

Condominium
Authority of Ontario

Annual Report

2024-2025



Condominium
Authority of
Ontario

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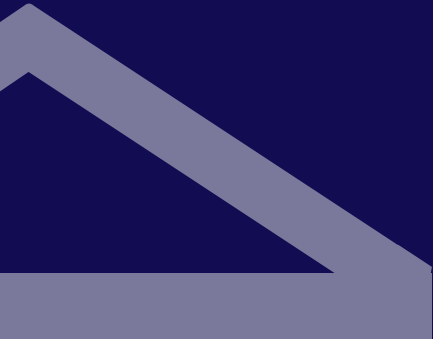
Land Acknowledgement

The Condominium Authority of Ontario (CAO) acknowledges that we serve the Province from Toronto, which is located on the traditional territory of many nations, including the Mississaugas of the Credit, the Anishinaabeg, 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' principles of kinship to the land. We are committed to an inclusive culture based on values of respect, trust, diversity, collaboration, and leadership.

Since 2021, the 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.



Message from the Chair of the Board



Supporting & Strengthening Condominium Communities in Times of Change

On behalf of the Board of Directors, I am honoured to present the 2024-2025 Annual Report of the CAO.

This year brought unprecedented challenges for Ontario's condominium sector. Rising interest rates, inflation, and volatile construction costs have reshaped the housing landscape. New condominium launches have slowed, with many projects delayed or cancelled. Meanwhile, maintaining existing buildings has become more complex and costly. In response, the CAO is deepening its research into the health of reserve funds across the Province—critical to long-term sustainability.

We were pleased to welcome the Honourable Stephen Crawford as the new Minister of Public and Business Service Delivery and Procurement (Minister) in March 2025 and look forward to working together to strengthen consumer protection and fair practices in the sector.

Strong governance remains central to our effectiveness. This year, we thanked Bakir Alazawi for his dedicated service as his appointed term concluded, welcomed appointee Ray Kindiak to the Board, and celebrated the re-election of Vincenza Galatone. These transitions reflect our commitment to sound oversight and thoughtful succession planning.

The CAO remained focused on its core mission through:

- **Transparency and Accountability:** Guided by our 2024-2027 Strategic Plan, our work is grounded in consumer-focused service and providing value to the public.

- **Digital Transformation:** The fully digital Condominium Authority Tribunal (CAT) continues to set the standard for online dispute resolution in North America. This year, the CAT accepted 341 cases, reflecting growing trust in its accessible and equitable processes.
- **Education, Engagement and Outreach:** We launched a new Guide for Self-Represented Parties, supporting condo owners and directors in understanding and exercising their rights and responsibilities before the CAT.

Looking ahead, we remain focused on:

- Enhancing digital platforms, education, and dispute resolution tools
- Increasing awareness of the importance of reserve funds through ongoing research
- Supporting housing and affordability priorities
- Practising responsible fiscal management

We are grateful to CAO staff and Tribunal Members for their professionalism and dedication, and to the many condominium owners, directors, and professionals who contributed their insights to our research and advisory work. Their engagement strengthens our evidence-based approach and ensures our work remains relevant and impactful. As we move forward with our strategic plan, the CAO remains committed to leading with innovation, integrity, and purpose.

Yours faithfully,

Allison Scanlan, *Chair of the Board of Directors*



Message from the CEO & Registrar

Reflecting on a Year of Progress, Collaboration & Commitment to Service

As I reflect on the past year, I want to begin by thanking every member of the CAO team. Their unwavering commitment to client service and building strong, vibrant condo communities across Ontario continues to make a meaningful impact.

This was our first year operating under the 2024-2027 Strategic Plan—a key milestone in our mission to engage and empower condo communities through accessible information, education, and dispute resolution services. A major focus this year was exploring ways to extend our dispute resolution support, helping condo communities address issues early and reduce conflicts, along with significant work developing a new version of our online dispute resolution system.

We remained committed to collaboration, working closely with condo owners, directors, managers, associations, and sector partners. Through surveys, advisory panels and user testing, we gathered valuable insights to help us better support condo living and strengthen consumer protection across the Province. Some of our most notable achievements this past year included:

- Launching Director Training 2.0, which enhanced our foundational program by integrating it with the advanced learning modules and adding two new modules—one focused on conflict resolution and another featuring a self-assessment. The launch also included the introduction of our new Condo Board Director Competencies Framework to support director development.

- Publishing our Consumer Protection and Compliance Policy, which sets out the CAO's approach to ensure condo corporations and directors meet their important legal obligations through our outreach and risk-based escalation model.
- Conducting extensive research on reserve funds, resulting in a new report that highlights key trends around inflation, contributions and owner awareness. This work laid the foundation for additional research with an external academic partner in the year ahead.

We also improved our digital platforms, strengthened cybersecurity and enhanced our advisory and engagement processes. This was reflected in record online engagement, with over half a million unique visitors to our website this year.

None of this progress would have been possible without the involvement of the condo communities we serve. Thank you to everyone who participated in our advisory panels, surveys and focus groups and those who reached out to provide feedback. Your input helps shape the CAO's work and ensures our services remain meaningful and responsive.

Finally, I would like to recognize our Board for their continued strategic guidance, and our many partners across the condo sector for their ongoing collaboration. Together, we navigated this year's challenges and opportunities, and we are well positioned to seize future possibilities—all in service of condo owners and communities across the Province.

Sincerely,

Robin Dafoe, CEO & Registrar

Message from the **Condominium Authority Tribunal Chair**



Earning Trust & Confidence One Decision at a Time

In a time when trust in institutions is both precious and precarious, the work of the CAT has never been more vital. The CAT provides impartial, accessible, and timely resolution of disputes. We uphold the rule of law and ensure that individuals and condo corporations are treated with dignity and respect. The Tribunal's online delivery remains innovative and allows for flexibility to informally resolve issues through negotiation and mediation. If necessary, the adjudication stage allows for efficient and effective resolution of disputes.

We continue to refine our processes, improve service delivery, and enhance the public's understanding of our role. These efforts are not just operational—they are foundational to how the Tribunal works, while building and maintaining public trust.

The Tribunal was created by the Province and is accountable to the CAO's Board. Ontarians trust institutions that stand up for fairness, invest in people and communicate clearly. We have responded by developing plain-language resources and ensuring that our decisions are reasoned and transparent. To help parties understand the Tribunal's processes and participate effectively, we developed and published three new practice directions on adjournment, mediation and adjudication, and the use of artificial intelligence in Tribunal proceedings.

Parties using the CAT expect Tribunal Members to be experts in case management, the Condo Act and its regulations, relevant tribunal case law and rules, and applicable court decisions. We also regularly apply the Ontario Human Rights Code. To meet these expectations, we continue to invest in training to ensure our Tribunal is well-equipped to serve the public with excellence.

If a tribunal is not demonstrably independent, expert and competent, the parties that appear before them and the public at large will lose confidence in the tribunal, which in turn can contribute to the undermining of the legal system.

We recognize that trust is not given—it is earned, day by day, decision by decision. As Chair, I am proud of the dedication and integrity our team brings to this responsibility. We remain committed to continuous improvement and to serving as a model of administrative justice that condo communities can rely on.

With appreciation,

Ian Darling, CAT Chair

1. Who We Are



Since it first launched in 2017, the CAO has played a vital role in Ontario’s condominium ecosystem by providing cost-effective, accessible services that support condo living and enhance consumer protection for condo communities across the Province. The CAO is a not-for-profit service corporation created under the [Condominium Act, 1998 \(Condo Act\)](#) and is accountable to the Minister. All services are available in both English and French.

The CAO delivers its mandate of supporting and protecting condo consumers by empowering condo community members with information and services under the three pillars of its service model.



Information

- Provide a broad range of information to support understanding of the legal framework of condominium living and address common issues
- Publish easy-to-use guides, condo forms and templates on our website (thecao.ca)
- Collect and retain legally required information through annual condo returns
- Maintain a free, public registry of condo corporations in Ontario to inform and protect condo communities



Education

- Deliver legally mandated training for condo board directors and track compliance
- Define key areas of knowledge for effective condo governance through our Condo Board Director Competencies Framework
- Provide condo owners with resources to help them understand their rights and responsibilities within the shared ownership model



Dispute Resolution

- Resolve disputes and issue binding decisions through the Condominium Authority Tribunal (CAT)
- Operate Ontario’s first fully online tribunal system—available 24/7—offering accessible and affordable online dispute resolution
- Offer tools, guides and resources to help condo communities resolve issues early and collaboratively, before they escalate

Who Makes Up A Condo Community?

A condominium community is made up of many individuals and groups who help it thrive:

- **Owners & Residents**
The people who live in or own units – at the heart of the community.
- **Condominium Board Directors/ Corporation**
Elected representatives who govern the condo and make key decisions.
- **Condominium Management**
Professionals who manage daily operations and support the Board along with other on-site staff.
- **Service Providers**
External experts – lawyers, auditors, engineers – who support compliance, maintenance, and accountability.



2. Governance



The CAO is governed by an independent [Board of Directors](#) that is accountable to the Minister through the Board Chair. The Board provides strategic oversight to the CAO and ensures that the CAO meets its obligations under the [Condo Act](#), its [by-law](#) and the [Administrative Agreement](#) with the Minister. The Board is comprised of a maximum of seven directors, four elected and three Minister-appointed directors, each contributing a diverse range of skills and experience in technology and cybersecurity, adjudication, condo governance and fiscal management. The Board follows a [Code of Conduct](#) as outlined in Schedule E of the Administrative Agreement. The Code provides guidance for identifying, avoiding, and disclosing conflicts of interest. Board directors, whether elected or appointed, are required to adhere to this Code.

This year, a new committee structure was launched to ensure effective governance and strategic oversight on behalf of the Board. Only Board members serve on these committees, which are supported by the CAO's executive leadership team. Five standing committees were established:

Audit & Risk Management Committee

Provides independent oversight of the CAO's financial reporting, internal controls, and risk management. The Committee reviews financial statements, monitors budget compliance, oversees the external auditor, and advises on enterprise risks and long-term financial planning.

Cybersecurity & Information Technology Committee

Oversees the CAO's technology strategy, cybersecurity posture, and IT risk management. The Committee advises on major IT initiatives and ensures effective infrastructure, data protection, and incident response. It also promotes integration of cybersecurity into governance and recommends policies that support innovation and compliance.

Dispute Resolution Services Committee

Provides oversight of the CAT, safeguarding its independence and ensuring sound governance, resources, and accountability. The Committee advises on service-related risks and adjudicative matters, and supports Board oversight of the CAO's information, guidance, and early dispute resolution services to promote harmonious condo living and regulatory compliance.

Governance & Human Resources Committee

Supports the Board by overseeing governance practices, strategic planning, executive human resources, and Board effectiveness. The Committee leads director orientation and evaluations, reviews policies and by-laws, and advises on succession planning and organizational culture. It also ensures alignment with the CAO's accountability obligations under the Administrative Agreement.

Outreach, Engagement & Education Committee

Provides oversight and strategic advice on the CAO's public-facing programs that inform, educate, and engage condo communities. The Committee reviews outreach initiatives, communications, and education programs to ensure they are relevant, effective, and aligned with strategic goals.

A sixth committee, **the Nominating Committee**, is established as needed to recommend candidates for elected Board director vacancies, based on competency criteria outlined in the Administrative Agreement. The Board also has a process for re-electing directors interested in serving a subsequent term following the expiration of an initial three-year mandate. Ministerial appointee vacancies are managed through the Ontario government's [Public Appointments Secretariat](#).



2.1 Board of Directors



Allison Scanlan, Chair

Elected Director: Three-year term to 2025 Annual Meeting

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 the CAO's Board since 2021 and was elected Chair in 2023. She also served as Chair of the Outreach and Education Committee and as a member of the Audit and Risk Committee. Her service extends to the Board of Shangri-La Toronto's condo corporation, where she holds the positions of Director and Corporate Secretary. 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. 7, 2025

Sameer Malik is a proven senior IT executive, advisor and technology leader delivering and leading IT transformation projects in the areas of cloud, cybersecurity, and IT maturity in public and private sectors. He brings his advanced proficiency in IT, strategy, and delivery, and his ability to bridge the gap between vision and execution while increasing resiliency for business operations. Sameer is managing director of Brigient Technology Solutions Inc., has served on Taron's Board and was a member of the Audit & Risk Committee and as vice chair of the Human Resources & Compensation Committee. He holds a B.A. 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 2025 Annual Meeting

Richard E. Austin was admitted to the Ontario Bar in 1983 after receiving a law degree from the University of Windsor. He holds an Honours B.A. 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 and the Facility Association.



Dennis Moir, Treasurer

Elected Director: Three-year term to 2026 Annual Meeting

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 not-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 where he 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 2027 Annual Meeting

Vincenza Galatone, a condo owner since 2007, has experience with three different condo 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 on the Board of the Chemical Institute of Canada, the Board of Directors of the Canadian Condominium Institute Eastern Ontario region and is a member of Tarion's consumer advisory council which she also chaired from 2019 to 2023.



Ray Kindiak, Director

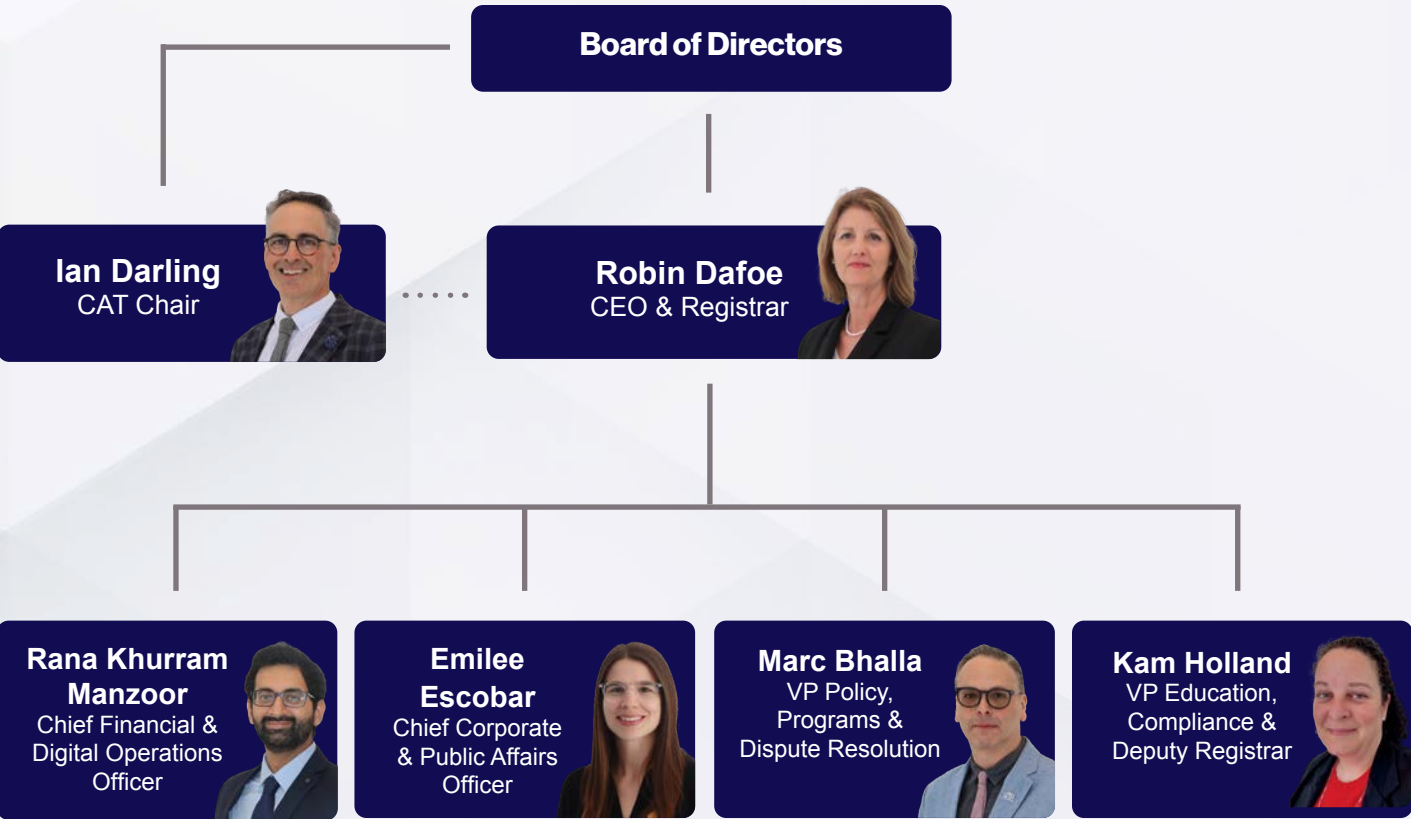
Ministerial Appointment: Three-year term to Dec. 1, 2026

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.

2.2 Leadership Team

The Board appoints the [CEO & Registrar](#) who leads a team of approximately 70 employees to deliver on the CAO’s mandate. The Board appoints the [CAT Chair](#) who is accountable to the Board for the Tribunal’s performance and reports to the CEO for administrative purposes.

This year, the CAO undertook an organizational restructuring to enhance operational efficiency and provide more strategic support for the delivery of its services and mandate. As part of this restructuring, four new departments were created, each led by a dedicated executive to ensure focused leadership and accountability.

