Condominium Authority of Ontario
Annual Report 2017-2018

A year of many firsts for Ontario's condominium communities

Condominium Authority of Ontario

www.condoauthorityontario.ca

ANNUAL REPORT
2017-2018

Condominium Authority of Ontario

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Message from the Chair

Setting a vision to serve Ontario's condominium communities

As we review the accomplishments of the Condominium Authority of Ontario (CAO) in this inaugural annual report, it's important to note that while this was a year of many firsts, it was the culmination of a multi-year journey to respond to the evolving needs of Ontario's condominium market. The province's condominium sector has grown significantly since the *Condominium Act, 1998* (the Act) came into force in 2001. Today, approximately 810,000 condominium units house 1.6 million residents, and nearly 60 per cent of all new homes built in Ontario are condominiums. In many cases, these condominium units represent the largest purchase many Ontarians will ever make, making them an important investment and source of pride.

This dramatic rise in condominium living led to increasing and more complex consumer protection issues. For example, residents and owners face challenges accessing the information they seek regarding their corporations, their roles and how to resolve a dispute. At the same time, condominium directors sometimes struggled to gain the skills to best fulfill their duties. Essentially, there was a real demand for a reliable, one-stop resource for information on owners and residents' rights and responsibilities, improved visibility in condominium governance and a modern conflict resolution system.

Upon receiving our mandate, our founding Board set a bold vision for a fully online service delivery model. To realize this concept, we selected an experienced executive leader who recruited a small, highly skilled team and empowered them to think creatively and collaboratively.

As you will see in the following pages, this team found innovative solutions to begin to address the challenges facing those living in condominium communities. We have enhanced province-wide access to consumer protection, by introducing a cloud-based, integrated technology ecosystem to enable self-help services, a simplified dispute resolution mechanism, and a public registry database to bolster transparency.

This approach is enabling us to instill a customer service focus in the delivery of our services, in a way that is cost effective. Since the CAO is funded by condominium assessment fees, this delivery model keeps costs down for condominium owners and allows the CAO to efficiently and effectively reach all corners of the province.

At the same time, I want to emphasize that we are just getting started. We worked hard to build the mandated services within the legislated timeframes. This required us to make our best efforts to launch initial services, at the same time as we were building the organization from the ground up. We did this with the understanding that we will make improvements in our offerings, as we stabilize our organization, incorporate our first-year learnings and the invaluable feedback from our partners across Ontario.

In reflecting on the preliminary results attained in 2018, I would like to thank my fellow Board members and the CAO team for their leadership and creativity throughout the development of our important milestones. We remain committed to supporting healthy living in growing condo communities across Ontario and look forward to building on our initial work as our journey continues.

Tom Wright
Chair, Board of Directors
Condominium Authority of Ontario

Message from the CEO

Translating the vision into innovative services

As the first CEO and Registrar of the CAO, I am privileged to work with such a strategic Board and a skilled, client-focused team, dedicated to making a positive difference in condominium communities across Ontario.

Guided by a vision to serve condominium communities through innovation, customer service excellence and value for money, the CAO set out to translate these commitments into impactful services, tools and resources. With an ambitious timeline, we focused on ensuring that our priority initiatives would help to change the way condominium communities find the information they need, manage the corporation, resolve issues early and settle disputes.

Guided by a set of core values, a strong governance structure and a commitment to collaborative and agile development, we overcame obstacles and introduced a range of solutions in record time. As a new entrant in the condo sector, we had to work quickly to establish new partnerships with existing organizations, and engage directly with owners, directors and managers across a large province.

In the midst of these challenges, we launched our website and registration system on September 1, 2017. Two months later, on November 1, 2017, we rolled out the new web-based director training program, and a first-of-its-kind online Condominium Authority Tribunal. Shortly thereafter, the online condo returns and notice of change systems, and the public searchable condo registry went live.

As with any start-up organization with aggressive goals, we encountered some bumps in the road. We had to make tough choices so that initial services could go live on time, which created some technology solution limitations. We recognize that some of our users experienced technical difficulties or less-than-optimal response times. We appreciated the patience and understanding from users in those early days as we worked to resolve these issues.

On behalf of the staff of the CAO, I want to extend our deepest thanks to everyone who worked with us and provided invaluable feedback throughout this first year. They include our partners at the Ministry of Government and Consumer Services, our highly engaged Board of Directors, our dedicated staff and, importantly our partners in the condo community, including condo directors, managers, owners and residents, who use and support the use of these services and were willing to share their insights to shape the CAO's service array.

