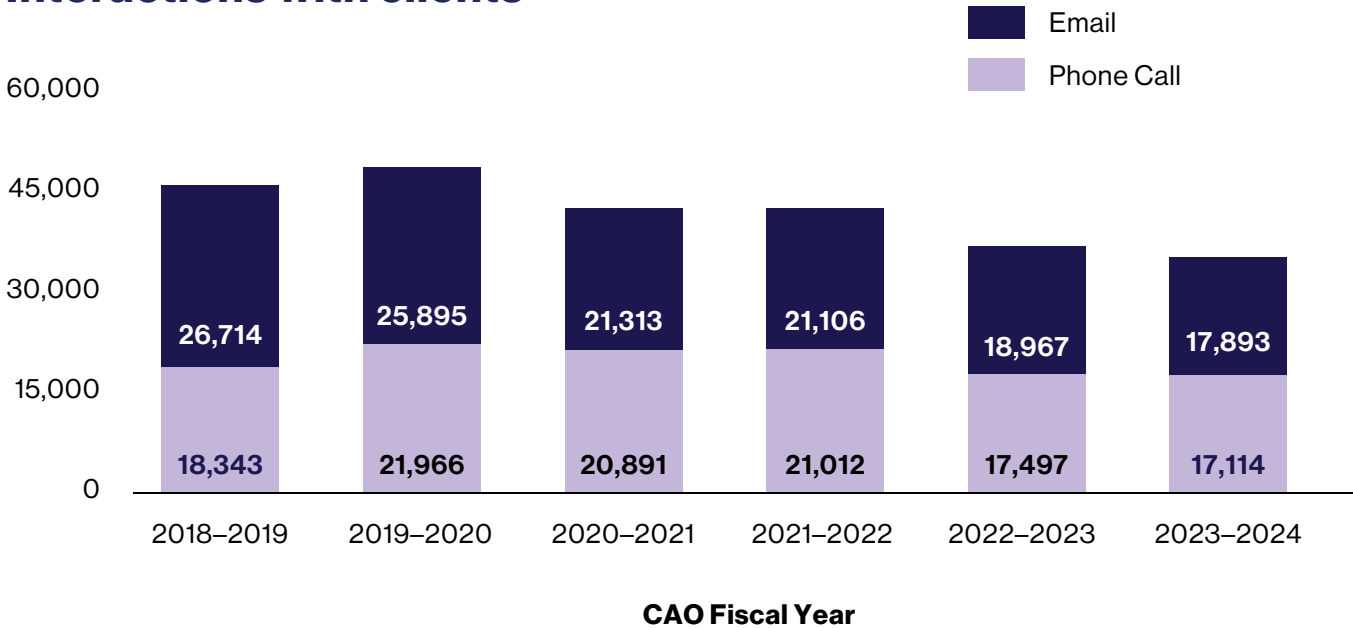
## Client Services Team

Our skilled team continues to support the condo sector by responding to questions and providing guidance on navigating difficult issues within the complex legal framework which governs condo living and the co-ownership model. In 2023-2024, the team responded to more than 35,000 inquiries via phone and email and received an overall client satisfaction rating of over 70 per cent against a target of 80.

**Clients consistently agree or strongly agree that CAO’s information and services add value to the condo community.**

- 87%** 2019–2020
- 88%** 2019–2021
- 86%** 2021–2022
- 85%** 2022–2023
- 87%** 2023–2024

## Interactions with clients



**35,007 interactions** with condo communities in 2023–2024



To support the team and better respond to our clients, this year we launched a new modern call centre system integrated with our customer relationship management system to increase call centre performance and enhance functionality. This interactive voice response telephone system includes real time support for agents, enhanced reporting capabilities and client satisfaction analysis. As part of our commitment to provide a safe and respectful environment for the communities we serve and our employees, we published a [Client Service Policy](#) which sets out the code of conduct and service standards that clients can expect from CAO when interacting with our staff.

We also enhanced two sections of our website – account creation and contact us – to improve the user experience and help clients quickly access the information they require. These enhancements have led to a 78 per cent decrease in account creation related inquiries to the Client Services team.

***Thank you very much for the valuable info provided which I found very helpful! I was very much impressed with your professional knowledge and willing-to-help attitude. I am grateful that you went the extra mile to prepare CAO's website resources and information for me. Your assistance is much appreciated!"***

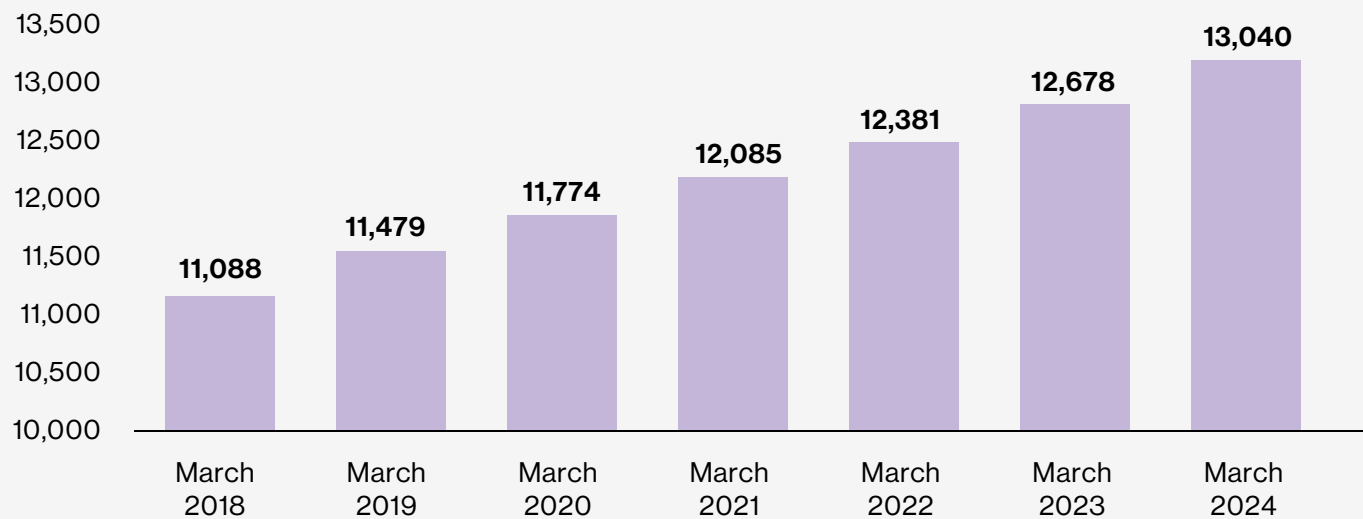


## Returns

All condo corporations are legally required to file a [condo return](#) with CAO. Returns include information about the condo corporation, such as the date it was registered, its address for service, information about the board of directors and any condo management service providers. Condo corporations must also file a [notice of change](#) within 30 days when information filed in a return needs to be updated.