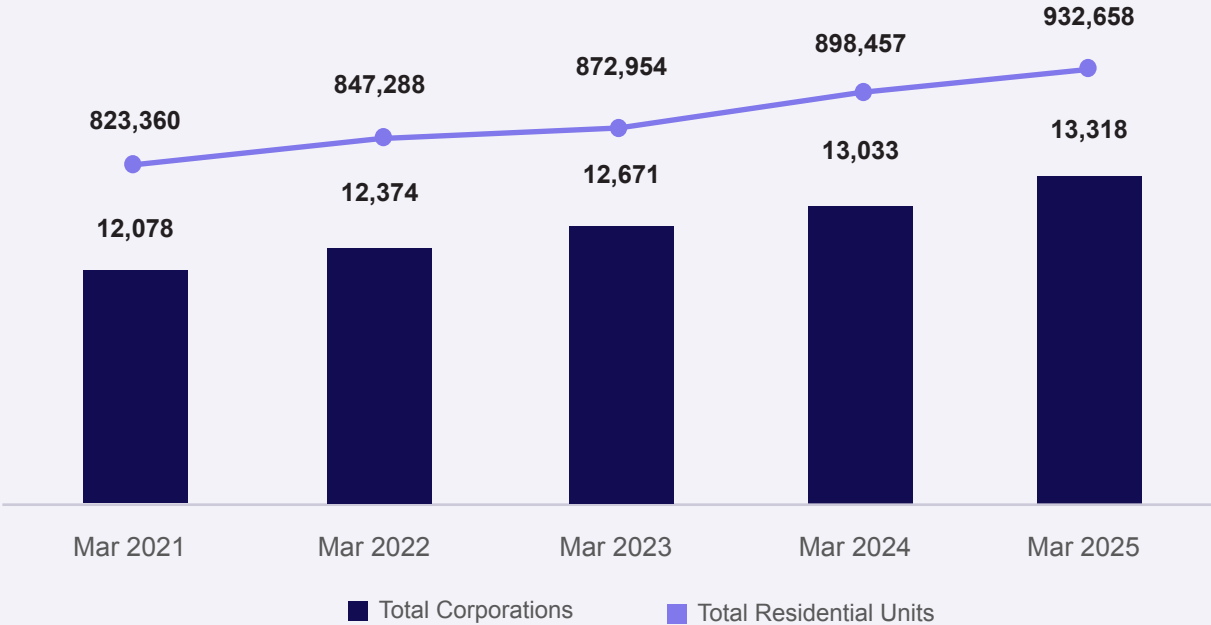


3. Ontario's Evolving Condo Sector



Since the Condo Act came into force in 1998, Ontario’s condo sector has grown substantially as condo living has become an increasingly popular form of home ownership. Today, **1.82 million people** in Ontario live in condos and 47 per cent of new homes are condos.¹ According to the data collected by the CAO, the number of condo corporations grew by 10.2 per cent over the last five years and residential units grew even more at 13.3 per cent, creating more homes for Ontarians.²

Total number of registered condo corporations & residential units in the CAO’s database

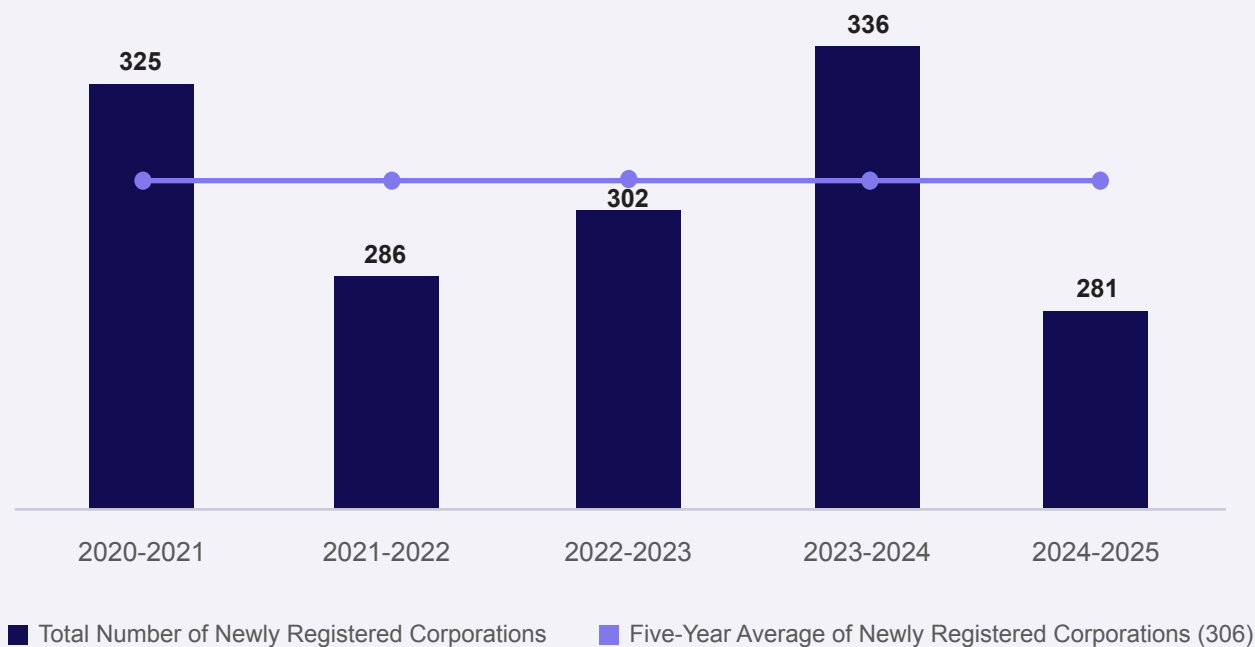


While the number of newly registered condo corporations with Ontario’s Land Registry Office has grown steadily over the last five years, there has been a notable decrease in the number of new corporation registrations in 2024-2025. From 2020-2021 (325 condo corporations) to 2024-2025 (281), there was a 13.5 per cent decline – well below the five-year average of 306 condo corporations. There are several reasons often stated by condo industry experts that explain why growth in the condo sector has slowed, the most common being: high interest rates, a looming economic downturn, a shortage of skilled labour, increased building costs, and industry-wide demand for rental housing discouraging developers and leading to a high number of new condo projects being cancelled or converted to rental accommodations.

¹[Tarion’s 2024 Annual Report](#)

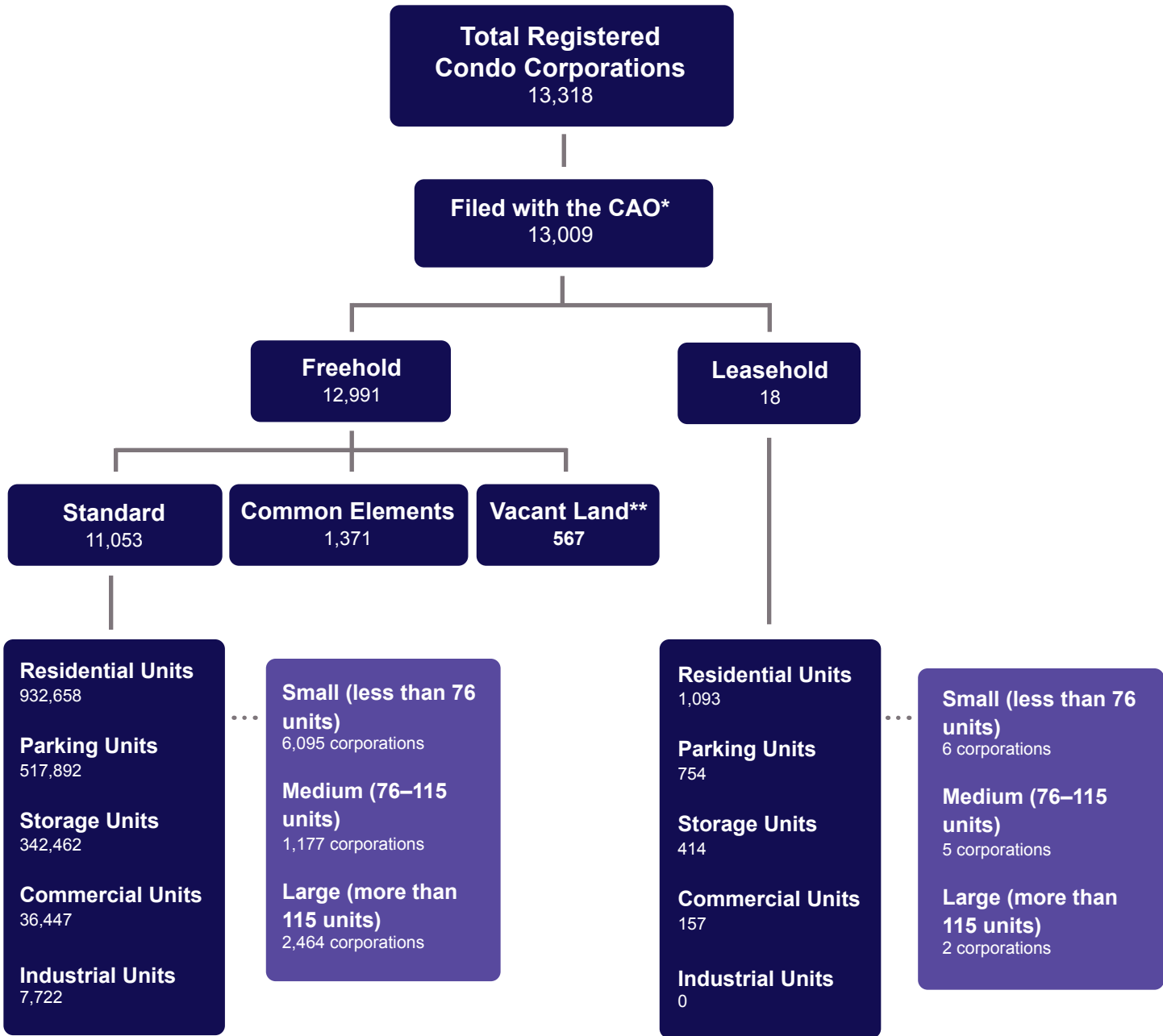
²This data is from the CAO’s database as of March 31, 2025. Any variances from one or more prior years’ Annual Report numbers are due to termination/amalgamations of condo corporations. According to records from Teranet, there are 221 legacy/pre-2018 condo corporations that CAO has been unable to reach and are not included in the data above. A list of these condo corporations is available on the CAO’s website. We encourage them to contact the CAO directly.

Newly registered condo corporations by fiscal year



Breakdown of Condo Corporations by Type & Sub-Type

The CAO collects information about the types of condo corporations and their sub-types. The two types of condo corporations are freehold and leasehold. For freehold condos, the land or property is jointly owned by the unit owners, whereas the land is leased for leasehold condos. Ninety-nine per cent of all condos that file returns with the CAO are freehold. The most common sub-type of freehold condo is standard, which has various types of condo units, although most are residential. See [Appendix 1](#) for condo corporation type definitions.



* Beginning in 2018, all condo corporations registered with Ontario's Land Registry Office (LRO) are legally required to file condo returns with the CAO. In addition to the 13,009 registered condo corporations that have filed with the CAO, there are 309 registered condo corporations that have not filed a return. Of the 309 non-filer condo corporations, 221 were registered with the LRO before January 1, 2018, and were required to file a transitional return by March 31, 2018, and 88 condo corporations were registered with the LRO after January 1, 2018, and were required to file an initial return within 90 days of the condo corporation's creation.

** The CAO has been collecting specific information on vacant land corporations, including the types of buildings in these corporations (e.g., residential, commercial, industrial), and will be reporting more details in the future.

4. Three-Year Strategic Plan (2024-2027)



This year, the CAO was pleased to launch a new [Strategic Plan](#) that charts our path forward for the next three years. The Strategic Plan reaffirms our mission, vision and values and ensures we continue delivering on our consumer protection mandate. It sets our strategic direction, organizational objectives and performance targets, along with key actions needed to further establish the CAO as a trusted authority in Ontario’s evolving condo sector.

Yearly business plans, including the [2024-2025 Business Plan](#), outline specific actions the CAO will take to achieve its objectives and meet its key performance indicators for the year. The CAO’s Annual Report provides transparency and accountability of the corporation’s performance each year. This report summarizes the results for the 2024-2025 fiscal year.



Mandate

The CAO is designated under the Condo Act to support condo living and strengthen consumer protection by providing services and resources for condo communities across Ontario.



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.



Corporate Values

- **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

The following strategic objectives were established by the Board to guide the CAO for the next three years from April 1, 2024 to March 31, 2027.

- 1. 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.
- 2. Resolve Issues & Disputes:** The CAO empowers condo communities to address and resolve issues early through dispute resolution resources and services.
- 3. Engage Clients & Sector Partners:** The CAO's targeted outreach to clients and partners fosters awareness and engagement with condo communities.
- 4. Deliver Organizational Excellence:** Organizational excellence in management of finances, operations, and people allows the CAO to provide affordable, accessible, and helpful services to its clients and other sector partners.

STRATEGIC OBJECTIVES



INFORM & EDUCATE



RESOLVE ISSUES
& DISPUTES



ENGAGE CLIENTS
& SECTOR PARTNERS



DELIVER ORGANIZATIONAL
EXCELLENCE

5. Strategic Objectives & Results



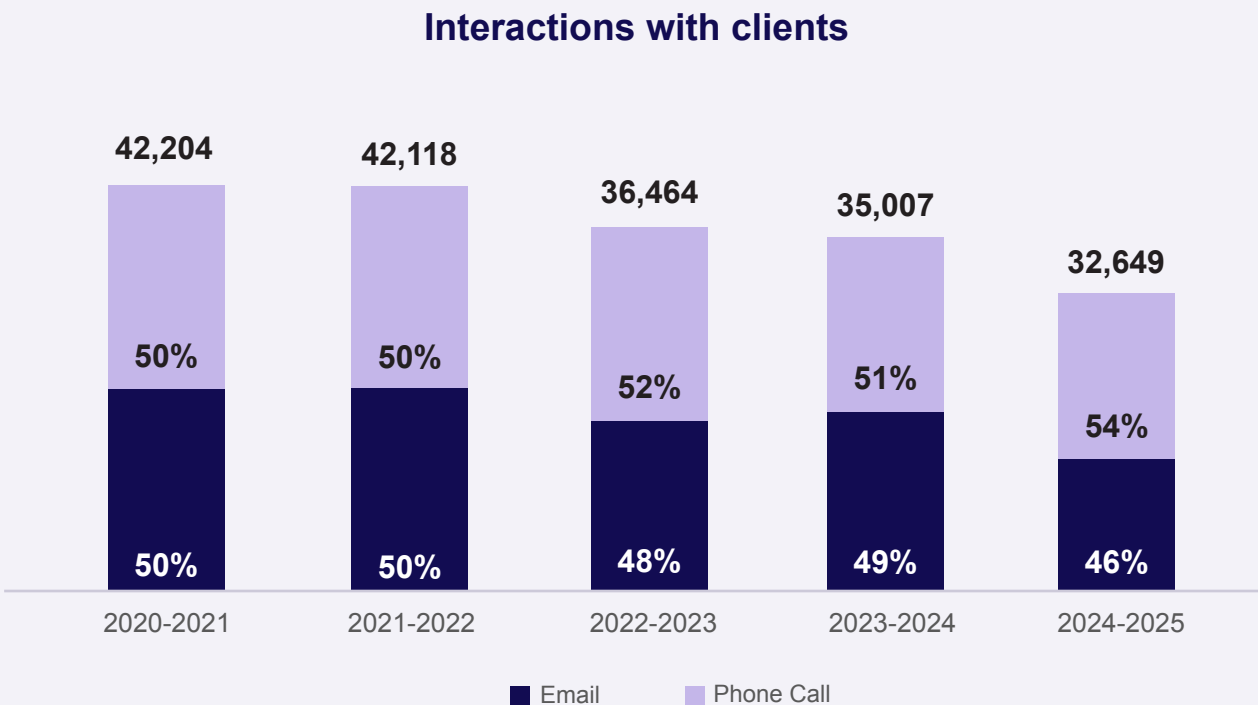
5.1 First Objective: Inform & Educate

The CAO continued to inform, educate and support Ontario’s condo communities this year by offering a wide range of information, resources and digital services. These included the public Condo Registry, condo calendar tool, guides on the website, the CAO’s mandatory director training program, and an information services team who are available to answer questions about legal obligations and best practices. The CAO also continued to monitor compliance regarding legal obligations under the Condo Act and apply fair, consistent, and proactive measures to ensure condo corporations are compliant.

Our client satisfaction surveys gathered important feedback and data to help us evaluate and enhance our services and ensure we continue to meet the needs of the communities we serve.

Information Services

Our skilled team continued to support the condo sector by responding to clients and providing guidance on how to navigate issues within the Condo Act, which governs condo living and the co-ownership model. In 2024-2025, the team responded to more than **32,649** inquiries by phone and email and achieved an 88 per cent client satisfaction rate on our information and client services.