Early indications from users tell us that the CAO's ecosystem of information and resources are on the right track and starting to make a difference within condo communities, but we know that this is just the beginning.

With a view to achieving excellence in supporting healthy, positive condo communities across Ontario, the CAO looks forward continuing to work together to build on these initial successes.

Robin Dafoe
CEO and Registrar
Condominium Authority of Ontario

Message from the Chair of the Condominium Authority Tribunal

Building Canada's first fully online tribunal for condo communities

Condominium disputes can be complex and often emotional as they involve issues related to our homes. Individuals are looking to resolve these disputes in a quick and effective manner. That's why, with the powers under the new Condo Act, the CAO looked to best practices to launch Canada's first fully online tribunal, the Condominium Authority Tribunal (CAT).

The team started by analyzing various tribunal processes, the legal context and alternative dispute resolution practices. Then, working with our partners at the Université de Montreal's Cyberjustice Laboratory, the team translated what they learned into the CAT Online Dispute Resolution platform.

The process involved extensive consultations with experts in administrative justice, dispute resolution, self-representation and innovation in justice through technology. The result of this effort is a customer-centric platform that allows for effective negotiations, mediations and online hearings, conducted by CAT members who bring vast experience in mediation, adjudication, condominium law, technology innovation and life in condominium communities.

Since launching the platform, cases are already being resolved at each stage of the process and early feedback suggests that the first users of the CAT appreciate how this fresh approach requires less time and cost, and offers greater convenience.

Naturally, there is much yet to do, to ensure the tribunal runs as smoothly as possible. This will involve both the business and technology development work, as well as establishing a highly trained roster of members to facilitate mediations and, where necessary, make a final and binding decision. We will also be preparing for a growth in caseload due to any potential expansion beyond our current jurisdiction of records-related disputes.

We look forward to continuing to build upon CAT's capabilities in the year ahead and to helping condominium communities resolve their disputes efficiently and affordably.

Ian Darling
Chair
Condominium Authority Tribunal

About the Condominium Authority of Ontario

The Condominium Authority of Ontario (CAO) was launched on September 1, 2017 and operates under an administrative agreement with the Minister of Government and Consumer Services. We provide critical resources and services to condominium communities across Ontario, in a way that protects consumers and is fair, cost-effective, and efficient with a view to empowering condominium owners, directors and residents, and enabling positive, healthier condominium communities.

The CAO is a non-crown, not-for-profit corporation that is designated under the *Condominium Act, 1998*, to administer parts of the Condo Act, and to deliver services in support of the province's condominium sector.

The government proclaimed the new legislative provisions affecting the condo industry through changes to the *Condominium Act, 1998* on November 1, 2017. These changes sought to improve consumer protection and support healthy condo communities by introducing:

- Free-of-charge mandatory training for condo directors elected or appointed on or after November 1, 2017 (Ontario Regulation 48/10)
- The creation of the Condominium Authority Tribunal to deal with disputes between condo corporations and owners as it relates to records-related issues (Ontario Regulation 179/17)
- Effective January 1, 2018, all condo corporations be required to file Condominium Returns with the CAO, providing specific key information about the condo corporation (Ontario Regulation 377/17)
- A searchable Public Registry that displays specific information, to be implemented April 1, 2018 (Ontario Regulation 377/17)

The CAO is governed by an independent board of directors (see Appendix), and currently has a complement of 28 full-time employees. The organization is funded by assessments of condominium corporations and CAT user fees.

This year, the CAO launched an end-to-end digital platform that includes an online ecosystem of services of information, tools and resources for condo communities, including solutions to help solve issues early and settle disputes.

CAO Service Highlights:

- Easy-to-use information to help condo buyers, owners, residents and directors understand their rights and responsibilities
- Free online resources, tools and guided steps to help condo owners and residents resolve common issues and disputes quickly and collaboratively
- Accessible, cost-effective online dispute resolution service through the Condominium Authority Tribunal (CAT)
- Mandatory training for condominium directors elected or appointed on or after November 1, 2017 to help them understand their oversight and legal obligations
- Easy-to-navigate condominium returns and notice of change systems for corporations to file and update key information
- Publicly available and searchable Condominium Public Registry, containing important information on every condominium corporation in Ontario
- Integrated information and customer service teams to answer telephone and email inquiries.