This year, almost 96 per cent of condo corporations filed their annual returns and 93 per cent of newly created condo corporations filed their initial returns. In the year ending March 31, 2024, 16,057 notices of change were filed. As part of our consumer protection efforts, compliance outreach by CAO led to 148 corporations filing returns for the first time. These condo corporations represent over 8,000 voting units.

## Total Number of Condo Corporations in CAO’s Database



Above numbers are as of March 31, 2024. Any variances from one or more prior years' annual report numbers are due to termination/amalgamation of corporations.

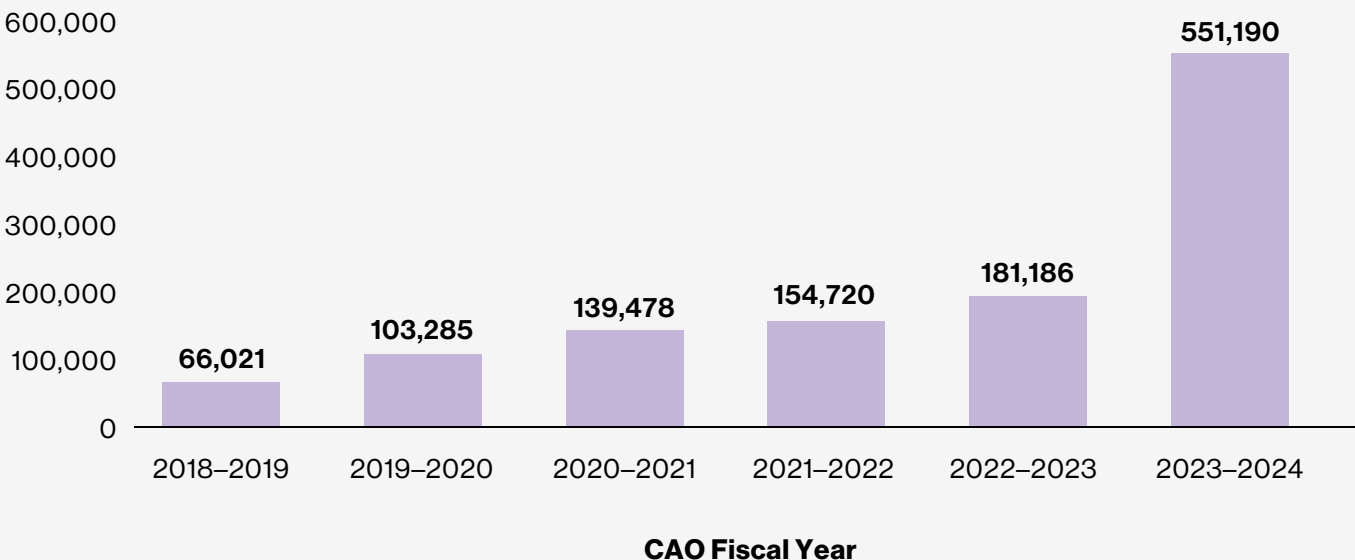
**2023–2024: 96% of condo corporations filed their returns**  
**93% of newly created condo corporations filed their initial returns**

## Condo Registry

The CAO publishes key information collected through returns and notices of change in its [Condo Registry](#) to support transparency and protect consumers. The registry is the most visited webpage on our website and is an essential source of information for condo residents, buyers and the public.

This year we implemented a new automated system to improve data accuracy in the Condo Registry to support stronger consumer protection. System enhancements identified by CAO’s compliance team included notices and reminders to condo corporations about their filing and data accuracy obligations. Working in partnership with CMRAO, the system also flags and removes any unlicensed condo management company or individual from the Condo Registry within 30 days to provide accurate and complete information regarding the status of condo management providers for condo corporations and owners. Registrar’s certificates are published on the Condo Registry in the event of non-compliance with filing and Condo Act requirements.

### Condo Registry Page Views by Fiscal Year



This year we saw a sizable increase in page views to our Condo Registry due to a digital and social media ad campaign that led audiences to these pages and improvements to our website that made these pages easier to access and navigate.

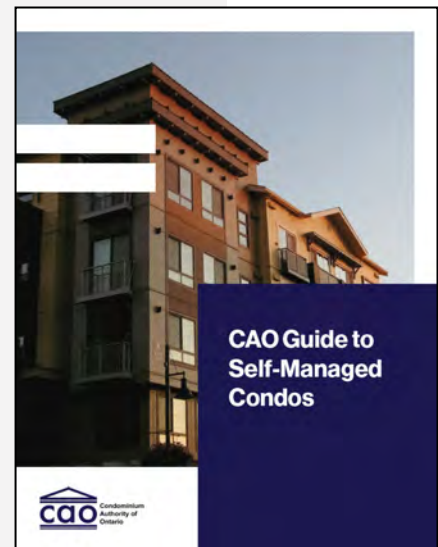
## Policy, Research & Sector Guidance

The CAO provides guidance on issues affecting the sector as the trusted and authoritative source on condo living. In 2023-2024, we continued to expand our research and provide important feedback to the government, including:

- > A robust analysis of considerations for expanding the CAT’s jurisdiction to include owners’ meetings
- > Feedback on proposals for legislative and regulatory amendments to allow condo corporations in Ontario to better leverage electronic meetings and voting
- > Researching and developing potential policy recommendations that could be raised with government based on analysis of CAO correspondence data

The passing of the [Less Red Tape, Stronger Economy Act](#) introduced amendments to the Condo Act that enabled condo corporations to choose to have hybrid or virtual meetings, should their community find those more suitable. The CAO supported condo communities through these changes by communicating how condo governance and meetings would be impacted. In addition to a sector-wide announcement, we updated our web content and our foundational Director Training to reflect these changes.

We also introduced the [CAO Guide to Self-Managed Condos](#) in response to client feedback requesting additional support for self-managed condo communities. This resource offers best practices guidance on governance, operations and finance to those communities who have chosen not to hire a condo manager but are bound by the same legal obligations as any other condo corporation. Approximately 17 per cent of condo corporations in Ontario are self-managed.