The slight decrease in volume of inquiries from 2021-2022 to 2022-2023, and again from 2023-2024 to 2024-2025, can be attributed to several significant tool and system enhancements. These included adding self-serve password reset and username retrieval capabilities for CAO accounts, the introduction of online payments, launching a newly redesigned website, and implementing a new phone system that reduced the number of dropped calls and callbacks.

Additionally, there is a growing familiarity amongst condo community members with the CAO's processes and deadlines, increased awareness of the CAT's jurisdiction, and a better understanding of the Condo Act and legal obligations. However, as the condo sector continues to evolve, we have observed an increase in the average length of client calls. In 2023-2024, the average call lasted seven minutes, increasing to nine minutes in 2024-2025 due to the growing complexity of certain issues.

Some of the more complex inquiries that took longer to help resolve, approximately 20 minutes on average, were related to:

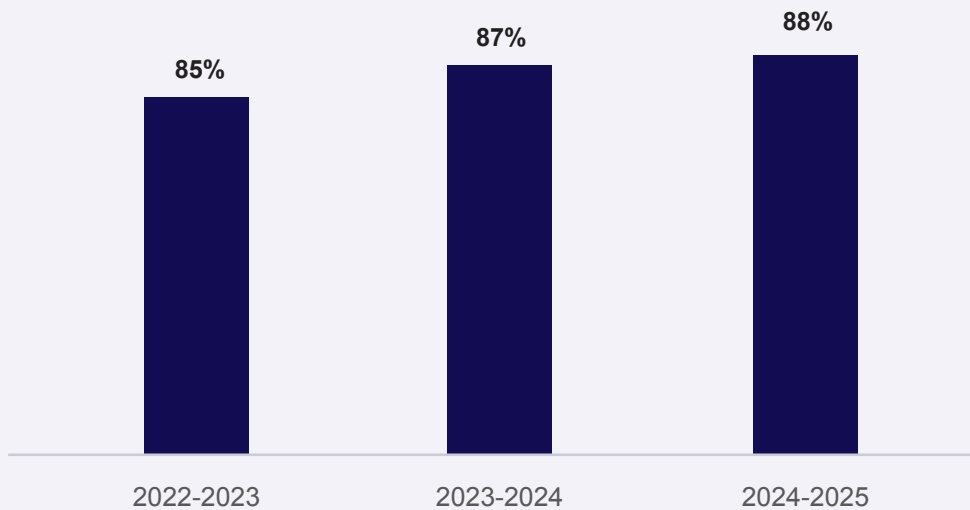
- Director disclosures
- Loss of quorum
- Insurance
- Odours
- Unit-to-unit damage
- Chargebacks
- Noise and vibrations



This year, based on past inquiry data, we enhanced training for our information and client services team with several cross-departmental learning sessions and secured a third-party expert to deliver training on topics such as elevating listening skills, navigating challenging conversations, and improving writing techniques. The team also made enhancements to a centralized internal knowledge hub. This user-friendly tool provides standardized messaging for staff, links to additional resources and quick references to internal processes that assist with faster resolution when addressing common and complex inquiries.

Satisfaction with our services remained high, demonstrating the value we continue to provide to Ontario's condo communities. Whether accessing our guides and digital tools or reaching out to our client services team by phone or email, users consistently shared positive feedback about the support and information they received.

Respondents are satisfied or very satisfied with CAO's information & client services



Performance Measure:

Target: 80%

Result: 88%

Compliance with Legal Obligations

Key legal obligations for condo corporations under the Condo Act are in place to inform and protect consumers and include the following:

- File complete condo returns on time
- File notices of change within 30 days of a change to information previously filed in a return
- File information that is complete and accurate, and not false or misleading
- Directors complete the mandatory director training by the applicable deadline
- Condo management services are provided by only licensed condo managers and management companies
- Condo board meetings have quorum and the legal authority to act on behalf of the condo corporation

To deliver on the CAO's mandate of protecting and supporting condo consumers and communities, we instituted several outreach and consumer protection initiatives to help ensure that condo corporations and their boards of directors comply with their legislated obligations under the Condo Act.

This year, the CAO continued to strengthen its compliance practices, including publishing its [Consumer Protection and Compliance Policy](#) and enhancing reminders and notices to educate and support condo corporations to comply with their legal obligations.

We continued to verify information filed by condo corporations through condo returns and notices of change to ensure that accurate and timely information is filed with the CAO, as required under the Condo Act. The CAO takes a proactive, risk-based, and progressive approach to compliance—beginning with advance reminders and outreach to corporations and directors through email, phone and mail about their upcoming legal obligations, followed by targeted education and promotion efforts to support and achieve compliance. This also involves working in partnership with the Condominium Management Regulatory Authority (CMRAO) to ensure that only licensed condo managers and management companies are providing services to condo corporations.³

When condo returns filing obligations have not been met, when a condo board director ceases to be able to act as a director due to a missed mandatory director training deadline or when a condo manager’s licence is no longer active, our reminders and follow-up notices explain the steps, penalties and consumer protection implications for the condo corporation for non-compliance. If not resolved, the CAO takes the following steps:



Registrar’s Certificate: The CAO posts a Registrar’s Certificate on the corporation’s page on the public [Condo Registry](#), advising consumers and owners that the corporation has not met its obligations under the Condo Act. The Registrar’s Certificate is removed once the non-compliance issue has been remedied.



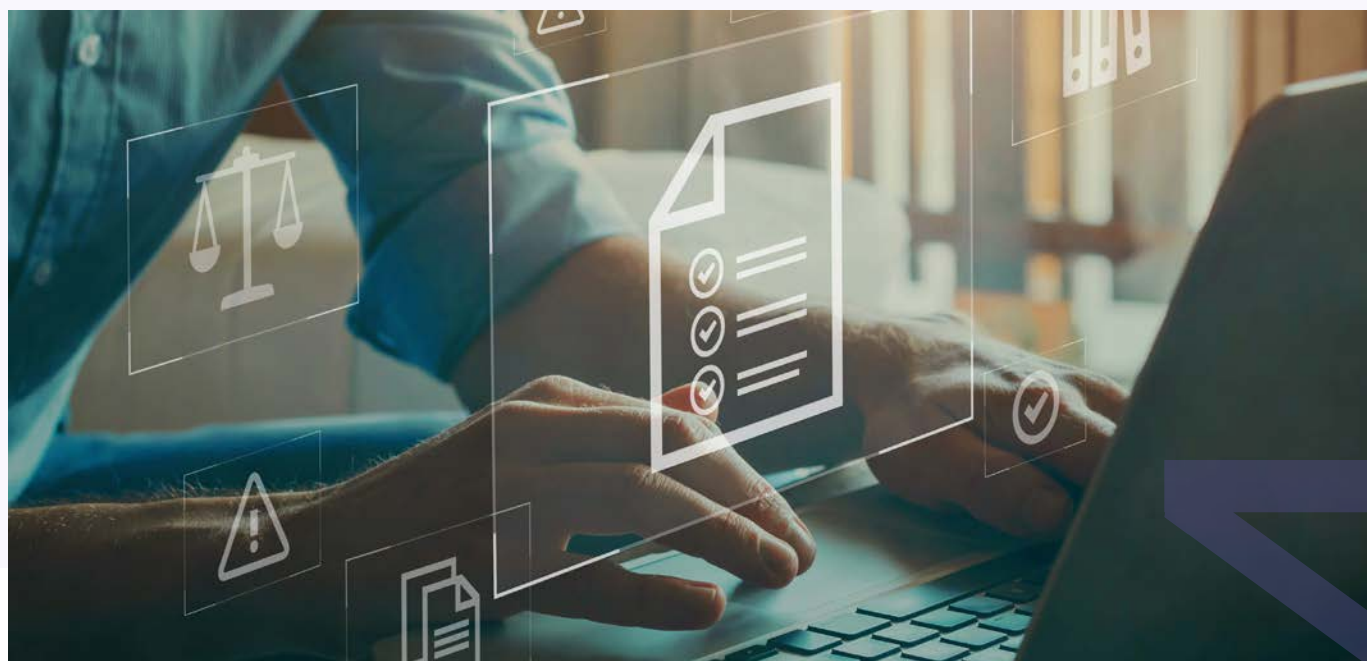
Late filing fee: A late filing fee of \$200 is issued to existing condo corporations that do not meet the annual March 31 filing deadline and to newly registered condo corporations with Ontario’s Land Registry Office (LRO) that have not filed with the CAO within the deadline.



Late payment fee: Corporations that do not pay their filing fee within 90 days of the invoice date must pay an additional \$50 penalty plus five per cent of the outstanding balance and two per cent interest monthly.

³ In 2024-2025, a total of 2,203 condo corporations reported they were self-managed, meaning the board of directors oversees all aspects of the condo’s operations instead of a condo manager. This is often because operations can be handled by the board on their own, the community is too small to justify the costs of management services, or the condo is in a rural area where there are no licensed managers nearby.

In 2024-2025, the CAO issued 935 Registrar's Certificates to 706 unique condo corporations that had non-compliance issues which needed to be addressed. The CAO issues compliance notices to inform the condo corporation of an impending Registrar's Certificate. The notices are emailed to the condo corporation's directors, any manager listed on their CAO profile, and the condo corporation's address for service. Owners can view the Registrar's Certificates on the online public Condo Registry. Most of these certificates were related to condo directors who missed their six-month training deadline or condo corporations that missed their return filing deadline. Following the compliance team's outreach and notice efforts to support condo corporations in meeting these legal requirements, of the 706 this past year, only 72 corporations had non-compliance issues outstanding as of March 31, 2025.



Condo Returns

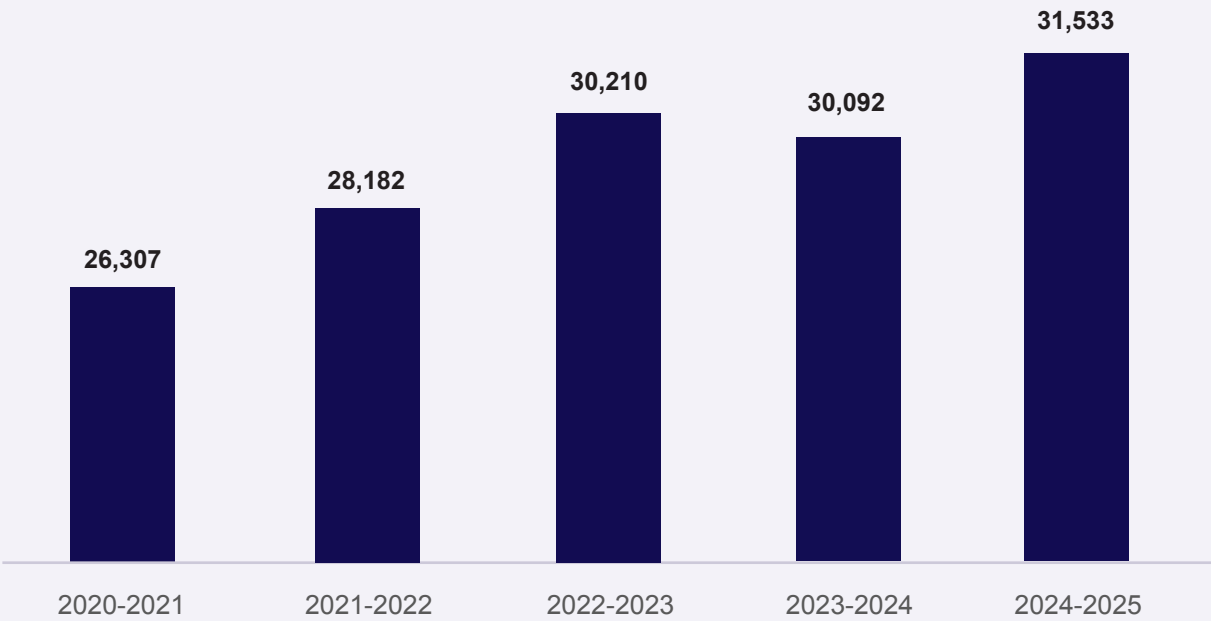
All condo corporations are legally required to file a [condo return](#) with the CAO annually. Condo returns include information about their condo corporation, such as the date it was registered, its address for service, its board of directors and any condo management service providers. Condo corporations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

As of March 31, 2025, 99 per cent of condo corporations filed a current condo return—13,009 registered condo corporations out of 13,050, excluding the 268 condo corporations that have never filed a return with the CAO—and 89 per cent of newly registered condo corporations filed their initial return for 2024-2025.

As part of our consumer protection and compliance efforts, the CAO sends regular notices and reminders to all registered condo corporations—both newly-created and existing—to file their returns and outline their legal obligations under the Condo Act. In 2024-2025, we implemented several measures to contact 108 condo corporations that had never filed a return with the CAO, which led to 61 corporations filing returns for the first time—representing nearly 3,000 voting units.

The CAO continues to pursue outstanding condo returns filings. Our systematic compliance practices are in place to ensure that this important legal obligation is met to inform and protect consumers with up-to-date information in our database that is published on the CAO’s Condo Registry.

Total filings with the CAO by fiscal year



Breakdown by return type

Fiscal Year	Annual*	Initial	Notice of Change	Transitional	Turnover	Total Filings with the CAO
2020-2021	11,999	315	13,608	60	325	26,307
2021-2022	12,175	283	15,405	35	284	28,182
2022-2023	12,610	295	16,959	51	295	30,210
2023-2024	13,325	336	16,057	91	283	30,092
2024-2025	13,331	278	17,615	30	279	31,533

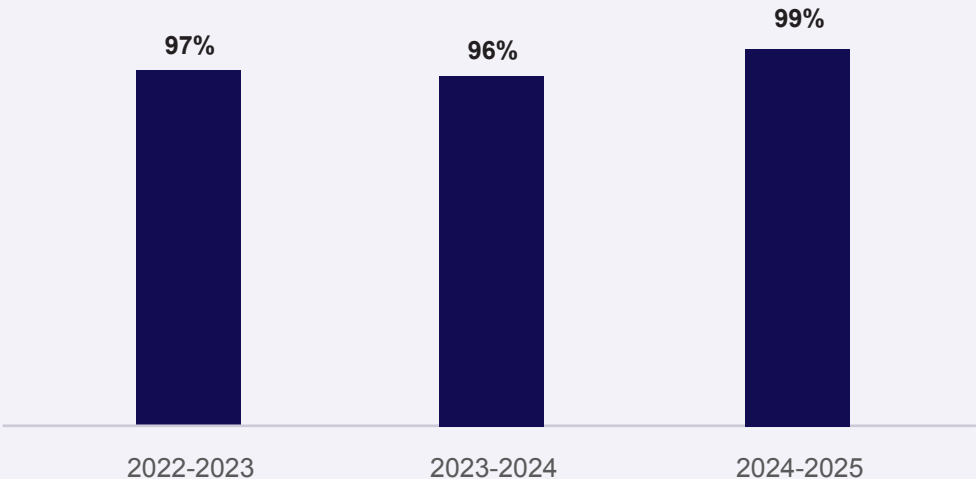
** In any given year, the total number of returns could include returns filed by non-compliant condo corporations for multiple fiscal years following compliance measures.*

In addition to the 13,331 annual returns filed this past year, 17,615 notices of change were filed, along with initial, transitional and turnover returns for a total of 31,533 filings with the CAO – up from 26,307 (16.5 per cent) five years ago.



Performance Measure:
Target: 95%
Result: 99%*

Condo corporations that have filed their current condo returns



** 2024-2025 result excludes corporations that have never filed a return with the CAO. A never-filer is a condo corporation that has not filed its transitional or initial return with the CAO within 90 days of registering the declaration of the condo with the Land Registry Office.*

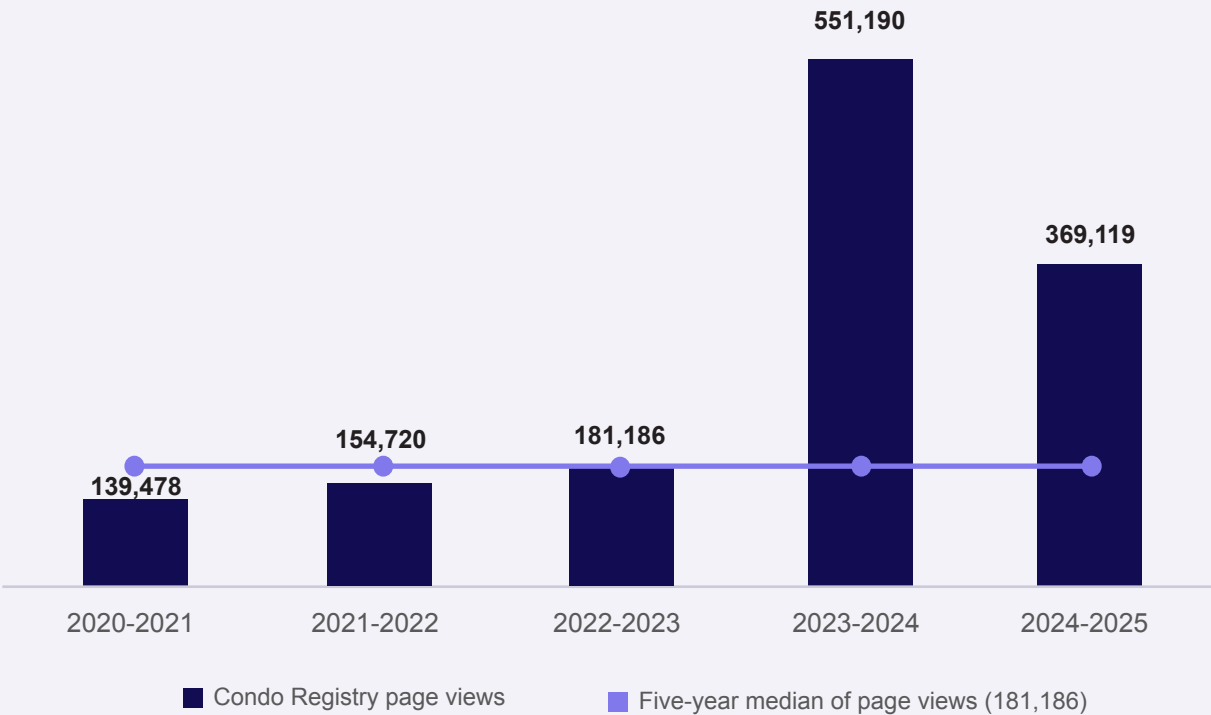
The almost 100 per cent filing compliance this year was due to concerted efforts to ensure that condo corporations met this important legal obligation through enhanced information and promotion, education, and improvements to our IT filing solution to make collecting returns information easier and complete.