CAO's Strategic Framework

During the CAO's initial year of operation, we established, and have been guided by, a strategic framework comprised of the following strategic priorities:

Core Strategic Objectives:

1. Enhance consumer protection in condominium communities through increased access to information and more effective condominium boards
2. Support condominium living through early and cost-effective issue and dispute resolution

Supporting Strategic Objectives:

1. Increase awareness of the CAO and its services and build effective stakeholder relations to inform service enhancements
2. Organizational excellence

CAO Governance and Organization

The CAO is overseen by a Board of Directors, which provides strategic direction to the organization's business and affairs, in accordance with governing and applicable legislation, regulations, and CAO by-laws and policies. The Board is accountable for the performance of the CAO to the Minister of Government and Consumer Services through the Chair of the Board.

The **CAO General Bylaw** was amended and approved by the Minister in February 2018 to include provisions regarding the composition of the Board, the selection criteria, the selection process and term of office of board members, other than ministerial appointments.

The CAO Board is comprised of seven directors: four elected directors and three appointed directors who are selected and appointed by the Minister of Government and Consumer Services. The CAO's four elected directors were invited by the Minister of Government and Consumer Services to be incorporating directors for the CAO's Board of Directors and are currently serving their initial term.

At the conclusion of the initial term, the elected directors will be selected by the Board from candidates recommended by the Nominating Committee based on their skills and experience giving consideration to the Board of Directors Competency Criteria set out in Appendix D to the Administrative Agreement. These criteria include a mix of collective board skills and experience, as well as unique individual skills and experience, ensuring the collective mix of skills and experience supports the Board's ability to add strategic value to the CAO.

As of March 31, 2018, the CAO has received two minister appointments to the Board. Vacancy notices and application information for the elected positions will be posted publicly. Vacancies in ministerial appointments will be filled through a process administered by the Government of Ontario's Public Appointments Secretariat at: **www.pas.gov.on.ca**.

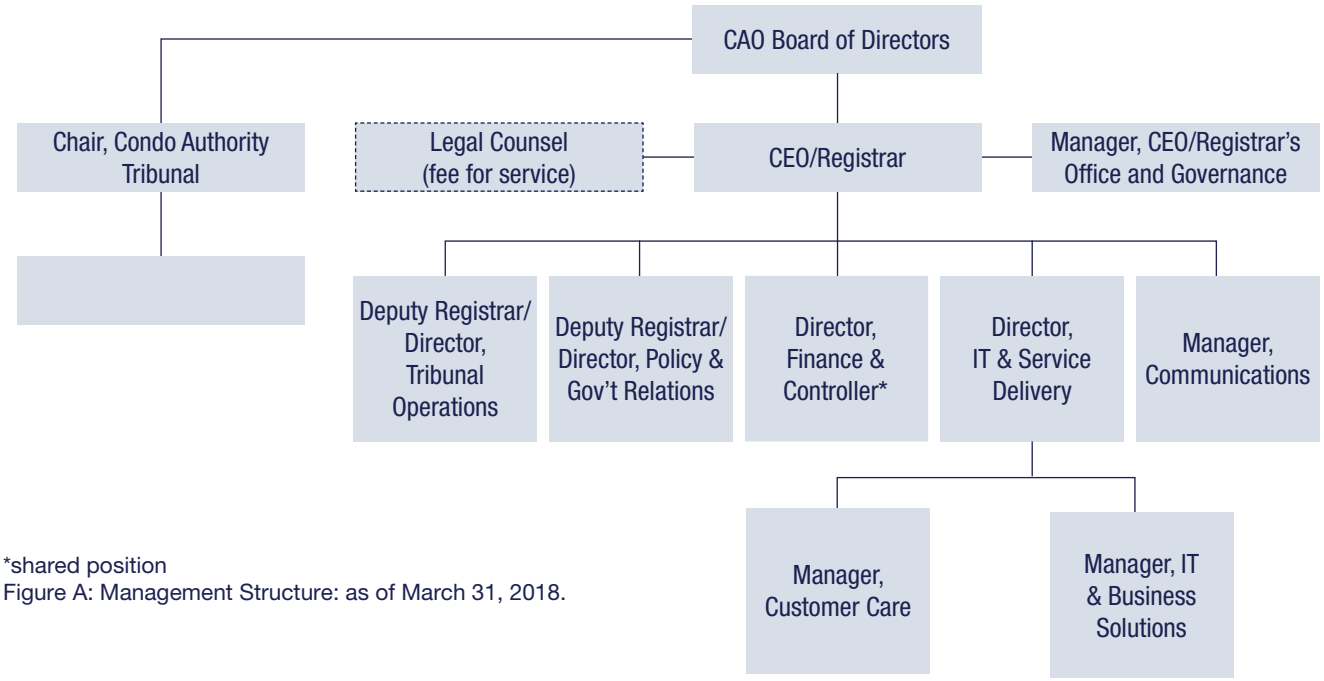
The CAO Board includes representatives with extensive experience in industry associations, government, and the fields of law, dispute resolution, accounting and auditing, including a former CEO and registrar of a designated administrative authority. They possess a wide range of expertise in the condominium industry and governance. See appendix for the biographies of the current Board members and the CAO's management team.