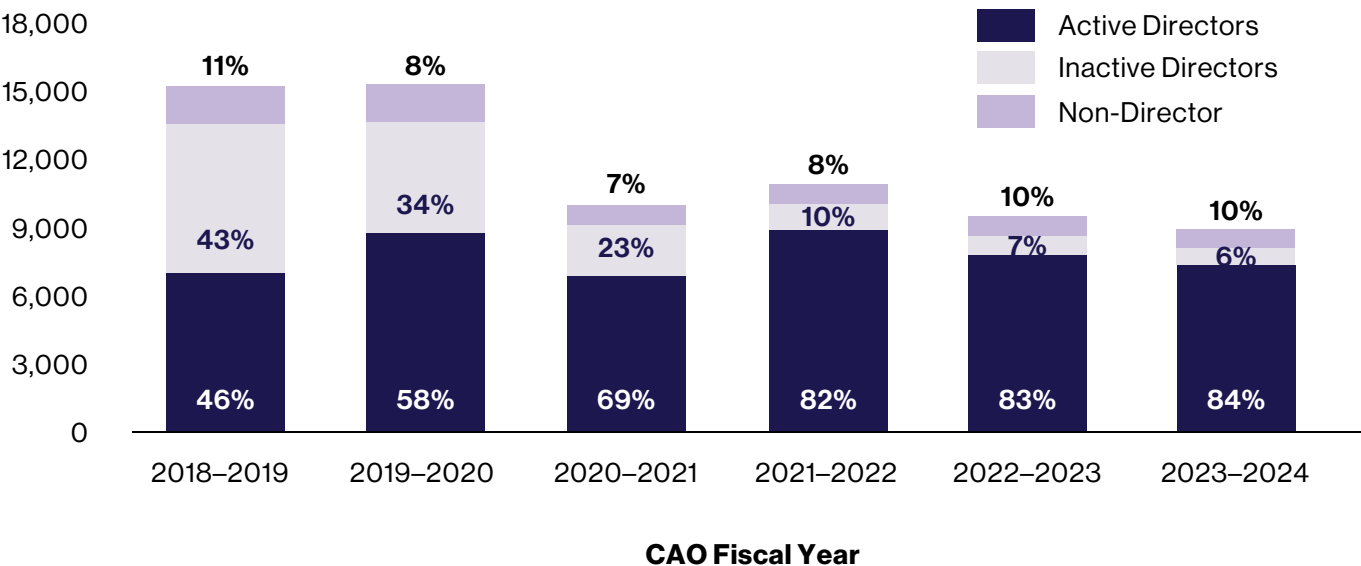


# Education

## Foundational Director Training

The CAO provides mandatory director training at no charge for condo board directors and others who may wish to take it, as part of its information and service offering. This six-part [Foundational Director Training](#) is mandatory for all condo directors within six months of their election, appointment, or re-election to their board unless they have completed the training in the preceding seven years. This training helps directors and others understand directors’ and the condo board’s oversight and legal obligations.

### Foundational Director Training Completed by Role



Almost **70,000 directors and non-directors** have taken CAO’s foundational training to date. Nearly 9,000 took it this year.



Feedback on the foundational training remains consistently positive with 90 per cent of directors satisfied with the training this year versus our target of 85 per cent. Within this group, 95 per cent said they learned something new, 95 per cent would recommend it to others and 91 per cent found the online modules easy to find and navigate.

Foundational Director Training Satisfaction



## Advanced Director Training

The CAO's [Advanced Director Training](#) includes modules and best practices guides on six key topics – emergency planning and preparedness, finance, issues management, overseeing condominium managers, procurement and condominium governance. The Advanced Director Training courses are currently optional and available upon completion of the foundational director training to anyone in both official languages at no cost.

The Advanced Director Training results for this fiscal year ending on March 31, 2024 have been positive:



**9,767** page views

**5,519** modules completed

**92%** average satisfaction rating

## Director Training 2.0

November 2024 will mark a seven-year milestone since the start of CAO's director training, as directors who took the training back in 2017 will have to re-take the training again upon election or appointment. This year, we worked to identify enhancements to the program in preparation for the launch of Director Training 2.0.

The CAO engaged condo community members for feedback on content, structure and user experience through surveys upon completion of the current director training program, a survey issued to all 92,882 CAO contacts in our database in June 2023, as well as advisory panel sessions. This valuable feedback has been critical in developing the enhanced Director Training 2.0 which will merge foundational training with advanced training and feature two new modules, expanded practical tips and tools and a helpful self-assessment for learners.

***"I am new to being a director. I found that the advanced director training was very practical. The other members of our board have a lot of experience and now I feel that I have more to offer. I now understand the issues and problems more intently. Using real issues from real condos in the scenarios was extremely useful."***





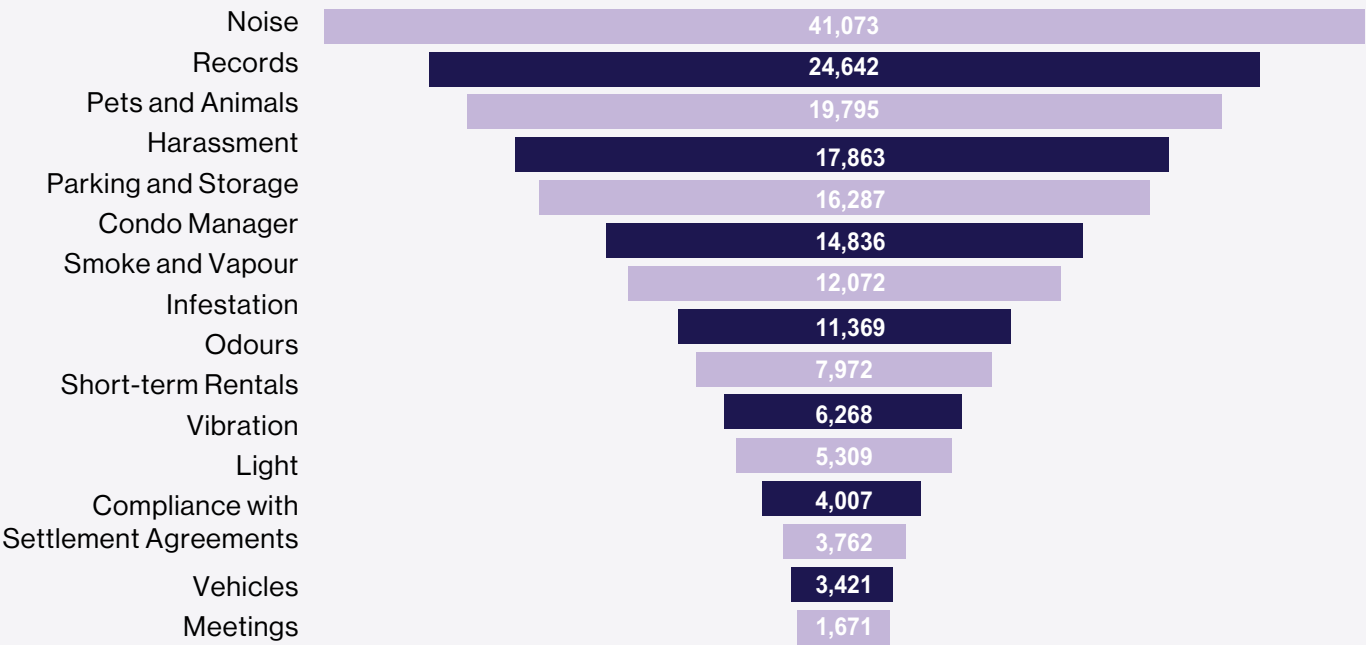
# Integrated Issue & Dispute Resolution Services