Condo Registry

The CAO’s public [Condo Registry](#) helps protect consumers by promoting transparency and accountability across Ontario’s condo sector. It allows owners, residents, and prospective buyers to verify key information about condominium corporations, supporting informed decisions and encouraging legal compliance.

This is a free, searchable database of condo corporations in Ontario based on information filed by corporations with the CAO. The Condo Registry includes the condo’s address for service, number of voting units, names of the members of the board, fiscal year, annual general meeting dates, and management company. The Condo Registry may only be used for non-commercial purposes.

Condo Registry page views by fiscal year



The spike in 2023-2024 can be attributed to the launch of the CAO’s new website and a targeted digital advertising campaign promoting the Condo Registry. Page views continued to be high in 2024-2025, confirming the ongoing awareness and value of the tool. The CAO’s page view analysis was updated to report unique page views as of July 3, 2024, to reduce the influence of robotic website scraping.

As the most visited page on our website with 181,186 median visits per year, the Registry is a vital resource for condo residents, prospective buyers, and members of the public seeking reliable information about Ontario's condo communities.

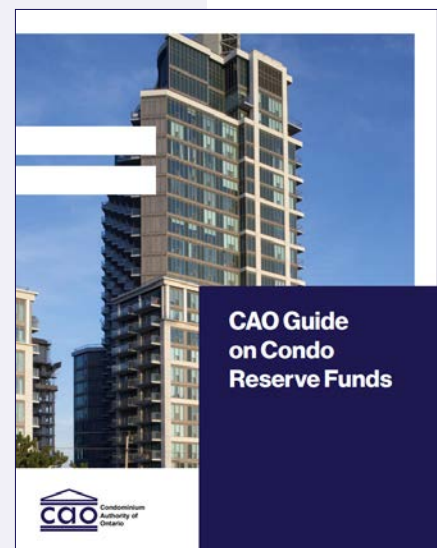
This year we implemented a new automated system to improve data accuracy in the Condo Registry and the issuance of notices and reminders to condo corporations about compliance with their filing obligations.

Policy Initiatives, Analysis & Sector Guidance

The CAO continues to provide guidance to condominium communities on issues affecting the sector. This year, we researched and provided feedback to the Ministry of Public and Business Service Delivery and Procurement (Ministry) on proposed amendments to the Condo Act in the areas of:

- Consumer protection updates for status certificates, disclosure statements and turn-over meetings
- Expansion of the CAT's jurisdiction to include owners' meetings
- Owners' meeting requisition processes and non-leased voting unit positions for condo boards

The CAO also published its first [Report on Reserve Fund Survey Findings](#), based on extensive research conducted in 2023-2024. The Report provides initial insights into the state of condo reserve funds across Ontario and highlights trends in inflation, contributions and owner awareness that can be used to guide future planning and the CAO's consumer protection activities. The findings were used to update the [CAO Guide on Condo Reserve Funds](#), to enhance our director training materials and explore research partnerships to bolster our research capacity.



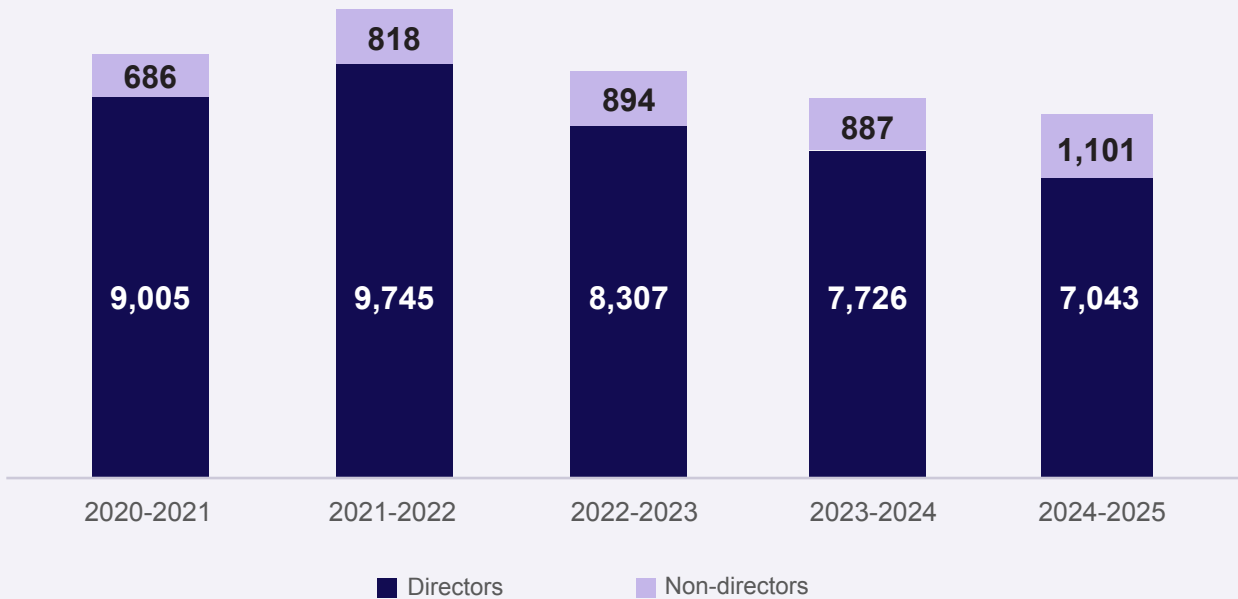
Director Training

Director training remains a signature service that the CAO provides for condo communities. Since the CAO launched in 2017, we have provided a foundational training program for all condo directors. The CAO provides this training at no charge for 46,228 active condo board directors in Ontario and anyone who wants to take it to help them understand the oversight and legal obligations of condo boards and their directors.



Directors must complete the training within six months of their election, appointment, or re-election to their board—unless they had completed the training in the last seven years. Almost 80,000 directors and non-directors have completed the training since it was launched in 2017, with more than 8,000 individuals completing it in 2024-2025 (7,043 directors and 1,101 non-directors).

Director training completed by role



In 2022, we introduced optional advanced training modules that provided more in-depth materials on the role of a director, their qualifications, and legal responsibilities. On November 1, 2024, the CAO launched the enhanced [Director Training 2.0](#) program, merging our foundational and advanced training into a single, comprehensive, 26-module course designed to equip condo directors with the knowledge and tools they need to safeguard the interests of condo owners and support the sound management of condo corporations.

Director Training 2.0 includes two new modules:

1

Communication and Conflict Resolution: This module introduces practical strategies for effective communication and resolving common condo disputes and is a companion piece to the [CAO Guide on Communication and Conflict Resolution](#).

2

Self-Evaluation: A 20-question assessment that reinforces key concepts from the training and offers directors a chance to self-evaluate their understanding.

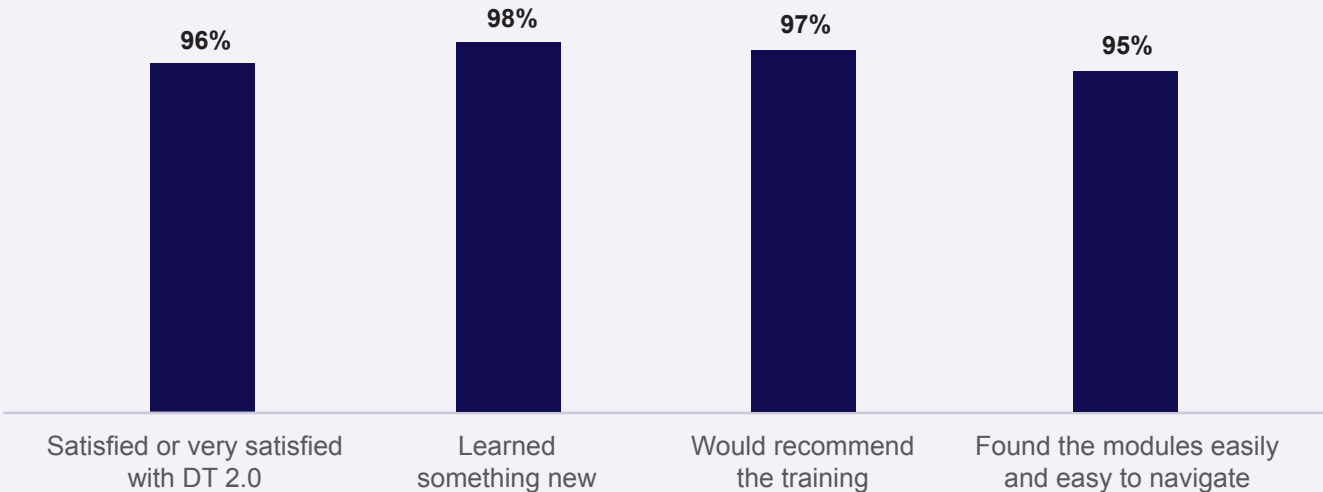
In addition to the two new modules, we refreshed the content of several existing modules on topics that included:

- The Condominium Authority of Ontario
- Repair and Maintenance
- The Condominium Management Regulatory Authority of Ontario and Overseeing Condo Managers
- Finance Fundamentals
- Reserve Funds
- Collections and Liens

The training now takes seven hours to complete, reflecting the program’s expanded scope and depth. Response to the new program has been very positive, as seen in the following graph, including a 96 per cent satisfaction rate.

Director Training 2.0 feedback

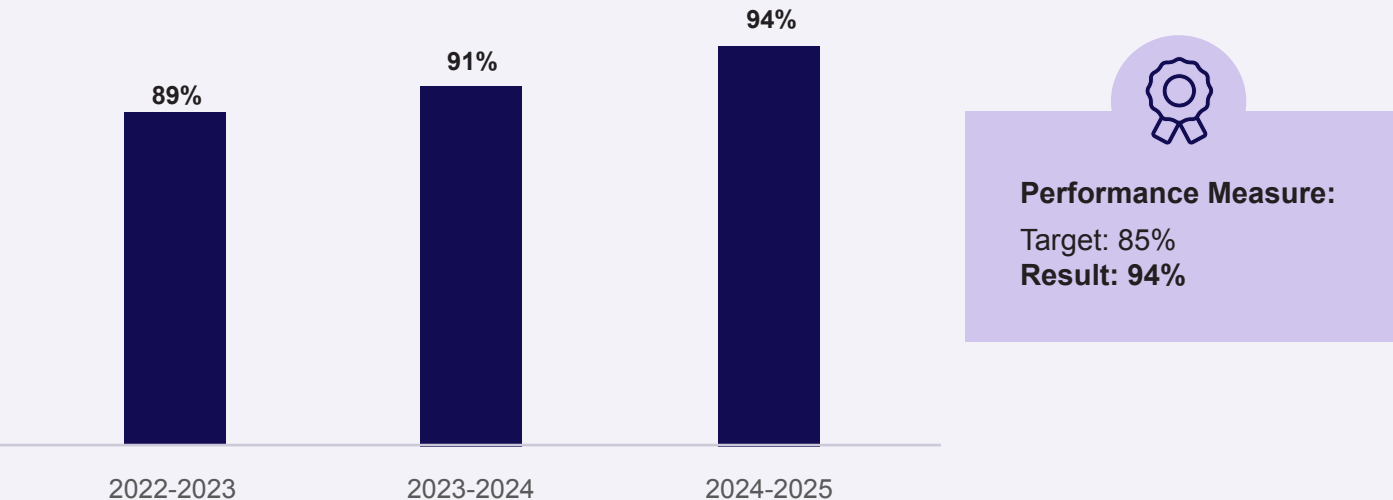
(Between November 1, 2024 to March 31, 2025)





With the introduction of Director Training 2.0, we continued to see an excellent satisfaction score. Almost all active directors, 99.6 per cent, met this legal obligation as of March 31, 2025, and completed the training within the required six months of their election or appointment date, providing them with a solid foundation for the important role of governing their condominium corporation.

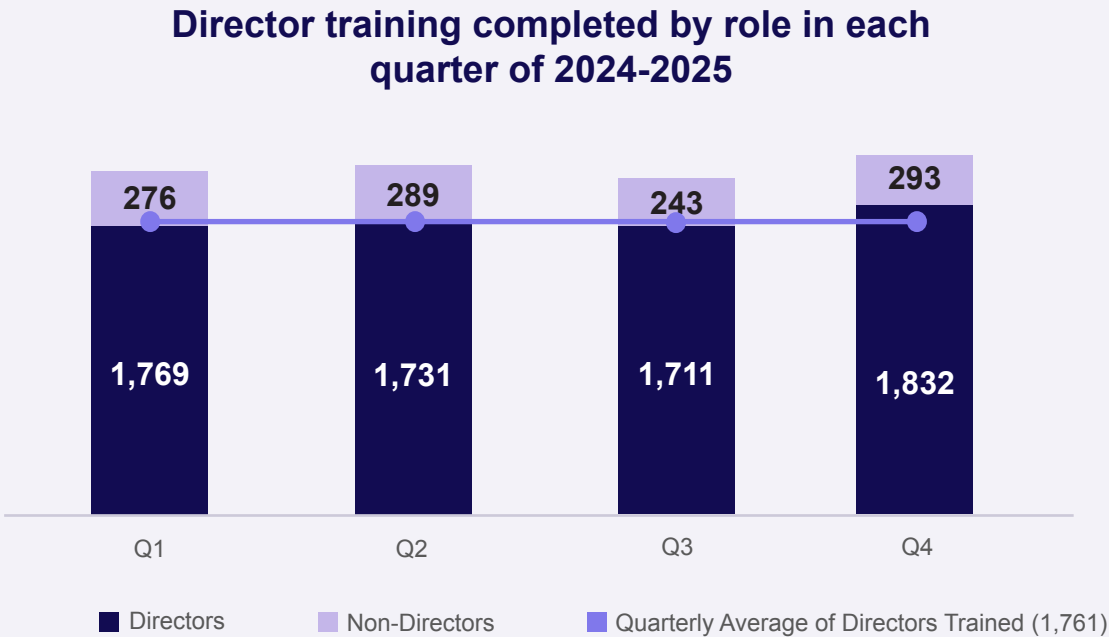
Directors who are satisfied or very satisfied with the CAO’s mandatory director training program



Alongside the training, the CAO introduced the [Condo Board Director Competencies Framework](#). This new resource is designed to support directors with their ongoing professional development beyond the mandatory training. The framework outlines seven core areas of expertise, offering a foundation for directors to assess their current strengths and identify opportunities for growth. It also connects directors to the CAO’s broader suite of educational tools and resources to support continuous learning throughout their time on the board.

The new training program also includes a new director training dashboard on the CAO portal and an updated Condo Calendar Tool that incorporates the seven-year renewal timeline and reflects the most recent date of completed training. This provides an accurate, real-time overview of each director’s training status and overall compliance of the condominium corporation.

Ensuring that director training is easy to access and readily available for condo communities is important. A quarterly breakdown of director training completion for 2024-2025 shows that training is accessed consistently throughout the year by both directors and non-directors.



