



# Condo Board Director Competencies

Thinking about becoming a condo board director? Or just want to see if you need to review important concepts? This quick reference competency framework gives an overview of what you need to know to foster harmonious condo communities. It outlines seven key areas of expertise and serves as a foundation for directors to assess their strengths and opportunities for further development. It also provides entry points into CAO's suite of supporting materials that can help you on your ongoing learning journey.



Governance  
and legal  
compliance



Community  
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Building  
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Financial  
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Dispute  
and conflict  
resolution



Project  
Management



Risk  
Management



Condominium  
Authority of  
Ontario



# Governance and legal compliance

Directors should understand legal frameworks, their own board responsibilities and governance best practices. They must adhere to by-laws, manage risks, foster transparency, maintain positive owner relations and stay informed about industry developments. Directors must also ensure that condo community members comply with the law, seek professional advice when needed and implement effective escalation procedures for legal issues.

Good governance also means understanding board structure, conducting effective meetings, and focusing on relevant matters while maintaining accountability and transparency within the condominium community.

## WHERE CAN I LEARN MORE?

- > [Director Training](#)  
Review the following modules: The Condo Authority of Ontario, Condo Fundamentals, Requisitioned Meetings, Corporate Records, Information and Status Certificates, and The Condo Authority Tribunal.
- > [Guide on Annual Condo Act Requirements](#)  
Learn about legal obligations under the Condo Act.
- > [Condo Forms](#)  
Condo forms are designed to facilitate clear communication among owners, boards and managers.
- > Guide on [before](#), [during](#) and [after](#) filing a return.  
Learn about filing a return with the CAO.
- > [Guide to Notices of Change](#)  
Learn about filing an online notice of change with the CAO.

- > [Condo Calendar Tool](#)  
Easily visualize deadlines related to legal obligations, like when corporations should send AGM notices, information certificates and more.
- > [Guide on Self-Managed Condos](#)  
Learn more about condos where the board of directors runs day-to-day operations directly instead of hiring condo managers to do it.
- > [Guide on Governing Condos](#)  
Learn about best practices for boards regarding governance.

## CONDO ACT REFERENCES

- > [Section 26.3](#) covers information certificates
- > [Section 35](#) deals with meetings of directors
- > [Section 55](#) addresses record maintenance
- > [Section 119 \(1\)](#) requires compliance with the act and governing documents



# Community Engagement

Board directors should aim to create a cohesive and inclusive community by communicating openly and building relationships effectively. They should excel in facilitation, active listening, embracing diverse perspectives and encouraging participation in condo meetings. Effective community management also means promptly addressing concerns, acting on feedback and ensuring compliance with all legally required notices that owners must receive.

## WHERE CAN I LEARN MORE?

- > [Director Training](#)  
Review the following modules: Requisitioned Meetings, Conflict Resolution and Owners' Meetings.
- > [Guide on Annual Condo Act Requirements](#)  
Learn about legal obligations under the Condo Act.
- > [Guide on Communication and Conflict Resolution](#)  
See tips to navigate conflict and create a positive condo environment.
- > [Guide to Virtual Owners' Meetings](#)  
Learn about running smooth online meetings.
- > [Guide on Issues Management](#)  
Learn about helpful recommendations for issue management.
- > [Guide on Condo Owners](#)  
Learn how to solve common condo living issues collaboratively.

## CONDO ACT REFERENCES

- > [Section 45](#) discusses meeting requirements
- > [Section 46](#) addresses owner-requisitioned meetings
- > [Section 47](#) of the Condo Act covers holding meetings and reporting to owners





# Building Management

Directors should oversee maintenance, operations and safety within their condominium building. They should understand their repair and maintenance obligations and ensure cost-effective and timely repairs. They should source appropriate contractors, suppliers and services while evaluating their performance and legal compliance throughout the procurement process.

## WHERE CAN I LEARN MORE?

- > [Director Training](#)  
Review the following modules: Common Element Modification, Repair and Maintenance, Procurement and Emergency Planning & Preparedness.
- > [Guide on Procuring Goods and Services](#)  
Learn more about setting up external vendors.
- > [Guide on Overseeing Condo Managers](#)  
Learn more about understanding condo manager's roles and managing them effectively.
- > [Guide on Emergency Planning](#)  
Learn about identifying, planning for and responding to problems.
- > [Guide on Electric Vehicle Charging Systems](#)  
Learn more on how to install electric vehicle charging stations, in addition to templates to assist owners in applying for and boards in responding to EVCS installations.
- > [Repairs after damage](#)  
Learn more about who is responsible for repairing damage to units and common elements.

## CONDO ACT REFERENCES

- > [Sections 89-91](#) cover repair and maintenance obligations
- > [Section 117\(1\)](#) covers prohibited conditions and activities





# Financial Acumen

Directors should understand financial statements and financial reporting. They should communicate effectively with auditors and accountants, whose advice is essential for proper financial oversight. Additionally, they should understand reserve funds and budgeting, ensuring that finances are reported accurately. Setting sustainable condo fees is crucial to ensuring long-term financial stability for the condo community.