**Disputes can sometimes arise between condo owners, and between owners and their condo boards. The CAO offers an integrated dispute resolution approach to empower members of the condo community to work together to resolve their disputes. The two components of this service include our [guided steps to common issues](#) and the [Condominium Authority Tribunal](#).**

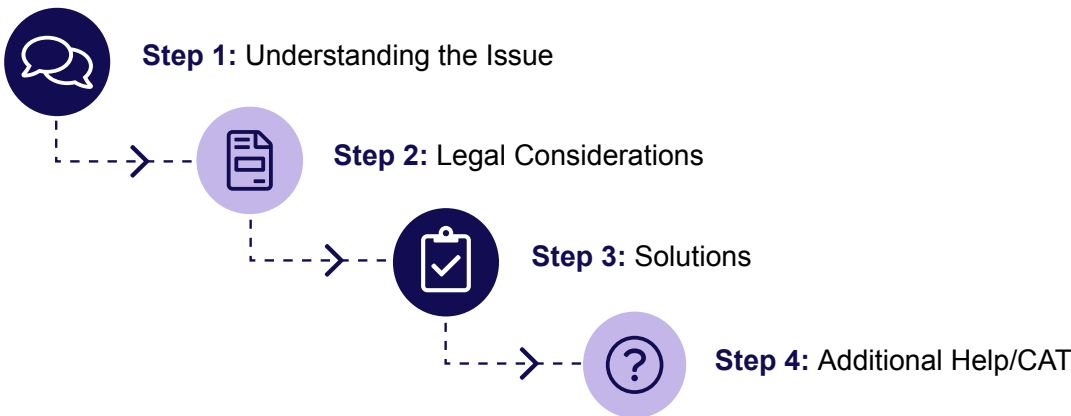
### Guided Steps to Common Issues

The CAO’s guided steps to common issues are a self-help resource that provides information, tools and templates to address 15 common issues related to condo living and approaches to help solve them. The CAO regularly measures satisfaction rates with this digital pre-dispute resolution service. This year, 70 per cent of respondents were satisfied or very satisfied with our guided steps to common issues. We have seen a steady increase in satisfaction with these pages since the launch of the new website.

### View for Guided Steps to Common Issues



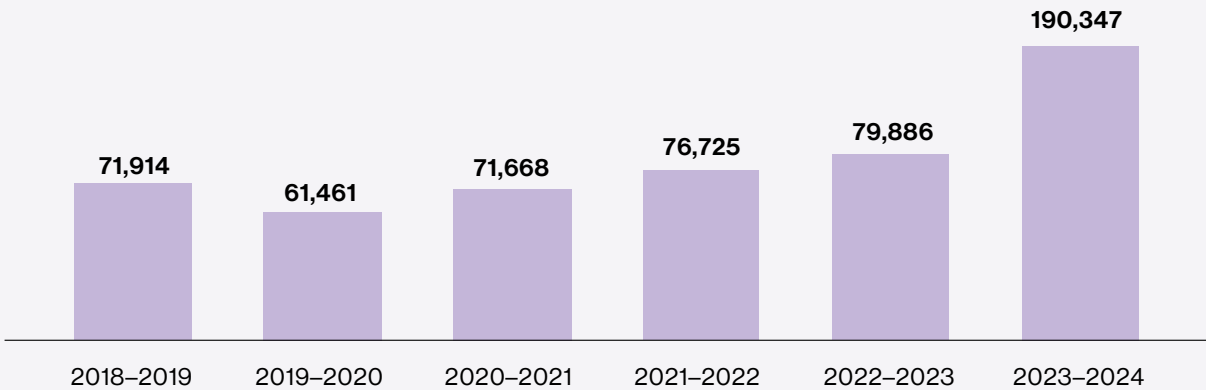
There are four guided steps to help owners understand issues and help them resolve them early and collaboratively when possible.



This year we reviewed and updated the information in each step based on user feedback to support condo communities better and to align with our new website design. We also updated the associated letter templates which owners and condo boards can use to communicate and try to resolve their issues collaboratively and amicably.

As part of the new website, we made comprehensive updates to all the common issues pages. The pages were updated based on user feedback, use of plain language and orienting users towards specific steps they can take to try to resolve their disputes collaboratively. We have seen a considerable increase in page views since making those updates, showing the merits of this approach and the value of early issue resolution in condo communities.

### Guided Steps to Common Issues Views



This year we saw a sizable increase in page views to our Guided Steps attributable to our digital and social media ad campaign that reached audiences to these pages and improvements to our website that made these pages easier to access and navigate.

When issues cannot be resolved using the guided steps, users can access the Condominium Authority Tribunal for issues that fall within the Tribunal’s jurisdiction.

## Condominium Authority Tribunal – Operations

The CAO’s [Condominium Authority Tribunal](#) is Canada’s first fully online tribunal and is seen as a model of convenience, efficiency and affordability for online dispute resolution.

This year, CAO continued to maintain its legacy online dispute resolution platform while also working on the multi-year development of a new version of our ODR solution. This new solution will be built on a more robust architecture and will be adaptable to support jurisdiction changes and other dispute resolution programs.

The CAO’s user-friendly three-stage dispute resolution solution helps people resolve specific types of condo-related disputes conveniently, quickly and affordably which is easily accessible and available 24/7.

Condo owners and corporations can file an application with the Tribunal if the issue falls within the CAT’s jurisdiction, including

issues related to condo records, pets and animals, storage, vehicles, parking, compliance with settlement agreements, and nuisance disputes related to noise, odour, light, vibrations, smoke and vapour, and harassment.

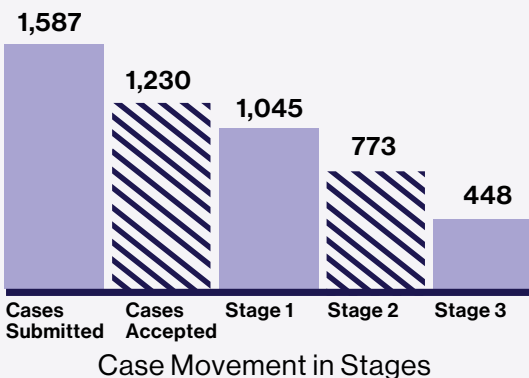
Over the past seven years, CAO’s integrated dispute resolution services have helped empower Ontario’s condo communities to resolve their disputes collaboratively, understand when disputes can be brought to the Tribunal and effectively participate in the Tribunal’s dispute resolution process.