“This was an exceptional training course. The information is incredibly valuable and touches on several matters that we have already encountered as a Board. The modules are an appropriate length and not overwhelming. The sample fact scenarios are representative of real issues that we encounter. The combination of multiple-choice questions and written answers was refreshing and well-balanced.” – **Condo board director**

5.2 Second Objective: Resolve Issues & Disputes

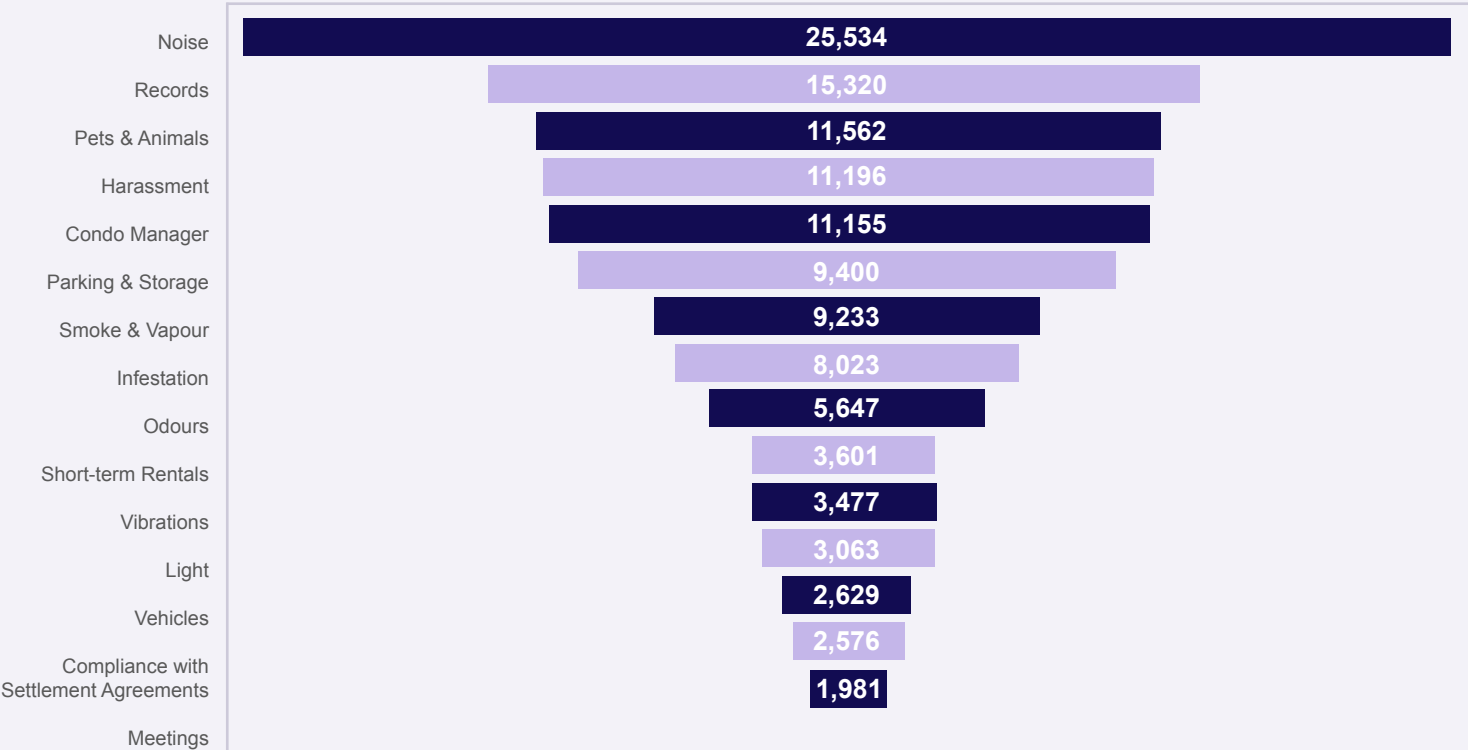
The CAO encourages early, proactive problem-solving and supports condo communities in working together to address issues. Our integrated dispute resolution approach is designed to help resolve issues early and includes two key components: our guided steps to common issues, which help people understand and address common condo concerns; and the CAT, which provides an online platform to resolve certain types of disputes efficiently and fairly.

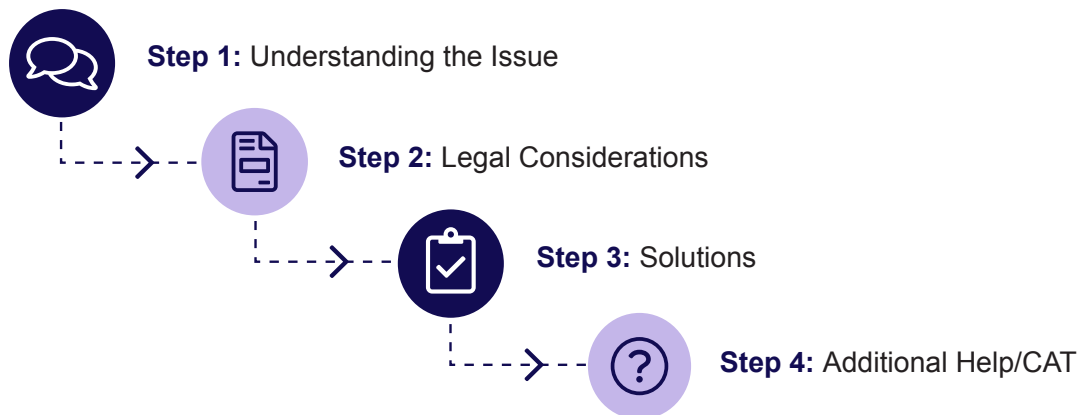
Supporting Early Resolution Through Guided Steps

The CAO’s [guided steps to common issues](#) are self-help resources that provide information, tools and templates to address 15 common issues related to condo living and approaches to help solve them. In 2024-2025, there were a total of 124,397 unique page views to all common issues pages. The top five most visited pages were noise, records, pets and animals, harassment, and condo manager, which were all well above the median of 8,023 unique page views per common issue.

Guided steps to common issues: Unique page views

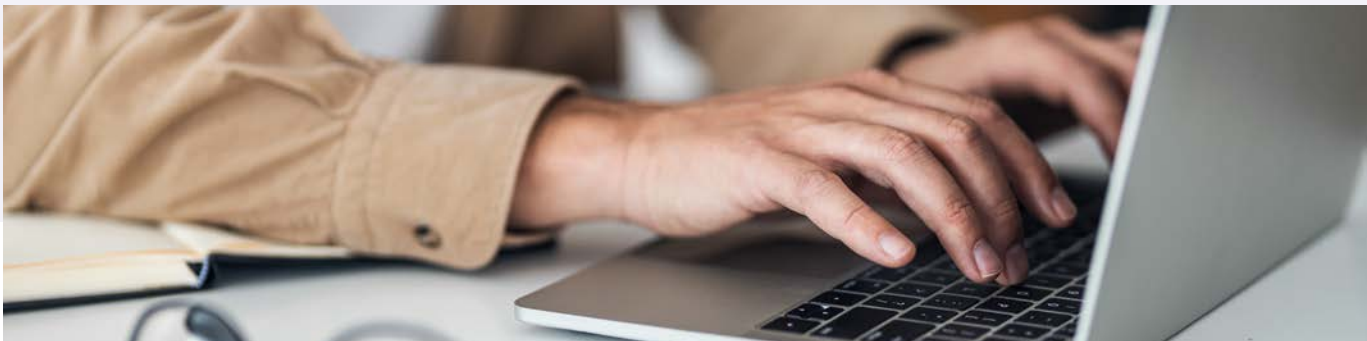
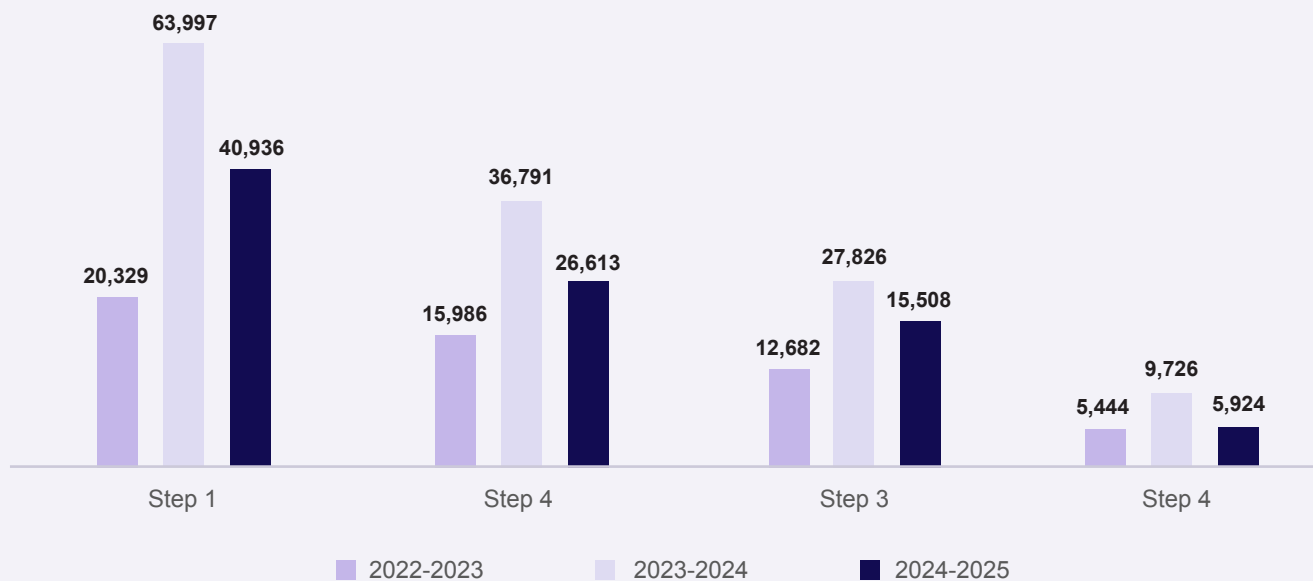
(Between April 1, 2024 and March 31, 2025)





There are four guided steps to help owners understand each individual issue and help resolve them early and collaboratively when possible. Each step provides updated information based on user feedback and offers letter templates that owners and condo boards can use to communicate and try to resolve their issues collaboratively and amicably.

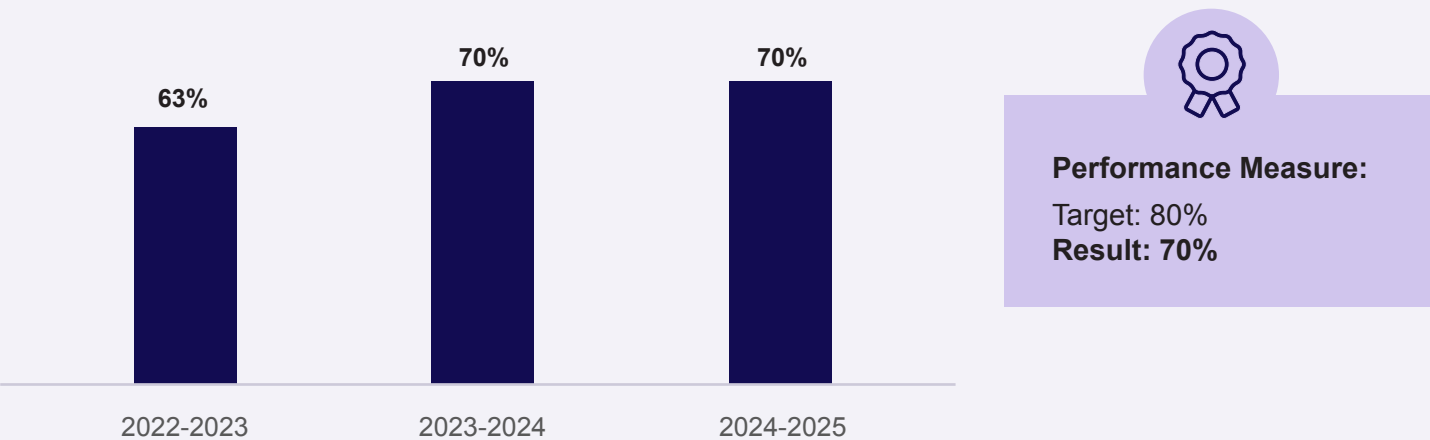
Page views for the CAO's guided steps to common issues within the CAT's jurisdiction



The CAO will continue to enhance the guided steps to address client feedback and will be expanding how we calculate this performance measure to include other products and services that we provide to help settle disputes early and collaboratively. This year, 70 per cent of users were either satisfied or very satisfied with the guided steps.

In addition to the guided steps, the new [CAO Guide on Communications and Conflict Resolution](#) was introduced as part of our updated director training program to help condo boards and their directors communicate with community members and proactively manage conflicts arising from communication breakdowns. It provides tools, techniques, and strategies to prevent and resolve tensions. When issues cannot be resolved using the guided steps or through collaborative efforts, users can access the CAT to address issues that fall within the Tribunal’s jurisdiction.

Respondents who are satisfied or very satisfied with the CAO’s dispute resolution services (GSCI)



Condominium Authority Tribunal

The [CAT](#) is Ontario's first fully online tribunal and is a model of convenience, efficiency, and affordability for online dispute resolution.

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



Three-stage process:

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

Operations

In 2024-2025, the CAO continued to progress toward the next version of its online dispute resolution system. The new platform responds to sector feedback and will make the online platform more user friendly for participants in a CAT case.

We also launched a new [Guide for Self-Represented Parties](#) designed specifically for condo owners or corporations who choose to represent themselves in a CAT proceeding. The goal is to help them through the process and resolve disputes early and collaboratively. The Guide was developed based on feedback from previous CAT case participants and legal representatives. It provides more information about condo living, a three-step dispute resolution process and more details on the CAT's process.



Condo owners and corporations can file an application with the CAT if the issue falls within the Tribunal's jurisdiction. Currently, its jurisdiction includes 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 other nuisances.

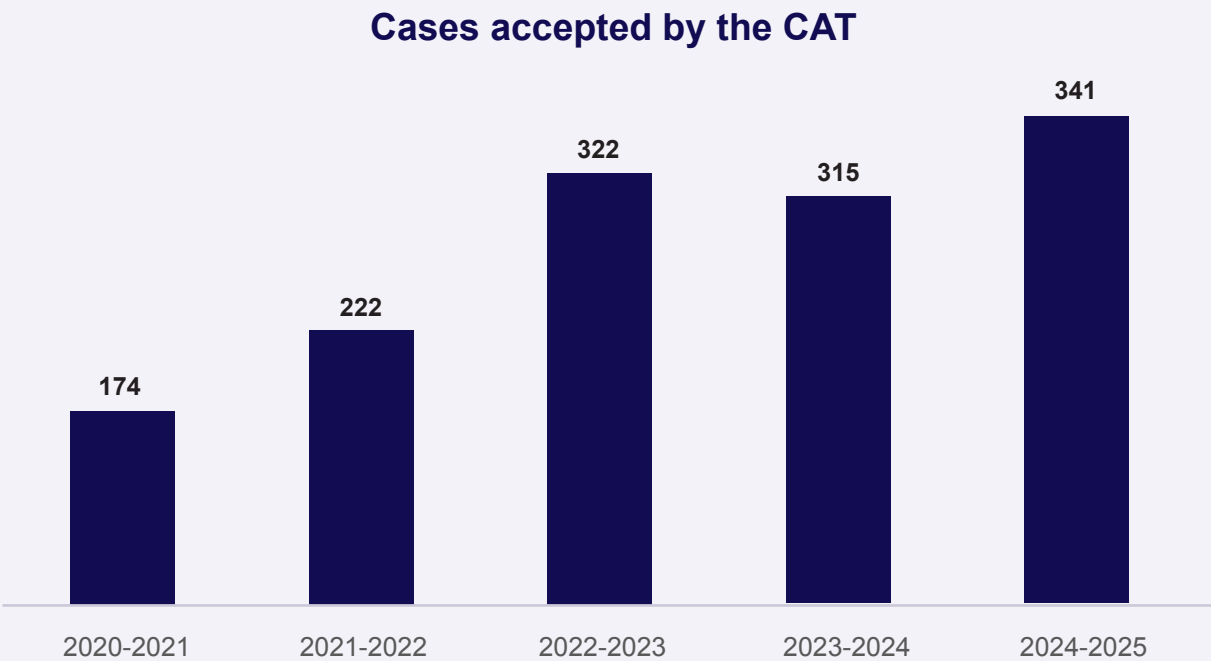
Over the past eight years, the CAO's integrated dispute resolution services have helped empower Ontario's condo communities to resolve disputes collaboratively, understand when disputes can be brought to the Tribunal and effectively participate in the Tribunal's dispute resolution process.

Mediation & Adjudication

The Tribunal was designed to be accessible to self-represented parties. The CAT uses active adjudication to promote access to justice, and the fair, just, and expeditious resolution of disputes. Active adjudication means that the Tribunal Member is an engaged but impartial participant in the hearing process. Active adjudication helps to provide a fair hearing process for both represented and self-represented parties.

The number of cases has increased each year since the CAT’s launch in 2017. This year, the CAT accepted 341 new cases and issued 196 orders and decisions. It released 90 per cent of its decisions and orders within 30 days of the conclusion of hearings or receipt of final submissions and began hearings within seven and a half days of disputes moving to Stage 3 of the dispute resolution process – against its target of less than 10 days.

Records cases continue to represent the largest category of cases filed with the Tribunal. Many owners request and later file records cases where there is an underlying dispute and the records contain relevant information. The Tribunal also received a high number of governing documents and nuisance cases filed this year.