The Board operates according to a **Code of Conduct** that governs the conduct of the CAO's Board of Directors and sets out guidelines for avoiding and disclosing conflicts of interest and keeping information confidential.

A Memorandum of Understanding (**MOU**) governs the accountability relationship between the CAO and the CAT. It also establishes a framework that recognizes the independence of the Tribunal within the CAO and supports the Tribunal and the CAO to fulfill their respective mandates. Further, the MOU supports the independence of the Tribunal and the Tribunal Members in rendering adjudicative decisions and in resolving disputes, consistent with the legislation, common law and principles of natural justice.

CAO Organizational Structure and Team Values

Our team continues to build upon our initial services and is working toward delivering 'steady state' operations, in line with our organizational values of leadership, trust, teamwork, collaboration and diversity. The CAO **shares some finance and IT functions with the Condominium Management Regulatory Authority of Ontario (CMRAO)**. As we move forward toward full operations, the organization will continue to evolve.



*shared position
Figure A: Management Structure: as of March 31, 2018.

The CAO's Innovative Online Ecosystem

Clear, convenient information and answers, night and day, province-wide

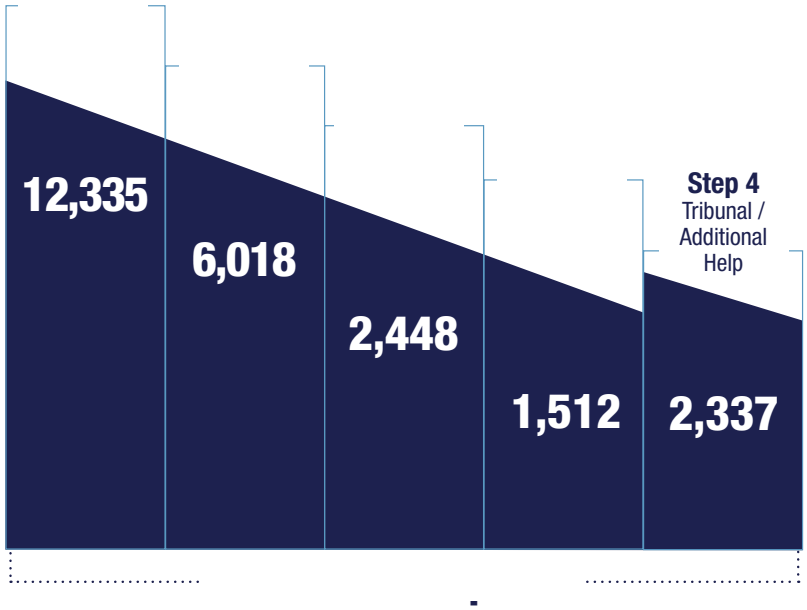
Although condo owners typically praise the simplicity of condo living, many indicated they had experienced the challenge of trying to obtain clear, accurate information when a question or concern arose. Without a central, unbiased information source about common issues – ranging from owners' rights and responsibilities to recommended ways to address a grievance – condo owners and residents were often unable to find answers or solutions.

To respond to these needs, in our first year of operation, the CAO introduced a wealth of innovative, online information and resources in an integrated ecosystem of services. Our team focused on tailoring these resources to modern condo communities, where owners, directors and residents expect convenient, web-based materials that can be accessed from wherever they are in the province, day or night.

Despite a compressed timeframe to launch these services, the team created a website and rolled out an array of self-help services based on feedback sessions with condo owners and directors. The CAO's new website allows users to access clear explanations of rights and responsibilities under the Act, helpful guides, templates and links to the government's mandatory forms.