### Three-stage process:

- 1 Negotiation: \$25
  - 2 Mediation: \$50
  - 3 Decision: \$125
- Total cost: \$200**

## Page Views for CAO’s Guided Steps to Common Issues Within CAT’S Jurisdiction and CAT Cases

November 1, 2017 to March 31, 2024





## MESSAGE FROM THE CONDOMINIUM AUTHORITY TRIBUNAL CHAIR



I am happy to highlight the work of the Condominium Authority Tribunal this year and how we fairly resolve and decide disputes.

It is essential that parties know what the Tribunal expects of them and what they can expect from the Tribunal. In 2023-2024, we developed two helpful documents to support this: a Guide for Participating in a Condominium Authority Tribunal Hearing and an Active Adjudication Practice Direction. The guide helps parties who take part in hearings. It explains the process and helps them understand burden of proof, evidence, witnesses, language and accommodation. The Practice Direction on Active Adjudication explains how Tribunal Members use active adjudication to provide a fair hearing for parties with legal counsel and those that are self-represented. These resources show the CAT's commitment to making fair decisions and ensuring that everyone is treated equally.

It is critical to be open and clear about what we do and that our processes and decisions are easy to understand. When parties are well-informed and can fully participate, it allows the CAT to make better decisions based on the facts and laws presented. Next year we will develop additional practice directions and guides.

It is frequently said that more Canadians participate in administrative tribunals than in the courts. The CAT is more than the statistics about cases received and resolved. We also hear the people and stories behind the numbers. It can sometimes feel intimidating and frustrating to have a case before the Tribunal. We recognize that people don't necessarily want to be involved in legal proceedings and look to enjoy their home or workplace in a conflict free environment. The Tribunal keeps these stories in mind while working to resolve cases.

As Tribunal Chair, I am proud of our achievements and want to thank everyone who helps us do this important work.

**Ian Darling**, *Condominium Authority Tribunal Chair*

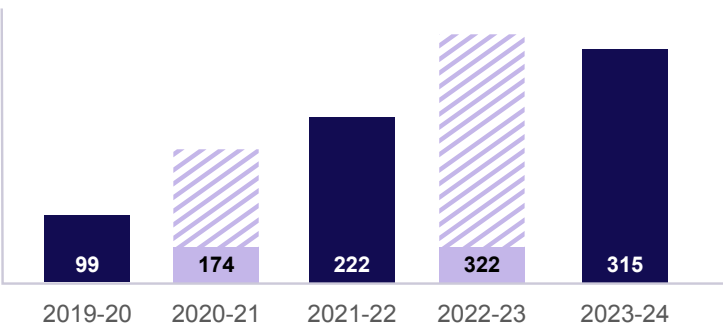
## Condominium Authority Tribunal – Mediation & Adjudication

Since the Tribunal’s launch in 2017, its cases have increased as its jurisdiction has expanded. This past year, the CAT accepted 315 new cases and issued 197 orders and decisions. It released 92 per cent of its decisions and orders within 30 days of the conclusion of the hearing or the receipt of the final submissions. This is two per cent above its target of 90 per cent.

The CAO’s website helps condo community members learn about the types of cases the Tribunal hears, how they have ruled and any relevant considerations. It allows them to browse through CAT [decisions and orders](#) or search for decisions related to specific topics or key words. This year, there were 29,610 page visits to the CAT section of the website, up from 24,112 last year, an increase of 22 per cent versus a target of 10 per cent.

To clarify and preserve independent adjudicative decisions, a [memorandum of understanding](#) governs the relationship and roles and responsibilities of CAO’s Board, CEO and Tribunal Chair, which was updated in March 2024. The Tribunal Chair oversees three part-time vice-chairs and a [roster](#) of approximately 20 part-time members who mediate and adjudicate cases.

### Cases Accepted by the CAT



#### CAT Cases Accepted in 2023–2024:

- 134 Condo Records
- 110 Nuisances
- 61 Governing Documents
- 10 Compliance with Settlement Agreements

#### CAT Decisions and Orders in 2023–2024:

- 102 Decisions
- 42 Motion Orders
- 32 Dismissal Orders
- 21 Consent Orders

The Tribunal continues to receive a considerable number of records cases. We have seen that many owners request and later file records cases where there is an underlying dispute about an issue that falls outside the Tribunal’s jurisdiction.

The Tribunal has received slightly fewer governing document related cases, in part because some of those cases are coming to us as nuisance cases – for example, a case that might have been filed about a dog or other pet under the jurisdiction over provisions relating to pets can now be filed instead as a dispute about noise nuisances that the animal may be causing.

***“I was really impressed with the CAT as a way to confidentially and effectively resolve issues and disputes.”***

A photograph of a business meeting. In the foreground, a person's hand is visible, holding a silver pen and pointing at a financial chart on a table. The chart includes several pie charts and bar graphs. In the background, two other people are standing and looking at the same charts. The scene is brightly lit, suggesting a modern office environment. A large, dark blue, semi-transparent geometric shape covers the left side of the image, serving as a background for the title.

# Financial Report

## Management Discussion and Analysis

The following management discussion and analysis provides supplementary information for condominium communities and other readers of our financial statements for the fiscal year 2023-2024. This analysis should be read in conjunction with the audited financial statements for the year ending on March 31, 2024, that are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

### Revenue

The CAO's operating revenues are used to deliver the services outlined in this annual report to support condo communities and enhance consumer protection across Ontario. Operating revenues were mainly comprised of assessment fees paid by condo owners and collected from condo corporations. Assessment fees are calculated based on the equivalent of \$1 per voting unit per month. According to the Condo Act, the total assessment fee for each condo corporation is to be added to the common expenses. Accordingly, individual owners are to be charged based on the percentage that they contribute to the common expenses as set out in the condo corporation's declaration.

Based on the fee assessment of \$1 per voting unit per month, for the year ending on March 31, 2024, assessment fee revenues were \$12,418,831. This represents an increase of 5.9 per cent from the previous year's revenues of \$11,721,608. This increase can mostly be attributed to the annual growth in the condo sector and higher voting units among older condo corporations that CAO was able to reach for the first time and that filed with CAO. The organization also received \$34,200 from Tribunal fees, which is an increase of 1.3 per cent from \$33,775 in 2022-2023. The increase in Tribunal fees is in line with the increased number of Tribunal cases filed with CAT.