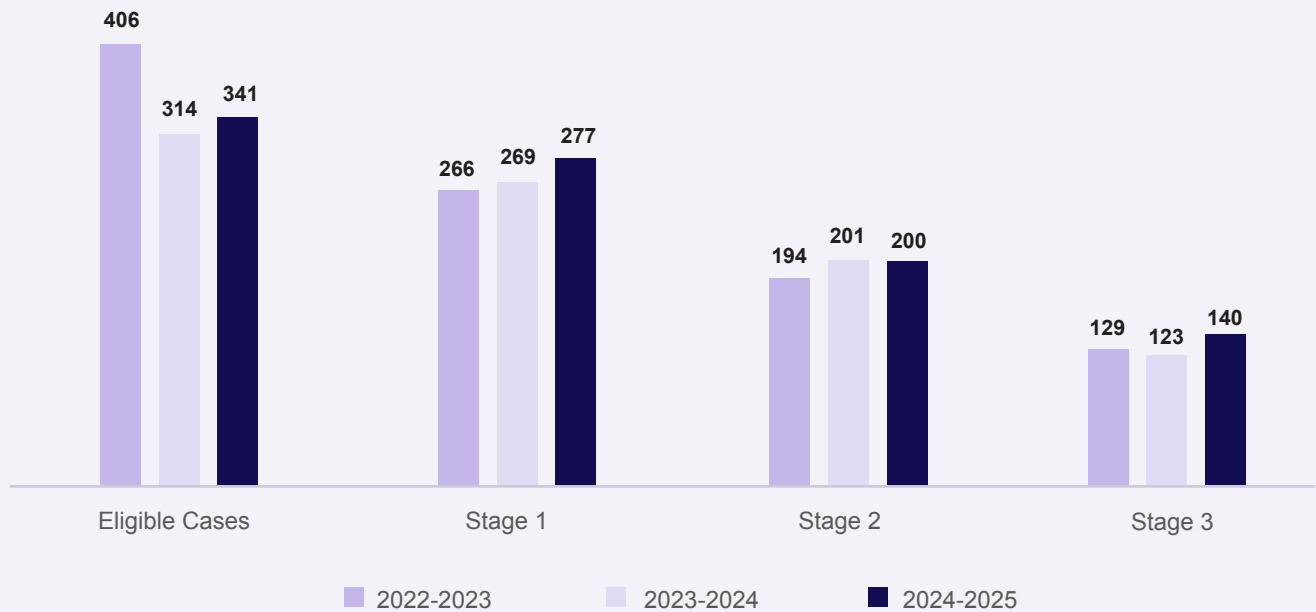
CAT cases accepted in 2024-2025:

- 164 Condo Records
- 84 Governing Documents
- 80 Nuisances
- 13 Compliance with Settlement Agreements

CAT decisions & orders in 2024-2025:

- 106 Decisions
- 41 Motion Orders
- 33 Dismissal Orders
- 16 Consent Orders

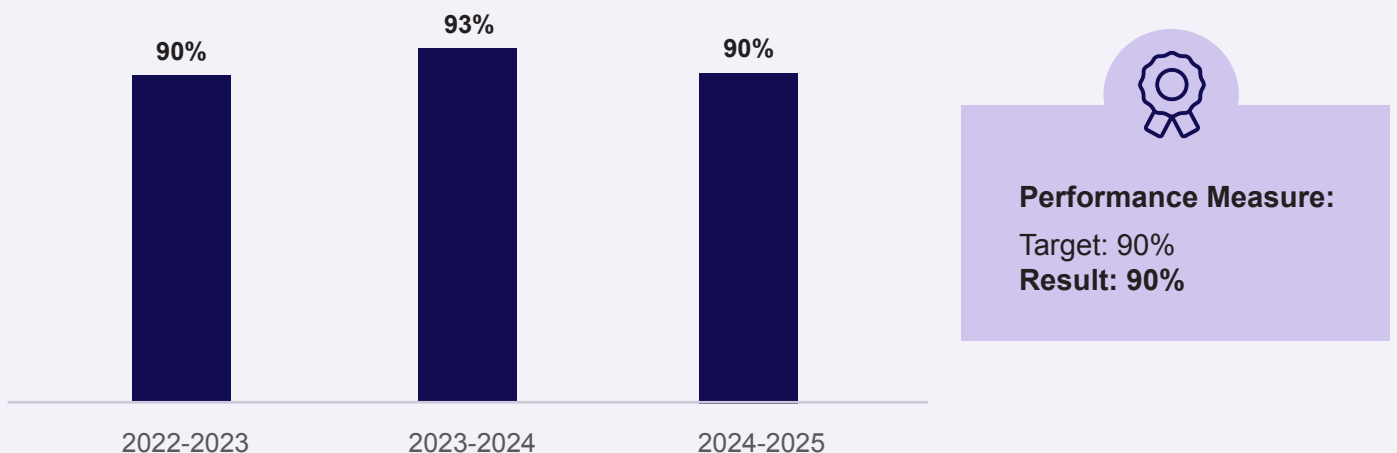
CAT case progression by stage

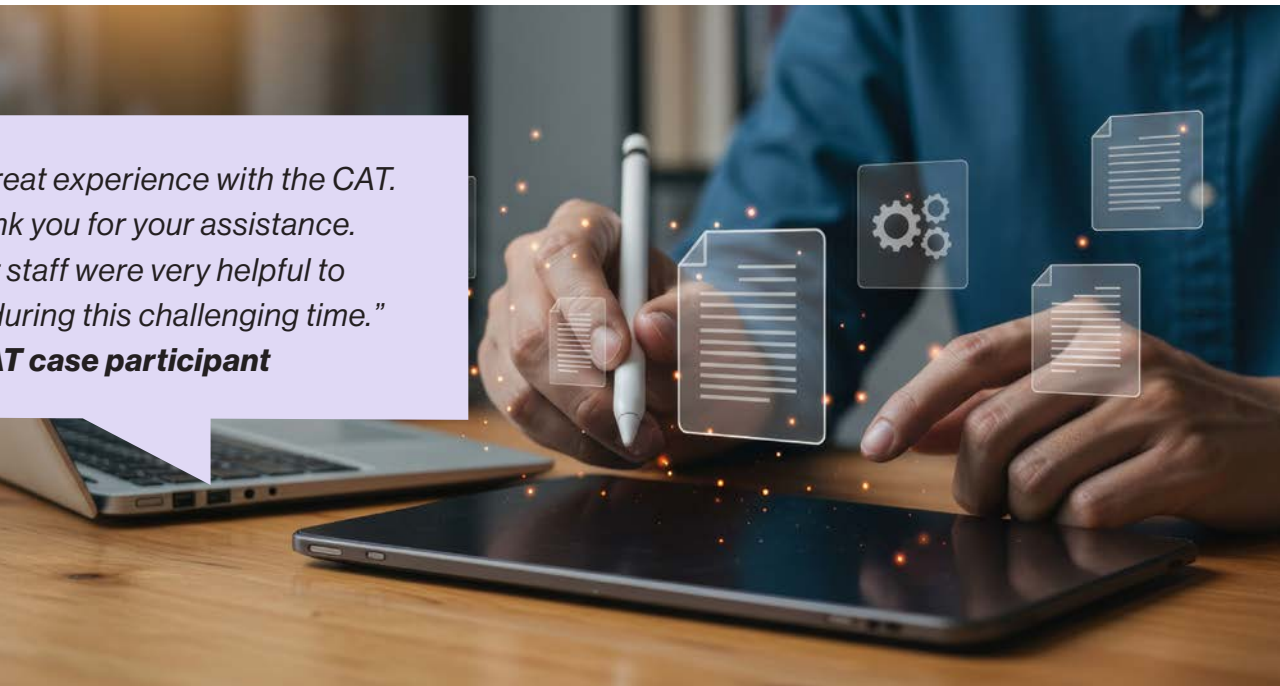


The CAT is required to publish its [decisions and orders](#). The public can search for decisions related to specific topics, dates or key words. This year, there were 35,322 visitors to the CAT decisions and orders landing page and 109,926 views of decisions and orders, for an average of three decisions and orders viewed by site visitor.

A [Memorandum of Understanding](#) between the CAT and the CAO protects the Tribunal's independent adjudicative function and defines the relationship, roles, and responsibilities of the CAO's Board, CEO & Registrar, and the CAT Chair. In 2024-2025, the CAT Chair oversaw three part-time Vice-Chairs and approximately 20 part-time Members who mediate and adjudicate cases.

CAT decisions that are released within 30 days of hearing completion





*"A great experience with the CAT.
Thank you for your assistance.
Your staff were very helpful to
me during this challenging time."*

- CAT case participant

Practice Directions

The CAT has a series of [practice directions](#) that help parties understand the rules and requirements for participating in a case. In April, we released a [CAT Practice Direction: Scheduling Requests and Adjournments](#), which outlines procedures for scheduling requests and adjournments in Tribunal proceedings. The direction emphasizes the importance of timely communication and provides specific guidelines for requesting schedule changes or adjournments, including considerations for medical reasons, case resolution, and accommodations under the Ontario Human Rights Code.

In November, the CAT published a [new practice direction](#) outlining how the Tribunal combines mediation and adjudication to resolve disputes. This innovative approach provides greater flexibility in case management and helps parties understand the process and their participation requirements.

The CAT also developed and published a new practice direction to provide more clarity about the [Use of Artificial Intelligence in CAT cases](#). This was in response to a party including AI hallucinations—when artificial intelligence generates false or misleading information—which cited cases that did not exist. The direction acknowledges that parties use AI for submissions and aims to provide guidance on avoiding common pitfalls that may affect the outcome of their cases. The CAT was one of the first Tribunals to provide this guidance, and it was used as a model for other tribunals across Canada.

5.3 Third Objective: Engage Clients & Sector Partners

The CAO is committed to building strong connections with condo communities through targeted outreach and two-way communication. In 2024-2025, our outreach efforts focused on raising awareness of the CAO and its services, engaging with our clients and working collaboratively with sector partners.



Our primary clients are condo owners and the board directors who govern their condo corporations. We also provide services to prospective buyers and tenants, and we collaborate with sector partners – including condominium managers, professional associations, and other organizations – across Ontario’s condominium ecosystem.

Raising Awareness

In 2024-2025, the CAO’s digital presence strengthened considerably, reaching a broad audience across Ontario’s condo communities. Our website continued to be a key resource, supporting over half a million visitors in accessing important information and services. Engagement across social media channels also grew, reflecting active community interest and ongoing dialogue around condo living.

This increased reach and interaction demonstrates the CAO’s commitment to connecting with and supporting condo owners, residents, directors and other sector partners across the Province through accessible, digital platforms.



534,860

unique visitors to the
CAO’s website



3,807,262

page views of the CAO’s
website



4,243

new subscribers through the
CAO’s website



1,599

new social media
followers



614,519

social media
engagements



1,396,116

views of the CAO’s social
media posts

Digital Ads

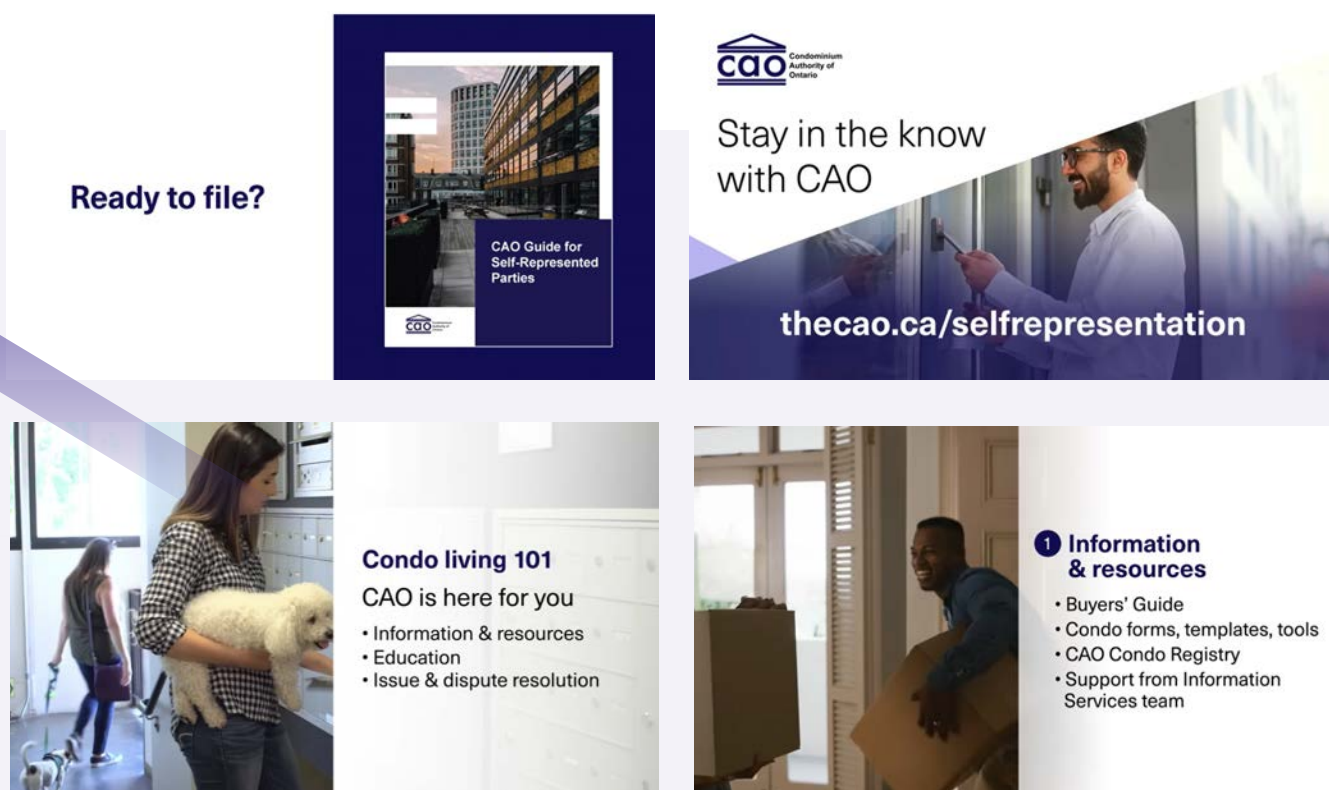
The CAO launched its first large-scale digital advertising campaign to raise awareness of our organization and the resources we offer. Building on that success, we followed up with a second campaign focused on promoting our new Guide for Self-Represented Parties, aimed at helping individuals who choose to represent themselves in CAT proceedings.

The CAO's digital ads appeared **5.6 million** times across desktop, tablet, mobile, and smart TV screens—raising awareness Province-wide.

These impressions led to:

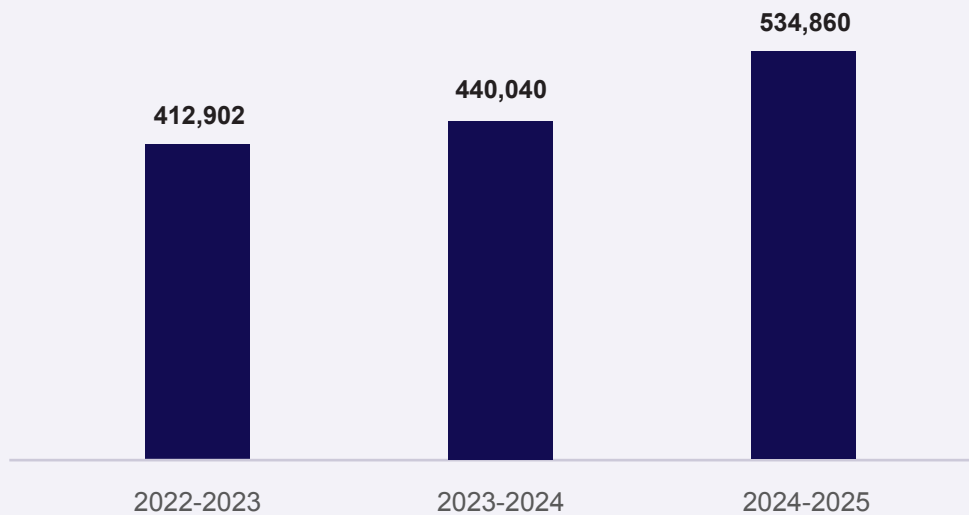
- **2.8 million interactions** (likes, clicks, comments, shares)
- **177,000+ desired actions** (link clicks, follows, subscriptions, and more)

These strong results reflect growing awareness of the CAO and its services among Ontario's condo communities.



This targeted digital advertising campaign, combined with a tailored social media strategy to reach specific members of condo communities and promote key information, resources, and services on our website, led to strong results. We surpassed our performance target of a five per cent increase in unique visitors, achieving a 22 per cent increase and reaching 534,860 unique visitors—our highest number to date.

Number of unique website visitors year over year



Performance Measure:

Target: 5% increase to 462,000 unique users

Result: 22% increase to 534,860 unique users

Webinars

The CAO hosted two webinars to engage and inform our clients and sector partners. The [first webinar](#) supported the launch of Director Training 2.0, providing an overview of the updated program along with a live question-and-answer session. In collaboration with the CMRAO, this session was also made eligible for Continued Professional Education (CPE) credits for condominium managers. The CAO's virtual [Annual Meeting](#) was held in the fall and featured a presentation of the year's highlights by the CEO & Registrar, as well as recorded remarks from the Minister.

Both webinars attracted approximately 500 attendees each, reflecting strong client and sector partner interest and engagement.



Newsletters

The CAO issues a quarterly newsletter to keep our contacts informed of important updates and new resources. We encourage all condominium directors and managers who receive the newsletter to share it with condo owners to help ensure broader awareness across the sector. Our subscription service, [Stay in the know with CAO](#), provides key metrics to measure our outreach efforts and connect with condo owners directly.