Helpful Guided Steps to Common Issues

In addition to the extensive information offered on our website, we launched the CAO's Guided Steps to Common Issues to empower condo owners, residents and boards to resolve common issues on their own, before the issues escalate into disputes. Focusing initially on the 10 most common areas of dispute identified during consultations with condo communities, we developed materials to address issues such as corporation records, noise complaints and requirements for different types of meetings. Since these materials were introduced on the CAO website, they have been accessed frequently, **including more than 6,000 visits to the Records Issues pages by the end of this fiscal year.**



The CAO's Guided Steps empower individuals in condominium communities to better understand and resolve common issues quickly and independently.

CAO Guided Steps to Common Issues:

Step 1: **Explanation of the issue;**

Step 2: **Overview of the legislation, by-laws and rules that apply**

Step 3: **Possible solutions, including letter and email templates to help with communications with the condominium board or neighbours**

Step 4: **Additional help, including how to find a mediator, arbitrator, lawyer, or in the case of records-related disputes, filing a case with the Condominium Authority Tribunal.**

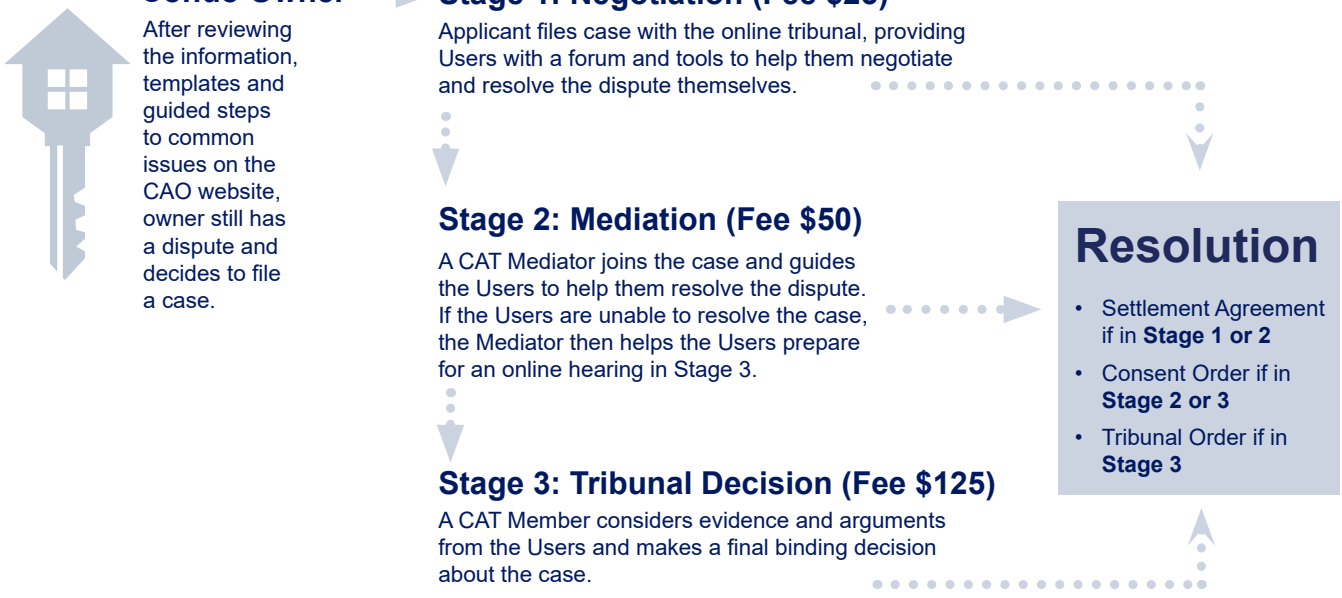
Condominium Authority Tribunal - Online Dispute Resolution (CAT-ODR)

Resolving disputes between condominium owners and corporations often has, in the past, been slow, costly and complex. Disputes required formal legal action through the courts or through private mediations, involving lengthy timespans and sizable legal expenses, ultimately borne by condo owners.

To remedy such situations, Canada's first fully online tribunal was established that includes all three stages of negotiation, mediation and adjudication. Committed to introducing a new tribunal service that would be user-centric, accessible and affordable, the CAO formed a small, empowered team of experts in tribunal operations, adjudication, mediation and online innovation to translate all the elements of traditional tribunal best practices.

Building on an existing online platform for consumer disputes in Quebec and partnering with the architects of that solution, the Université de Montreal's Cyberjustice Laboratory, in just six months, the team developed a new online dispute resolution system.