The CAO also made \$930,843 in interest income in 2023-2024, an almost 88.7 per cent increase compared to the \$493,261 made in 2022-2023. This higher income resulted from an increased rate of return of an average 5.3 per cent in 2023-2024 in comparison to 3.1 per cent for 2022-2023 due to increased interest rates by the Bank of Canada.





## Expenses

Total expenditures for the fiscal year 2023-2024 are \$12,178,932, which is an increase of 19.2 per cent as compared to the previous fiscal year 2022-2023 in the amount of \$10,219,739. This increase corresponds with the growth of the Condo Authority’s activities associated with its digital service offerings and focus on enhancing the user experience. This includes enhancements to the returns filing process, the online dispute resolution platform, the director training solution and new compliance initiatives resulting from observations by the Auditor General.

For 2023-2024, CAO allocated a larger budget for staffing than in the fiscal year 2022-2023. In the fiscal year 2023-2024, actual spending of \$7,982,912 was a 23.3 per cent increase from the former year’s \$6,475,204. This rise was due to the expanded workforce, resulting in greater costs for employer contributions and benefits. Salary adjustments were made to reflect market rates brought to light by a survey of other administrative authorities. Recruitment expenses for HR agencies also rose, particularly for filling IT developer positions and similar specialized roles.

The operational and general administrative expenses for the fiscal year 2023-2024 is \$3,602,966 reflecting an increase of 14.9 per cent, compared to fiscal year 2022-2023 in the amount of \$3,135,764, which is in line with the growth of the organization as budgeted.

The accrued interest totaling \$99,593 for 2023-2024 on the loans obtained from the Ministry of Public and Business Service Delivery and Procurement, in accordance with the loan agreement, adheres to the scheduled loan repayment plan, which was determined using a fixed interest rate of 2.87 per cent.

## Year over Year Expenses

Category	2023–24	2022–23
Human resources	\$7,982,912	\$6,475,204
Operational and general administrative costs	\$3,602,966	\$3,135,764
Interest on loan payable	\$99,593	\$115,311
Amortization of intangible assets	\$493,460	\$493,460
Total Expenses	\$12,178,932	\$10,219,739

## Cash Balances

As of March 31, 2024, the Statement of Financial Position shows a cash balance of \$15,211,378 and short-term investments of \$7,609,027. This mainly includes deferred revenue, \$11,389,920 for fiscal year 2024-2025, restricted assets, an operational surplus and ministry loans. The CAO's cash balance increased from \$9,917,001 in the previous year, primarily driven by enhanced collections following the removal of cheque payments involving manual processing.

## Net Assets

As of March 31, 2024, CAO had \$9,535,117 in net assets which is an increase due to an excess of revenue over expense of \$1,339,872 as of March 31, 2023, of \$8,195,245.

The excess of revenue over expenditures for the fiscal year 2023-2024 can chiefly be attributed to an unexpected increase in interest income, amounting to \$930,843, along with lower expenditures in human resources resulting from unfilled positions and decreased expenses for the Tribunal and its members, given the current dispute types and limited jurisdiction.

The net assets include \$2,035,715 invested in capital assets i.e., investment in CAO's digital services. The excess revenue over expenditures in the amount of \$504,726 was invested for the development and enhancements of the online dispute resolution system and other digital services during the fiscal year 2023-2024. This net asset strategy also confirms our commitment to continuously improve our digital services related to the Condo Registry, director training, condo returns, digitally enhanced condo forms and notices of change.

The Ontario Government allocated \$5.5 million to the Condo Authority for initial costs. In 2019, CAO began repaying the loan according to the set schedule with the Ministry of Finance. The principal payment for 2023-2024 was \$559,481, leaving a balance of \$3,049,546 by the fiscal year's end on March 31, 2024.

The organization has an established restricted reserve fund, approved by CAO's board of directors, which helps build and maintain an adequate level of funds to ensure the stability of the organization and the ongoing sustainability of its operations in the event of unforeseen contingencies.

This fiscal year, \$500,000 was transferred from unrestricted net assets to restricted net assets, taking it from the current level of \$4,000,000 to \$4,500,000.

A low-angle, upward-looking photograph of several modern skyscrapers. The buildings feature glass facades and repetitive window patterns, creating a strong sense of verticality. A large, semi-transparent blue geometric shape, resembling a stylized pyramid or a series of overlapping planes, is positioned in the lower-left foreground. The sky is a clear, pale blue. The overall aesthetic is clean, modern, and corporate.

# **Audited Financial Statements**





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Fax: 905 845 8615  
[www.bdo.ca](http://www.bdo.ca)

BDO Canada LLP  
360 Oakville Place Drive, Suite 500  
Oakville ON L6H 6K8 Canada

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## Independent Auditor's Report

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To the Members of Condominium Authority of Ontario

### Opinion

We have audited the financial statements of Condominium Authority of Ontario (the "Organization"), which comprise the statement of financial position as at March 31, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements presents fairly, in all material respects, the financial position of the Organization as at March 31, 2024, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Other Matter

The financial statements for the year ended March 31, 2023 were audited by another auditor who expressed an unqualified opinion on those financial statements on June 23, 2023.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.





## Independent Auditor's Report (Continued)

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*BDO Canada LLP*

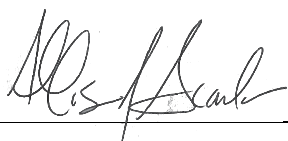
Chartered Professional Accountants, Licensed Public Accountants

Oakville, Ontario  
June 27, 2024

## Condominium Authority of Ontario Statement of Financial Position

March 31	2024	2023
<b>Assets</b>		
<b>Current</b>		
Cash	\$ 15,211,378	\$ 9,917,001
Short-term investments (Note 4)	7,609,027	7,350,000
Accounts receivable	714,166	764,159
Prepaid expenses	351,958	324,133
	<u>23,886,529</u>	<u>18,355,293</u>
<b>Long-term</b>		
Intangible assets (Note 5)	2,035,715	2,024,449
	<u>\$ 25,922,244</u>	<u>\$ 20,379,742</u>
<b>Liabilities</b>		
<b>Current</b>		
Accounts payable and accrued liabilities (Note 6)	\$ 1,645,436	\$ 1,452,745
Government and oversight fee payable (Note 9)	302,225	302,225
Current portion of loan payable (Note 7)	575,654	559,481
Deferred revenue	11,389,920	6,820,500
	<u>13,913,235</u>	<u>9,134,951</u>
<b>Long-term</b>		
Loan payable (Note 7)	2,473,892	3,049,546
	<u>16,387,127</u>	<u>12,184,497</u>
<b>Fund Balances</b>		
Investment in intangible assets	2,035,715	2,024,449
Unrestricted net assets	2,999,402	2,170,796
Internally restricted net assets (Notes 8 and 10)	4,500,000	4,000,000
	<u>9,535,117</u>	<u>8,195,245</u>
	<u>\$ 25,922,244</u>	<u>\$ 20,379,742</u>