This year's newsletters included announcements related to the release of our new Guide for Self-Represented Parties, the expanded director training, Ministry public consultations, the new Condo Smart Form, our Consumer Protection and Compliance Policy, and the first-ever study on the state of condo reserve funds in Ontario.



Sector Partnerships & Events

Throughout the year, the CAO partnered with Tarion, the Electrical Safety Authority, the Home Construction Regulatory Authority, and the Real Estate Council of Ontario to respond to questions from condominium buyers and owners. These collaborations addressed a wide range of topics, including the CAO’s mandate, how we support consumers, and key information for condo owners—such as the installation of electric vehicle charging stations.

We continued to work closely with the CMRAO through regular information exchanges, data sharing agreements and the ongoing [Memorandum of Understanding](#), further strengthening support for Ontario’s condo communities.

The CAO also participated in several events throughout the year to connect directly with condo communities and our sector partners.

Engagements included:

- Realtor Quest 2024 – Canada’s largest real estate conference and tradeshow hosted by the Toronto Regional Real Estate Board (TRREB)

- Community Associations Institute (CAI) Canada Conference
- Association of Municipalities of Ontario’s (AMO) Annual Conference
- The annual Condo Conference hosted by the Association of Condominium Managers of Ontario (ACMO) and the Canadian Condominium Institute (CCI) of Toronto and Area Chapter
- Rural Ontario Municipal Association (ROMA) Conference

We also delivered presentations at key events such as:

- CCI-Eastern Ontario’s Annual Conference
- Toronto Councillor’s Condo Clinic
- CCI-Golden Horseshoe’s “Navigating Conflicts” Lunch & Learn

In addition, we partnered with Habitat for Humanity for several community sessions and participated in a range of other outreach opportunities to strengthen awareness and education around condo living in Ontario.



Engagement to Strengthen Services

The CAO's [advisory process](#) creates meaningful opportunities for Ontario's condo communities to directly shape the services we deliver. This process helps us uphold our mandate of consumer protection through reliable information, accessible education, and responsive dispute resolution services.

This year, we updated the [CAO's Advisory Process Terms of Reference](#), outlining how we connect with condo communities to gather, consider, and act on their input. Through a combination of advisory panels, focus groups, user testing, surveys, and collaborative partnerships, we continue to strengthen engagement, enhance services, and support condo communities across Ontario.

Advisory Panels & Sector Feedback Initiatives in 2024-2025



Condo Buyers' Guide

We held broad public consultations, including three advisory panels with condo owners, directors, educators, managers, representatives from other designated administrative authorities, as well as legal and real estate professionals. Our sector-wide survey kicking off this consultation received over 1,700 responses, helping shape the content, tone, and structure of the updated Guide.



Guide on Communications & Conflict Resolution

We piloted a version of this Guide and conducted a sector survey in the summer. Feedback gathered from users on our website through a form confirmed the overall approach, identified key improvements, and ensured alignment with evolving sector needs. The new Guide was released in the fall.



Guide for Self-Represented Parties

Former participants in CAT cases and legal representatives shared insights through a targeted survey. Their feedback confirmed the need for clearer information on early issue resolution, the CAT process, and condo living principles – enabling self-represented parties to participate more effectively in their cases.



Condo Smart Form & Owners' Meeting Requisition Template

Ongoing user feedback through condo form surveys indicated a need for more intuitive, user-friendly condo forms. In response, the CAO piloted its first interactive Condo Smart Form – transforming the Owners' Meeting Requisition Template from a static PDF into a guided, fillable step-by-step tool that generates a ready-to-use PDF.



Director Training 2.0

Three focus groups reviewed the new Director Training 2.0 program. Two completed the entire training and one reviewed six of the updated modules, helping to identify potential issues and ensure a strong user experience at rollout.

“As a condo owner, I just want to express my appreciation for the incredible resource we have in the CAO. Your professionalism and the clarity of the information you provide are truly invaluable. You are one of the few avenues through which owners can feel genuinely heard and supported. Thank you for all that you do.”

- Condo owner



Condo Board Director Competencies Framework

We engaged the Greater Toronto Area Condo Directors Group and hosted four focus groups with seven condo directors and managers. Their feedback guided the structure and content of the new framework, developed to support director learning and governance capabilities.



Consumer Protection & Compliance Policy

We held six advisory panels with condo board directors, managers, owners, legal professionals, and other sector experts. The input helped develop our new policy that employs a risk-based escalating approach to supporting compliance and safeguarding condo owners.



Director Training Information in the Condo Calendar Tool

We conducted a survey of all individuals registered with the CAO’s advisory programs, including advisory panel members, on enhancements to the Condo Calendar tool. We received nearly 600 responses, providing valuable insights that helped us prioritize how director training information is displayed within the tool. These improvements aim to better support consumer protection and meet user needs.



Condo Returns 2.0 Benchmarking

A benchmarking survey was shared with all previous returns filers and received over 300 responses. The data gathered established baseline metrics that will guide future improvements of the CAO’s condo returns filing system.

Thank You to Our Contributors!

We extend our sincere thanks to everyone who contributed to our advisory processes this year, including panel members, focus group participants, survey respondents, and user testers. Your feedback is essential to helping us improve our resources and services, and better support Ontario’s condo communities. See [Appendix 2](#) for a list of participants in our advisory processes who agreed to have their names published.

5.4 Fourth Objective: Deliver Organizational Excellence

In 2024-2025, we made meaningful progress in strengthening how the CAO manages its people, finances, and operations—laying the foundation for strong consumer protection and sustained public trust.

Central to this work is fulfilling the reporting obligations set out in our Administrative Agreement with the Minister. These requirements support transparency, public oversight, and accountability, ensuring that the CAO continues to operate in a way that protects condo owners and communities. This year, the CAO remained in full compliance with all reporting obligations, reinforcing our commitment to good governance, performance monitoring, and public confidence in our services.

Achieve accountability requirements under the Administrative Agreement

✓ 2022-2023

✓ 2023-2024

✓ 2024-2025



Performance Measure:

Target: Achieve accountability requirements

Result: Achieved



Inclusive & Engaged Workplace

At the heart of the CAO lies one of its greatest strengths: a diverse and dedicated staff. Our team brings together individuals from a wide range of backgrounds, experiences, and perspectives, creating a dynamic workplace that reflects the communities we serve. This diversity not only enriches our internal culture but also drives innovation, collaboration, and effective problem-solving across all areas of our work.

The CAO is committed to championing diversity, equity, and inclusion within our organization. As an equal opportunity employer, we consider all qualified individuals for employment regardless of 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 rich diversity of Ontario and the condo communities we serve. We take pride in our inclusive culture and actively celebrate the varied backgrounds, experiences, and customs of our staff.

Throughout the year, the CAO participates in important days of celebration, reflection, and advocacy. These include the [Moose Hide Campaign Day](#)—a nationwide, Indigenous-led movement to engage men and boys in ending gender-based violence and raising awareness of missing and murdered Indigenous women and girls.

“Working at the CAO has allowed me to collaborate closely with other departments, broadening my exposure and helping me learn from different perspectives. What I value the most is seeing the real impact of our work on condo communities, which makes it both meaningful and rewarding.” – CAO staff member

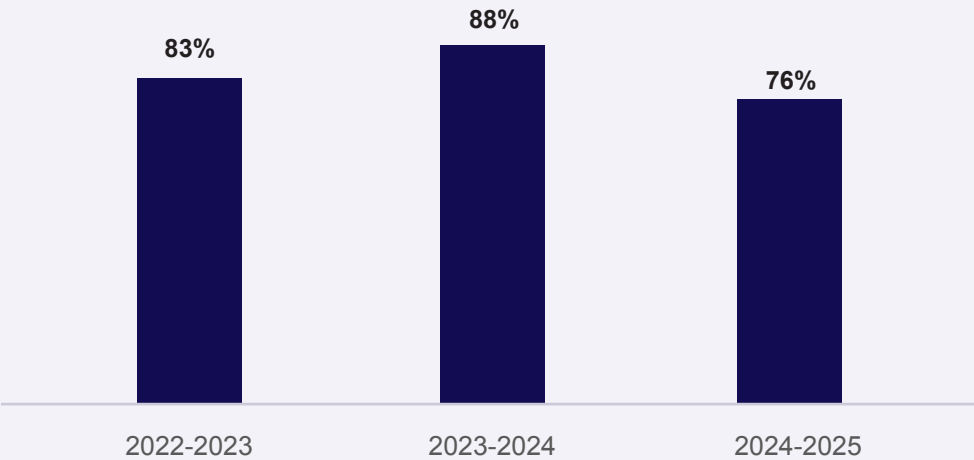


We also observe the National Day for Truth and Reconciliation, Pride Month, and a wide range of cultural and religious holidays, underscoring our commitment to inclusion, reconciliation, and community engagement.

Our culture of giving back is driven by the passion and initiative of our employees. This year, staff organized and took part in several meaningful initiatives, including the 2024 CAO Blood Donation Drive in support of Canadian Blood Services, and the Heatwave for SickKids Beach Volleyball Corporate Team Challenge, helping to raise funds to end childhood cancer. We also believe in recognizing and appreciating our team. In July, we hosted our Summer All-Staff Appreciation Event, bringing everyone together to celebrate achievements and show gratitude for the dedication and hard work of our employees.

To continuously improve the employee experience and ensure alignment with our values and culture, the CAO conducts an annual staff engagement survey. While employee satisfaction dipped slightly this year, the results remain strong against our annual target of 80 per cent.

Employees who are satisfied working at the CAO



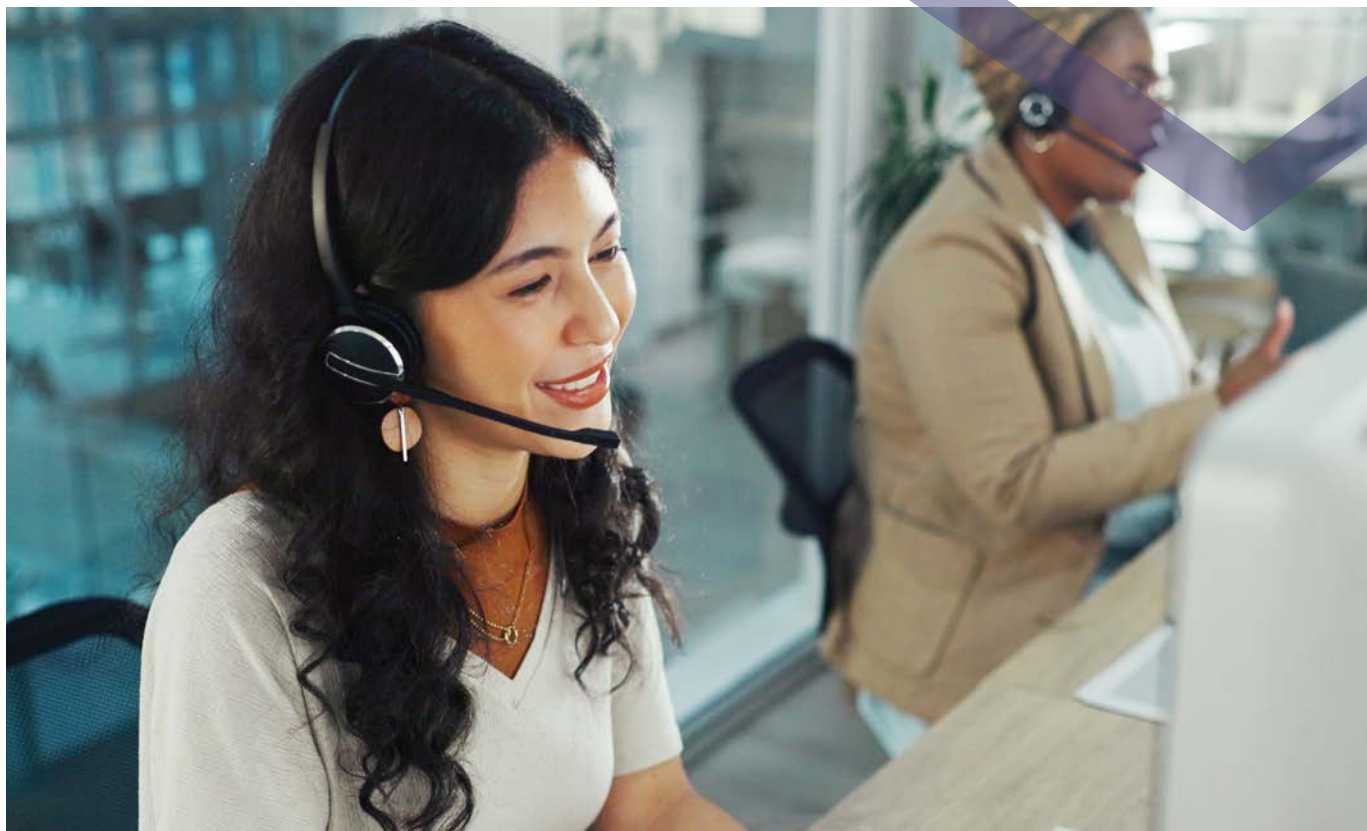
Performance Measure:
Target: 80%
Result: 76%

Accessible Services

The CAO is committed to providing services that are accessible to all Ontarians and ensures all services are available in an accessible format. 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](#) (AODA) and the Ontario [Human Rights Code](#) (HRC).

This year, our information, education and compliance team provided alternate formats for our online director training service to 10 requestors. Tribunal operations staff responded to three accommodation requests and worked to identify and remove barriers to ensure 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. 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 colour contrast and full keyboard accessibility. We continuously enhance our services by conducting regular accessibility audits and implementing user feedback.

French Language Services

The CAO provides all its digital services in both official languages. We employ bilingual staff across the corporation and respond to French language inquiries and clients involved in cases before the CAT through dual-language information and client 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 2024-2025, the CAO supported French language clients, including:

- 6 emails and 22 phone calls in French
- 47 French director training survey responses
- 23 annual returns and 6 notices of change filed in French
- 1 CAT case conducted bilingually

Complaints about the CAO

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.



In stage one, the complaints officer reviews the complaint to determine whether it meets the criteria for a complaint under the policy. If it does not, the complainant is advised and supported appropriately. This may mean that we refer the individual to the information and client services team or, if the complaint is related to a condo manager, to the CMRAO.

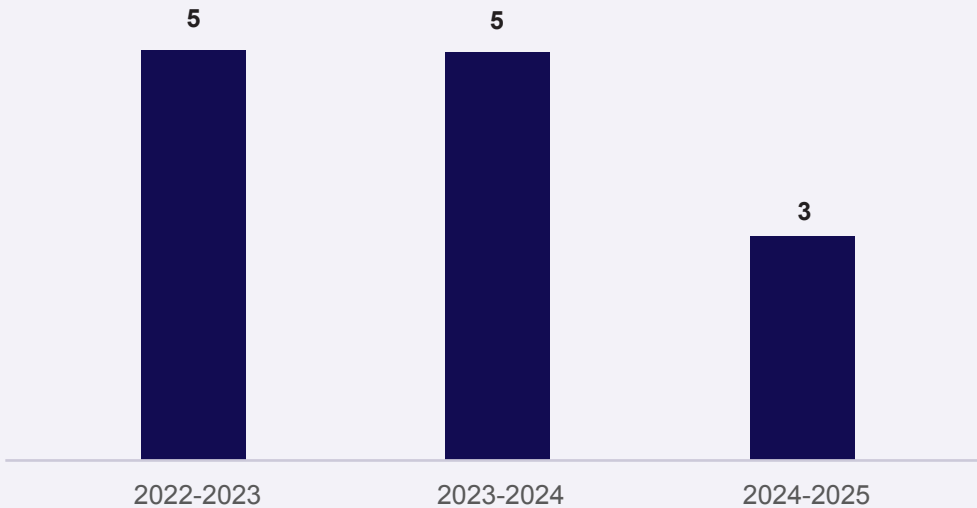


In stage two, the Deputy Registrar responds to a complaint about the CAO's staff or services,* and the CAT Chair responds to a complaint about a Tribunal Member by reviewing the details of the complaint and contacting the appropriate CAO individuals, requesting additional information from the complainant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

The CAO maintains records of all complaints and reviews the details of each as part of the corporation's commitment to resolve issues and disputes. In 2024-2025, the CAO addressed and resolved three complaints under the policy.

** There were no complaints received in 2024-2025 related to CAO employees.*

Complaints by fiscal year





Risk Management

The CAO’s Enterprise Risk Management Framework and Risk Management Plan help the corporation identify, assess, and manage risks that could affect our ability to deliver on our strategic objectives and business priorities in support of Ontario’s condo communities. We evaluate potential risks on a quarterly basis and plan preventive and recovery controls. Risks are identified, assessed, scored and prioritized based on probability and impact.

Cybersecurity remains a priority for a digital corporation such as the CAO. We rely on the rigorous and sophisticated security features of our digital platform, along with additional safeguards. We have strengthened our security with ongoing monitoring, access reviews and audits to reduce risks and improve operational efficiency.

Financial Accountability

The CAO once again received a clean audit for 2024-2025, confirming that our financial statements comply with accounting standards and accurately reflect our financial position. This outcome reflects the CAO’s strong accountability culture, robust internal controls, and operational integrity—offering continued public confidence in our financial and business practices.