## WHERE CAN I LEARN MORE?

- > [Director Training](#)  
Review the following modules: Financial Fundamentals, Collections & Liens, Reserve Funds and Auditors.
- > [Guide on Condo Reserve Funds](#)  
Learn about how reserve funds are critically important for the long-term well-being of condominiums in the province.
- > [Guide on Condo Finances](#)  
Learn more about making informed decisions related to budgeting, interpreting financial statements, handling reserve funds and more.

## CONDO ACT REFERENCES

- > [Sections 66-67](#) ensures financial accountability
- > [Section 69](#) covers delivery of financial statements/auditor's report
- > [Section 94\(9\)](#) addresses delivery of the plan for future funding
- > [Section 115](#) deals with corporations' money





# Dispute and conflict resolution

Directors can resolve conflicts by actively listening, analyzing risks, and finding practical solutions that work best for their community. It's important to implement proactive measures that strengthen communication and transparency. Mediation techniques and negotiation skills are essential for addressing conflicts early on.

Dispute and conflict resolution involves managing issues proactively and understanding escalation channels such as the Condominium Authority Tribunal, Condominium Management Regulatory Authority, Ontario Human Rights Commission, and Ontario Superior Court of Justice.

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## WHERE CAN I LEARN MORE?

### > [Director Training](#)

Review the following modules: Issues Management, Procurement, Conflict Resolution and The Condo Authority Tribunal.

### > [Guide on Procuring Goods and Services](#)

Learn more about the process of acquiring goods, works or services from an external source.

### > [Guides on Tribunal](#)

Learn more about the Tribunal through guides that offer essential information on processes, procedures, and best practices for effective dispute resolution in the condominium community.

### > [Guide on Issues Management](#)

Learn about helpful recommendations for issue management.

### > [Guide on Effective Negotiation](#)

Learn how parties work towards identifying common grounds and mutually beneficial resolutions by exchanging messages, documents and settlement offers without having to start mediation.

### > [Webinar on Managing and De-escalating Conflict in Condos](#)

Learn more about managing and de-escalating conflict in condos through our webinar, which provides valuable strategies and techniques for participants.

### > [Guide on Communication and Conflict Resolution](#)

See tips to navigate conflict and create a positive condo environment.

### > [Solving Common Issues](#)

View guided steps and tools to help owners, boards and managers resolve their issues before they escalate.

## CONDO ACT REFERENCES

> [Section 17 \(3\)](#) covers enforcement of condominium rules

> [Section 37 \(1\) \(a\)](#) addresses acting honestly and in good faith

> [Section 132](#) deals with mediation

> [O. Reg 179/17](#) covers CAT jurisdiction



# Project Management

Directors should be able to identify, organize, and execute initiatives in a timely manner while staying within project scopes and budgets. One way is by ensuring that board meetings are inclusive and constructive. Another important aspect is selecting, onboarding and monitoring vendors effectively during projects. Lastly, boards should oversee managers and maintain open communication with them, as they can provide crucial assistance in moving projects forward.

## WHERE CAN I LEARN MORE?

- > [Director Training](#)  
Review the following modules: Condo Corporation, Common Element Modification, Repair and Maintenance, Board Meetings, Governance, Procurement and Overseeing Condo Managers.
- > [Guide on Procuring Goods and Services](#)  
Learn more about the process of acquiring goods, works or services from an external source.
- > [Guide on Governing Condos](#)  
Learn about best practices for boards regarding governance.

## CONDO ACT REFERENCES

- > [Section 37 \(1\)\(b\)](#) deals with exercise of care, diligence and skill
- > [Section 40 \(1\)](#) addresses disclosure of any conflicts of interest





# Risk Management

Risk management involves analyzing issues and developing practical solutions. One of the most important risks that directors must manage is long-term structural integrity, which they can control by ensuring healthy reserve funds and proper financial management. Another important aspect is compliance with legislation, which can be achieved by staying up to date on sector laws and best practices, as well as ensuring proper transparency and communication within their condo community.

Risk assessment involves evaluating the severity and likelihood of risks like these and prioritizing solutions using tools like risk severity matrices, while also assessing the effectiveness of mitigation strategies. Emergency planning applies risk management principles to develop and test emergency responses for more acute issues.

## WHERE CAN I LEARN MORE?

- > [Director Training](#)  
Review the following modules: Insurance, Reserve Funds and Emergency Planning & Preparedness.
- > [Guide on Condo Reserve Funds](#)  
Learn about how reserve funds are critically important for the long-term well-being of condominiums in the province.
- > [Guide on Emergency Planning](#)  
Learn about identifying, planning for and responding to problems that arise suddenly and that may present serious risk to health, life, property, or the environment.
- > [Insurance](#)  
Learn how corporations and owners can protect themselves and their assets from damage and liability.

## CONDO ACT REFERENCES

- > [Section 37\(3\)](#) covers liability of directors
- > [Section 94\(8\)](#) addresses the plan for future funding