On behalf of the Board of Directors:



Allison Scanlan - Chair of the Board



Dennis Moir - Treasurer

## Condominium Authority of Ontario

### Statement of Operations

For the year ended March 31	2024	2023
<b>Revenues</b>		
Assessment fees (Note 3)	\$ 12,418,831	\$ 11,721,608
Interest income	930,843	493,261
Other fees	134,930	132,750
Tribunal fees	34,200	33,775
	<b>13,518,804</b>	<b>12,381,394</b>
<b>Expenditures</b>		
Human resources	7,982,912	6,475,204
Enterprise IT	903,284	692,694
Occupancy costs	681,960	666,089
Condominium authority tribunal & members	442,173	394,060
Ministry oversight fee	302,225	302,225
Information and communication	311,918	299,832
Non recoverable portion of HST	384,384	296,111
Board of Directors	282,123	256,788
Office and general	251,106	194,325
Interest on loan payable	99,593	115,311
Professional fees	32,657	20,323
Legal fees	11,137	13,317
Amortization of intangible assets	493,460	493,460
	<b>12,178,932</b>	<b>10,219,739</b>
<b>Excess of revenues over expenditures</b>	<b>\$ 1,339,872</b>	<b>\$ 2,161,655</b>

The accompanying notes are an integral part of these financial statements.

## Condominium Authority of Ontario Statement of Changes in Net Assets

**For the year ended March 31**

	Investment in intangible assets	Unrestricted net assets	Internally restricted net assets	Total 2024	Total 2023
<b>Balance, beginning of year</b>	<b>\$ 2,024,449</b>	<b>\$ 2,170,796</b>	<b>\$ 4,000,000</b>	<b>\$ 8,195,245</b>	<b>\$ 6,033,590</b>
Excess of revenues over expenditures for the year	-	1,339,872	-	1,339,872	2,161,655
Addition of intangible assets	504,726	(504,726)	-	-	-
Amortization of intangible assets	(493,460)	493,460	-	-	-
Transfer from unrestricted net assets to internally restricted net assets (Note 8)	-	(500,000)	500,000	-	-
<b>Fund balances, end of year</b>	<b>\$ 2,035,715</b>	<b>\$ 2,999,402</b>	<b>\$ 4,500,000</b>	<b>\$ 9,535,117</b>	<b>\$ 8,195,245</b>

The accompanying notes are an integral part of these financial statements.



## Condominium Authority of Ontario

### Statement of Cash Flows

For the year ended March 31	2024	2023
<b>Cash (used in) provided by</b>		
<b>Operating activities</b>		
Excess of revenues over expenditures for the year	\$ 1,339,872	\$ 2,161,655
Adjustments to reconcile excess of revenue over expenses for the year to cash provided by operating activities		
Amortization of intangible assets	493,460	493,460
Changes in non-cash working capital balances		
Accounts receivable	49,993	(169,626)
Prepaid expenses	(27,825)	(20,137)
Accounts payable and accrued liabilities	192,691	663,916
Deferred revenue	4,569,420	2,357,358
	<u>6,617,611</u>	<u>5,486,626</u>
<b>Investing activity</b>		
Purchase of intangible assets	<u>(504,726)</u>	<u>(608,191)</u>
<b>Financing activities</b>		
Repayment of loan payable	(559,481)	(543,763)
Net purchase of short-term investments	<u>(259,027)</u>	<u>(7,350,000)</u>
	<u>(818,508)</u>	<u>(7,893,763)</u>
<b>Increase (decrease) in cash during the year</b>	<b>5,294,377</b>	<b>(3,015,328)</b>
<b>Cash, beginning of year</b>	<u><b>9,917,001</b></u>	<u><b>12,932,329</b></u>
<b>Cash, end of year</b>	<u><b>\$ 15,211,378</b></u>	<u><b>\$ 9,917,001</b></u>

The accompanying notes are an integral part of these financial statements.

# Condominium Authority of Ontario

## Notes to Financial Statements

**March 31, 2024**

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### 1. Nature and Purpose of the Organization

In December 2015, the Ontario Legislative Assembly passed new legislation entitled the Protecting Condominium Owners Act, 2015 ("PCOA"), which marked the first major overhaul of the province's condominium laws in over 16 years. The intent of the PCOA is to increase protections for condominium owners, improve how condominium corporations are run, ensure condominiums are governed professionally, and establish mandatory licensing and educational requirements for condominium managers.

The Condominium Authority of Ontario (the "Organization") was established as a not for profit corporation in 2016 and is assuming responsibility for the implementation of services to support its mandate, under the Condominium Act, 1998.

After designation by the Lieutenant Governor in Council through reg 181/17 in September 2017, the Organization began providing education to condominium directors and the public, launched a public registry of condominium corporations in Ontario, and implemented the Condominium Authority Tribunal ("CAT"). The CAT offers an Online dispute resolution service, to resolve condominium related disputes quickly and efficiently.

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### 2. Summary of Significant Accounting Policies

#### Basis of Accounting

The financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

#### Revenue Recognition

Annual assessment fees are calculated based on voting units. The fees are charged each fiscal year and are recognized as revenue when the annual assessment is filed. As there is no recourse for the condominium corporations, the revenue is recognized when the assessments are due and the amounts are known. Amounts received relating to the next fiscal period are recorded as deferred revenue and is generally held as cash to be utilized in the next fiscal period as it is earned.

Tribunal fees are recognized in the period during which the services are provided. Other fees are recognized in the period when they are assessed.

Interest income and other income are recognized on an accrual basis.

## Condominium Authority of Ontario

### Notes to Financial Statements

**March 31, 2024**

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## 2. Summary of Significant Accounting Policies - (Continued)

### Financial Instruments

Arms length financial instruments are recorded at fair value at initial recognition. In subsequent periods, financial instruments are reported at amortized cost less impairment, if applicable. Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items re-measured at fair value at each statement of financial position date and charged to the financial instrument for those measured at amortized cost.

Financial assets are tested for impairment when indicators of impairment exist. When a significant change in the expected timing or amount of the future cash flows of the financial asset is identified, the carrying amount of the financial asset is reduced and the amount of the write-down is recognized in net income. A previously recognized impairment loss may be reversed to the extent of the improvement, provided it is not greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously, and the amount of the reversal is recognized in net income.