Obtain a clean external audit

- ✓ 2022-2023
- ✓ 2023-2024
- ✓ 2024-2025



Performance Measure:

Target: Clean external audit
Result: Achieved

6. Financial Report



6.1 Audited Financial Statements



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Oakville ON L6H 6K8 Canada

Independent Auditor's Report

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, 2025, 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, 2025, 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.

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 24, 2025

Condominium Authority of Ontario Statement of Financial Position

March 31	2025	2024
Assets		
Current		
Cash	\$ 17,089,823	\$ 15,211,378
Short-term investments (Note 4)	6,934,233	7,609,027
Accounts receivable	400,678	714,166
Prepaid expenses	366,415	351,958
	24,791,149	23,886,529
Long-term		
Intangible assets (Note 5)	2,162,337	2,035,715
Capital assets (Note 6)	233,198	-
	\$ 27,186,684	\$ 25,922,244
Liabilities		
Current		
Accounts payable and accrued liabilities (Note 7)	\$ 1,777,271	\$ 1,645,436
Government and oversight fee payable (Note 10)	311,654	302,225
Current portion of loan payable (Note 8)	592,293	575,654
Deferred revenue	12,444,218	11,389,920
	15,125,436	13,913,235
Long-term		
Loan payable (Note 8)	1,881,599	2,473,892
	17,007,035	16,387,127
Fund Balances		
Investment in intangible and capital assets	2,395,535	2,035,715
Unrestricted net assets	3,284,114	2,999,402
Internally restricted net assets (Note 9 and 11)	4,500,000	4,500,000
	10,179,649	9,535,117
	\$ 27,186,684	\$ 25,922,244

On behalf of the Board of Directors:



Allison Scanlan - Chair of the Board



Dennis Moir - Treasurer

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

Condominium Authority of Ontario

Statement of Operations

For the year ended March 31	2025	2024
Revenues		
Assessment fees (Note 3)	\$ 12,686,022	\$ 12,418,831
Interest income	891,294	930,843
Other fees	131,823	134,930
Tribunal fees	37,475	34,200
	<u>13,746,614</u>	<u>13,518,804</u>
Expenditures		
Human resources	8,546,144	7,982,912
Enterprise IT	1,192,917	903,284
Occupancy costs	658,694	681,960
Condominium authority tribunal & members	414,768	442,173
Non recoverable portion of HST	376,828	384,384
Information and communication	354,523	311,918
Ministry oversight fee	311,655	302,225
Office and general	292,798	251,106
Board of Directors	239,252	282,123
Interest on loan payable	83,421	99,593
Professional fees	30,896	32,657
Legal fees	25,767	11,137
Amortization of intangible assets	574,419	493,460
	<u>13,102,082</u>	<u>12,178,932</u>
Excess of revenues over expenditures	\$ 644,532	\$ 1,339,872

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 and capital assets	Unrestricted net assets	Restricted net assets	Total 2025	Total 2024
Balance, beginning of year	\$ 2,035,715	\$ 2,999,402	\$ 4,500,000	\$ 9,535,117	\$ 8,195,245
Excess of revenues over expenditures for the year	-	644,532	-	644,532	1,339,872
Addition of intangible assets	684,384	(684,384)	-	-	-
Amortization of intangible assets	(557,762)	557,762	-	-	-
Purchase of capital assets	249,855	(249,855)	-	-	-
Amortization on capital assets	(16,657)	16,657	-	-	-
Fund balances, end of year	\$ 2,395,535	\$3,284,114	\$4,500,000	\$10,179,649	\$9,535,117

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	2025	2024
Cash (used in) provided by		
Operating activities		
Excess of revenues over expenditures for the year	\$ 644,532	\$ 1,339,872
Adjustments to reconcile excess of revenue over expenses for the year to cash provided by operating activities		
Amortization of intangible assets	557,762	493,460
Amortization of capital assets	16,657	-
Changes in non-cash working capital balances		
Accounts receivable	313,488	49,993
Prepaid expenses	(14,457)	(27,825)
Accounts payable and accrued liabilities and government and oversight fee payable	141,264	192,691
Deferred revenue	1,054,298	4,569,420
	<u>2,713,544</u>	<u>6,617,611</u>
Investing activities		
Purchase of intangible assets	(684,384)	(504,726)
Purchase of capital assets	(249,855)	-
	<u>(934,239)</u>	<u>(504,726)</u>
Financing activities		
Repayment of loan payable	(575,654)	(559,481)
Net purchase of (proceeds received from) short-term investments	674,794	(259,027)
	<u>99,140</u>	<u>(818,508)</u>
Increase in cash during the year	<u>1,878,445</u>	<u>5,294,377</u>
Cash, beginning of year	<u>15,211,378</u>	<u>9,917,001</u>
Cash, end of year	<u>\$ 17,089,823</u>	<u>\$15,211,378</u>

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

Condominium Authority of Ontario Notes to Financial Statements

March 31, 2025

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.

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, 2025

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 the statement of operations. 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 the statement of operations.

Capital assets

Capital 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:

Leasehold improvements	over the term of the lease
------------------------	----------------------------

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
Cloud data warehouse	8 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.

Condominium Authority of Ontario Notes to Financial Statements

March 31, 2025

2. Summary of Significant Accounting Policies - (Continued)

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.

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 are made up of non-redeemable Guaranteed Investment Certificates ("GIC") and bear interest at 3.83% (2024 - 5.55%) per annum and mature on September 15, 2025 (2024 - September 9, 2024).

5. Intangible assets

	2025		2024	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Initial enterprise solution	\$ 3,612,359	\$ 3,612,359	\$ -	\$ 493,460
CAT - OS - Online tribunal release 2	1,546,959	-	1,546,959	1,027,837
Cloud data warehouse	679,681	64,303	615,378	514,418
	\$ 5,838,999	\$ 3,676,662	\$ 2,162,337	\$ 2,035,715

CAT- OS - Online tribunal release 2 is an asset in progress as of year end and not utilized. As such, this intangible assets is not being amortized.

Condominium Authority of Ontario

Notes to Financial Statements

March 31, 2025

6. Capital assets

	2025		2024	
	Cost	Accumulated Amortization	Net Book Value	Net Book Value
Leasehold improvements	\$ 249,855	\$ 16,657	\$ 233,198	\$ -

7. Accounts payable and accrued liabilities

There are government remittances payable outstanding of \$35,206 (2024 - \$28,918) included in the accounts payable and accrued liabilities balance.

8. Loan payable

	2025	2024
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.	\$ 2,473,892	\$ 3,049,546
Less current portion	592,293	575,654
Due beyond one year	\$ 1,881,599	\$ 2,473,892

Scheduled principal repayments are as follows:

2026	592,293
2027	609,414
2028	627,030
2029	645,155
	<u>\$ 2,473,892</u>

The Organization has credit facilities available to a maximum of \$7,500,000 (2024 - \$7,500,000), of which \$2,473,892 (2024 - \$3,049,546) 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, 2025, the Organization was in compliance with the financial covenant.

Condominium Authority of Ontario

Notes to Financial Statements

March 31, 2025

9. 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 2025, the Organization transferred \$Nil (2024 - \$500,000) from its unrestricted net assets to internally restricted net assets.

10. Commitments

a) Under terms of an Administrative Agreement between the organization and the Ministry of Public and Business Services Delivery and Procurement (the “MPBSDP”), the organization is obligated to pay a maximum annual fee based on cost recovery to the Province of Ontario. As at March 31, 2025, this annual fee was \$311,655.

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

2026	\$ 696,868
2027	716,137
2028	729,901
2029	749,169
2030	762,933
Thereafter	2,494,405
	<hr/>
	\$ 6,149,413

11. 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, 2025

12. 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.

6.2 Management Discussion & Analysis

The following management discussion and analysis provides supplementary information for condo communities and other readers on the CAO’s financial statements for the 2024-2025 fiscal year. This analysis should be read in conjunction with the audited financial statements for the year ending on March 31, 2025, that are prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Revenue

Category	2024-2025	2023-2024	% increase/ (decrease)
Assessment fees	\$12,686,022	\$12,418,831	2.2%
Interest income	\$891,294	\$930,843	(4.2%)
Other fees	\$131,823	\$134,930	(2.3%)
Tribunal fees	\$37,475	\$34,200	9.6%
Total revenue	\$13,746,614	\$13,518,804	1.7%

The CAO’s operating revenues are mainly comprised of assessment fees paid by condo owners and collected from condo corporations based on an average of \$1 per voting unit per month. As of March 31, 2025, there were 1,071,798 voting units.

While there are diverse types of condo units—dwelling, parking, storage, and others, not all condo units are voting units. Section 49(3) of the Condo Act states that parking or storage units are not considered voting units, unless all units in the condominium consist solely of parking and storage units. When a condominium has dwelling units as well as parking or storage units, only the dwelling units are voting units.

Assessment fee revenues were \$12,686,022 for the year ending March 31, 2025. This represents an increase of 2.2 per cent from the previous year's revenues of \$12,418,831. This increase can mostly be attributed to the annual growth in the condo sector and higher voting units of non-filers as they filed returns, resulting in higher than accrued revenue for the previous six years of returns. The corporation also received \$37,475 from Tribunal fees, an increase of 9.6 per cent from \$34,200 in 2023-2024. The increase in Tribunal fees is in line with the increased number of Tribunal cases filed with the CAT.

The CAO also had \$891,294 in interest income in 2024-2025, a 4.2 per cent decrease compared to the \$930,843 in 2023-2024. This lower income resulted from decreased interest rates by the Bank of Canada.

Expenses

Category	2024-2025	2023-2024	% increase/ (decrease)
Human resources	\$8,546,144	\$7,982,912	7.1%
Operational and general administrative costs	\$3,898,098	\$3,602,967	8.2%
Interest on loan payable	\$83,421	\$99,593	(16.2%)
Amortization of intangible assets	\$574,419	\$493,460	16.4%
Total expenses	\$13,102,082	\$12,178,932	7.6%

This year, the CAO continued to strategically invest in its technology, process enhancements and workforce to enhance the quality, accessibility, and responsiveness of its digital services—ensuring a more seamless and client-focused experience for the condo communities it serves.

Total expenditures for the 2024-2025 fiscal year amounted to \$13,102,082, reflecting a 7.6 per cent increase from the 2023-2024 fiscal year total of \$12,178,932. The increase is in line with the 2024-2025 fiscal year budget, factoring in the expansion of the CAO's operations and scope of work.

Human resources expenditures for the 2024-2025 fiscal year totaled \$8,546,144, representing a 7.1 per cent increase from the 2023-2024 total of \$7,982,912. This increase reflects the planned growth in staffing to support the CAO's expanded investments in technology, client education and customer service delivery, as well as annual adjustments in associated employment costs.

Total Operating & General Administrative Expenses

Category	2024-2025	2023-2024	% increase/ (decrease)
Enterprise IT	\$1,192,917	\$903,284	32.1%
Occupancy costs	\$658,694	\$681,960	(3.4%)
Condominium Authority Tribunal & Members	\$414,768	\$442,173	(6.2%)
Non-recoverable portion of HST	\$376,828	\$384,384	(2.0%)
Information and communication	\$354,523	\$311,918	13.7%
Ministry oversight fee	\$311,655	\$302,225	3.1%
Office and general	\$292,798	\$251,106	16.6%
Board of Directors	\$239,252	\$282,123	(15.2%)
Professional fees	\$30,896	\$32,657	(5.4%)
Legal fees	\$25,767	\$11,137	131.4%
Total operational & general administrative costs	\$3,898,098	\$3,602,967	8.2%

Operational and general administrative expenses for the 2024-2025 fiscal year amounted to \$3,898,098, an 8.2 per cent increase from the 2023-2024 total of \$3,602,967. The increase can mainly be attributed to higher enterprise IT costs, which increased by 32.1 per cent due to several technological projects that strengthened the CAO's cybersecurity posture and digital services provided to our clients. These and other changes to the different expense categories under operation and general administrative expenses are consistent with the corporation's strategic priorities as outlined in the 2024-2025 Business Plan.

The accumulation of accrued interest of \$83,421 on advances received from the Ministry under the loan agreement is in line with the agreed loan amortization schedule calculated at a fixed interest rate of 2.87 per cent.

Cash Balances

The statement of financial position as of March 31, 2025, indicates a cash balance of \$17,089,823 and \$6,934,233 in short-term investments. This total cash balance mainly consists of \$12,444,218 in deferred revenue, internally restricted net assets of \$4,500,000, unrestricted net assets of \$3,284,114, and the balance of \$2,473,892 in payable Ministry loans, besides the net working capital.

The cash balance of \$17,089,823 as of March 31, 2025, is higher than the cash balance of \$15,211,378 as of March 31, 2024, due to improved collection of client fees from the CAO's complete move to online payments.

Net Assets

As of March 31, 2025, the CAO had \$10,179,649 in net assets, which increased due to the \$644,532 in excess revenue over expenses from the \$9,535,117 balance as of March 31, 2024.

Net assets include:

- \$2,395,535 investment in capital assets; \$2,162,337 of which is invested in the CAO's digital solutions; and the remaining \$233,198 invested in tangible leasehold improvements
- Internally restricted net assets of \$4,500,000, in line with the corporation's established restricted net asset reserve fund, as approved by the CAO's Board of Directors, helps build and maintain an adequate level of funds to ensure the stability of the corporation and ongoing sustainability of its operations in the event of unforeseen contingencies
- Unrestricted net assets of \$3,284,114 accumulated over the years to be used as required to invest in line with the corporation's mission and vision

Appendices



Appendix 1: Types & Sub-Types of Condo Corporations

Freehold Condo Corporation	<ul style="list-style-type: none">• Freehold corporations are where the land/property is jointly owned by the unit owners• There are three kinds of freehold condo sub-types under the Condo Act: standard, common elements and vacant land
Standard Condo Corporation	<ul style="list-style-type: none">• The most common type of condo corporation in Ontario• Has individual units and common elements which often include areas such as a foyer, exterior walls, and amenities
Common Elements Condo Corporation	<ul style="list-style-type: none">• There are no units in this type of condo corporation, only common elements which are shared by owners of parcels of tied land (POTL) that are legally attached to the common elements• Owners purchase a common interest in the common elements that is attached to their POTL. Examples include shared roads, golf courses or ski hills
Vacant Land Condo Corporation	<ul style="list-style-type: none">• The units are typically vacant lots at the time of purchase. The layout of the condominium may resemble a subdivision• The common elements are often things such as private roadways, private sewer systems and may include amenities such as a park or recreational facility• The developer may sell the individual units as vacant or may build a home on some or all of the units
Leasehold Condo Corporation	<ul style="list-style-type: none">• Leasehold corporations are where the underlying land on which the condo is built is leased. These are less common than freehold. Unit owners buy a leasehold interest in a unit and its associated common elements but do not own the underlying land

Appendix 2: List of Participants in CAO Advisory Processes

The CAO thanks the following individuals for their participation in our advisory process this year.

➤ CAO Condo Buyers' Guide

Designated Administrative Authority Advisory Panel:

- David Blumenfeld
- Tony Gioventu
- Catherine Longo
- Kym Robertson

Condo Sector Professional Advisory Panel:

- Kathie Anderson
- Brian Antman
- Elizabeth Bartliff
- Attila Benyi
- Robert Buckler
- Ray Leclair
- Jeff Malpass
- Gord McCormick

Condo Owners & Board Directors Advisory Panel:

- Shari-Anne Doolaege
- Lee Norbeck
- Sandra Norval
- Rajat Sharma
- Mac Sparrow
- John Wickramasinghe

User Testing Session:

- Robert Buckler
- Sofie Kehdi
- Kris Kooblall
- Vincent Londini
- Wayne McSpadden
- Karen Mergler

➤ CAO Consumer Protection & Compliance Policy

Condo Owners Advisory Panel 1:

- Lou Ariano
- Patricia Cosgrove
- Sandra Eckhardt
- Faziah Hamid-Rajroop
- Keith Robicheau
- Susan Wakutz

Condo Owners Advisory Panel 2:

- Michael Komendat
- Richelle Komes
- Ronald Barry Royal
- Rob Russell

Condo Board Directors Advisory Panel:

- Doris Dumais
- Wendyanne D'Silva
- Wayne Johnson
- Gloria Morgan
- Harry Nielsen
- Yvonne Penning
- Amanda Rourke

Condo Managers Advisory Panel:

- Rita Amato
- Jessica Ansah
- Louis Arriagada
- Gary Atkin
- William Colucci
- Lingam Kularatnam
- Shelley Seaby
- Peter Webb
- Debbie Wilson

➤ **CAO Consumer Protection & Compliance Policy (continued)**

Other Professionals Advisory Panel:

- Quintin Johnstone
- Jon Juffs
- Ian Nadar
- Raj Sivanandarajah

Legal Professionals Advisory Panel:

- Patricia Elia
- Sally Harris
- Chris Jaglowitz
- Andrea Lusk
- Kathy Summers

➤ **Condo Board Director Competencies Framework**

Advisory Panel:

- Babak Ardalan
- Salim Dharssi
- Vince Londini
- Jeff Malpass
- Abdullah Mohibuddin
- Eric Rickey
- Timothy Tempest

➤ **Director Training 2.0**

Advisory Panel:

- Linda Brett
- John Sariyannis
- Timothy Tempest



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