### Intangible assets

Intangible assets are stated at cost less accumulated amortization. Amortization is provided at rates intended to write-off assets over their estimated useful lives as follows:

Initial enterprise solution

6 years Straight-line method

The amortization method and the estimate of the useful life of intangible assets are reviewed annually.

### Impairment of intangible assets

Intangible assets with finite useful lives are tested for impairment when events or circumstances indicate that their carrying amount may not be recoverable. The impairment test entails comparing the estimated future undiscounted cash flows associated with the asset to the asset's carrying amount to determine if a write down to fair value is required.

### Use of Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

Items subject to significant management estimates include allowance for doubtful accounts, accruals for liabilities and estimated useful life of intangible assets.

## Condominium Authority of Ontario

### Notes to Financial Statements

**March 31, 2024**

#### 3. Assessment fees

The Organization's operations are primarily funded by the annual assessment fees paid by condominium owners and collected from condominium corporations in Ontario. These fees are determined by the number of voting units that each condominium corporation reports in their annual condominium returns. All condominium corporations are required to pay annual assessment fees to the Organization. Assessment fees are calculated based on the equivalent of \$1 per voting unit per month. According to section 1.30 (5) of the Condominium Act, 1998, the total assessment fee for each condominium corporation is to be added to the common expenses. Accordingly, 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.

#### 4. Short-term investments

The term deposits bear interest at 5.55% (2023 - 4.23%) per annum and mature on September 9, 2024 (2023 - August 4, 2023).

	2024	2023
RBC non-redeemable GIC	\$ 4,000,000	\$ 3,750,000
RBC non-redeemable GIC	3,609,027	3,600,000
	<b>\$ 7,609,027</b>	<b>\$ 7,350,000</b>

#### 5. Intangible assets

	2024			2023
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Initial enterprise solution	\$ 3,612,359	\$ 3,118,899	\$ 493,460	\$ 986,920
CAT - OS - Online tribunal release 2	1,027,837		1,027,837	675,638
Cloud data warehouse	514,418		514,418	361,891
	\$ 5,154,614	\$ 3,118,899	\$ 2,035,715	\$ 2,024,449

CAT - OS - Online tribunal release 2 and Cloud data warehouse are assets in progress as of year end and not utilized. As such, these intangible assets are not being amortized.

#### 6. Accounts payable and accrued liabilities

As of March 31, 2024 there are government remittances payable outstanding of \$23,507 (2023 - \$52,491) included in the accounts payable and accrued liabilities balance.



## Condominium Authority of Ontario

### Notes to Financial Statements

**March 31, 2024**

#### 7. Loan payable

	2024	2023
Minister of Government and Consumer Services loan bearing interest rate at 2.87% compounded semi-annually, repayable in semi-annual blended payments of \$329,537. The loan matures on April 1, 2029.	\$ 3,049,546	\$ 3,609,027
Less current portion	575,654	559,481
Due beyond one year	\$ 2,473,892	\$ 3,049,546
Scheduled principal repayments are as follows:		
2025	\$ 575,654	
2026	592,293	
2027	609,414	
2028	627,030	
2029	645,155	
	\$ 3,049,546	

The Organization has credit facilities available to a maximum of \$7,500,000 (2023 - \$7,500,000), of which \$3,049,546 (2023 - \$3,609,027) is utilized. The initial loan amount drawn upon was in the amount of \$5,500,000. The Organization initially chose not to draw upon the remaining \$2,000,000 available. Until April 1, 2019, interest on the balance is reset on the first business day in January, April, July and October and is equal to the ninety-day Ontario Treasury Bill Rate plus fifty basis points compounded on the first business day in January, April, July, and October. Beginning April 1, 2019, the interest rate is equal to the Province of Ontario's cost of funds for a ten-year amortizing bond, inclusive of fees and commissions, plus fifty basis points, compounded semi-annually. As at April 1, 2019, this combined rate is 2.87%. The loan agreement requires the Organization to comply with a financial covenant. As of March 31, 2024, the Organization was in compliance with the financial covenant.

#### 8. Internally restricted net assets

During the fiscal year 2019, the Organization established restricted net assets which were approved by the Board to build and maintain an adequate level of funds for the Organization to ensure stability of the mission, programs, employment, and ongoing operations of the Organization and to provide a source of internal funds to manage unforeseen contingencies. Transfers can be made to or from this fund, upon approval from the Board.

During fiscal year 2024, the Organization transferred \$500,000 (2023 - \$300,000) from its unrestricted net assets to internally restricted net assets.

Condominium Authority of Ontario  
Notes to Financial Statements

March 31, 2024

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9. Commitments

a) Under terms of an Administrative Agreement between the organization and the Ministry of Public and Business Services Delivery (the "MPBSD"), the organization is obligated to pay a maximum annual fee based on cost recovery to the Province of Ontario. As at March 31, 2024, this annual fee was \$302,225.

b) The Organization is committed to lease its premises until May 31, 2033. The future minimum commitments are as follows:

2025	\$ 683,105
2026	696,868
2027	716,137
2028	729,901
2029	749,169
Thereafter	<u>3,257,338</u>
	<u>\$ 6,832,518</u>

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10. Capital management

When managing capital, the Organization's objective is to ensure that the Organization continues as a going concern as well as to maintain efficient operations for members and other stakeholders. Management adjusts the capital structure as necessary, in order to support the operational requirements of the business. Rather than establishing quantitative return on capital criteria, the Organization relies on the expertise of management to sustain future development of the operations. The Organization defines capital to include its working capital position and the unrestricted net assets.

Management reviews its capital management approach on an ongoing basis and believes that this approach, given the relative size of the Organization, is appropriate.

## Condominium Authority of Ontario Notes to Financial Statements

**March 31, 2024**

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### 11. Financial Instruments

#### **Credit Risk**

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Organization's main credit risks relate to its accounts receivable. The Organization monitors, on a continuous basis, its accounts receivable and provides provision for bad debts as necessary. The Organization has a significant number of customers which minimizes concentration of credit risk. This risk remains unchanged from the prior year.

#### **Liquidity Risk**

Liquidity risk is the risk that the Organization will encounter difficulty in meeting the obligations associated with its financial liabilities. The Organization is exposed to this risk mainly in respect of accounts payable and accrued liabilities, government and oversight fee payable, and loan payable. The Organization mitigates this risk by monitoring its operating requirements. The Organization prepares an annual budget to ensure it has sufficient funds to fulfill its obligations. This risk remains unchanged from the prior year.

#### **Interest Rate Risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market interest rates. The Organization is exposed to interest rate risk arising from the possibility that changes in interest rates will affect the value of short-term investments. This risk has not changed from the prior year.



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