The CAO launched the Condominium Authority Tribunal's Online Dispute Resolution system on November 1, 2017, offering a fast, efficient and cost-effective way to address issues that condominium communities are unable to resolve themselves using the CAO's Guided Steps and self-help services.



The CAT's online dispute resolution system guides users through three dispute resolution stages – negotiation, mediation and tribunal decision.

CAT Overview

Under the MOU, the Board is responsible for appointing members of the Tribunal, on recommendation of the Chair. CAT members are primarily responsible for resolving disputes brought to the tribunal through the CAT's online dispute resolution platform through both informal (alternative dispute resolution) and formal (adjudication) means. CAT members must adhere to the **CAT Member Conflict of Interest Policy**.

Members work under the general direction and mentorship of the Chair of the CAT, and the Vice-Chairs. As of March 31, 2018, there were a total of 12 CAT members, including the Chair and two part-time Vice-Chairs.

Initially focused on records-related disputes, and cases involving compliance with CAT settlement agreements, there has been a steady number of cases coming to the tribunal. System-users are discovering all facets of the platform, uploading documents, exchanging settlement offers, communicating through the message centre and submitting questions to the CAT operations team.

To date, cases have been successfully resolved at each stage of the process and users are enjoying the advantages of the online format, in less time and cost, and at greater convenience, than a traditional tribunal. Individuals appreciate the convenience of not having to travel to a hearing and wait sometimes for hours for their case to be heard.

Peak usage hours are from 1 p.m. to 9 p.m. (outside workday hours).

The availability of the CAT, a dedicated, easy-to-access, affordable tribunal dedicated to resolving disputes in condominium communities, is already prompting early resolution of records issues as condo corporations and owners gain a better understanding of their obligations, rights and responsibilities.

The introduction of this innovative solution did not occur without a few bumps that typically occur following an accelerated launch, but we are now focused on refining the system's features and resolving technical and process issues. Based on the first-year learnings, we are continuing to refine the solution and prepare for any expansion of the CAT's jurisdiction to accept more issues should they become designated by government regulation.

Advantages of the CAT Over a Traditional Tribunal Process

	Traditional Tribunal	Condominium Authority Tribunal
Time	Long waits for hearing dates. Dispute resolution can take weeks/ months.	Cases have been resolved in as little as a day.
Cost	Private mediation and arbitration can cost $1,500-$3,000.	All three stages of the online tribunal have a total cost of just $200.
Convenience	• Scheduled hearings need physical attendance. • May involve additional burdens, like shipping documents and inability to access information.	• Allows virtual access and participation anytime, anywhere. • Integrated online solutions allow upload of documents, evidence, inclusion of witness testimony, submission of requests, communication with CAT staff and between users in one location.
Predictability	Many tribunal decisions have not been posted publicly (e.g. Landlord and Tenant Board, Fire Safety Commission, etc.) or have been overly redacted.	CAT decisions are available on the Canadian Legal Information Institute website. Users can see how similar cases were decided, increasing predictability.

Foundational Director Training

Condominium board directors play a critical role in ensuring that condo corporations are well governed and managed, and that their communities operate harmoniously. These individuals are elected volunteers who are responsible for making decisions regarding the corporation's budget and operations, as well as the smooth functioning of the community. Among the different board members, there are varying skills, experience and perspectives on how to fulfill this important role.

In response to a call from condominium communities for training for board members to ensure each member has a similar foundation, and to meet the mandatory training requirements of the new legislation, the CAO designed and launched a first-of-its-kind online training program for all condo directors across Ontario. According to the legislation, any directors appointed, elected or re-elected, on or after November 1, 2017 must complete the training within six months of their term start date.

This new program, which is available online at no charge to anyone, equips condominium directors with foundational skills and information to direct the affairs of the corporation, resolve issues, and ultimately foster a positive, healthy condominium community.

The director training program takes three to six hours to complete and consists of 21 short online modules. It covers essential governance topics such as tracking the corporation's financial performance and enacting rules to promote the safety, security and welfare of all owners. Directors, or any interested owner or member of the public, can access the training from anywhere in the world, day or night, by computer or mobile device. It is accessible for persons with visual or hearing disabilities, designed for compatibility with screen readers and for use by audio only or by reading the written content.

CAO's Online Director Training Program

5,394: Individuals enrolled in CAO director training

3,783: Individuals who have completed the training

** From November 1, 2017 to March 31, 2018*

CAO's Director Training Program Earns Strong Approval

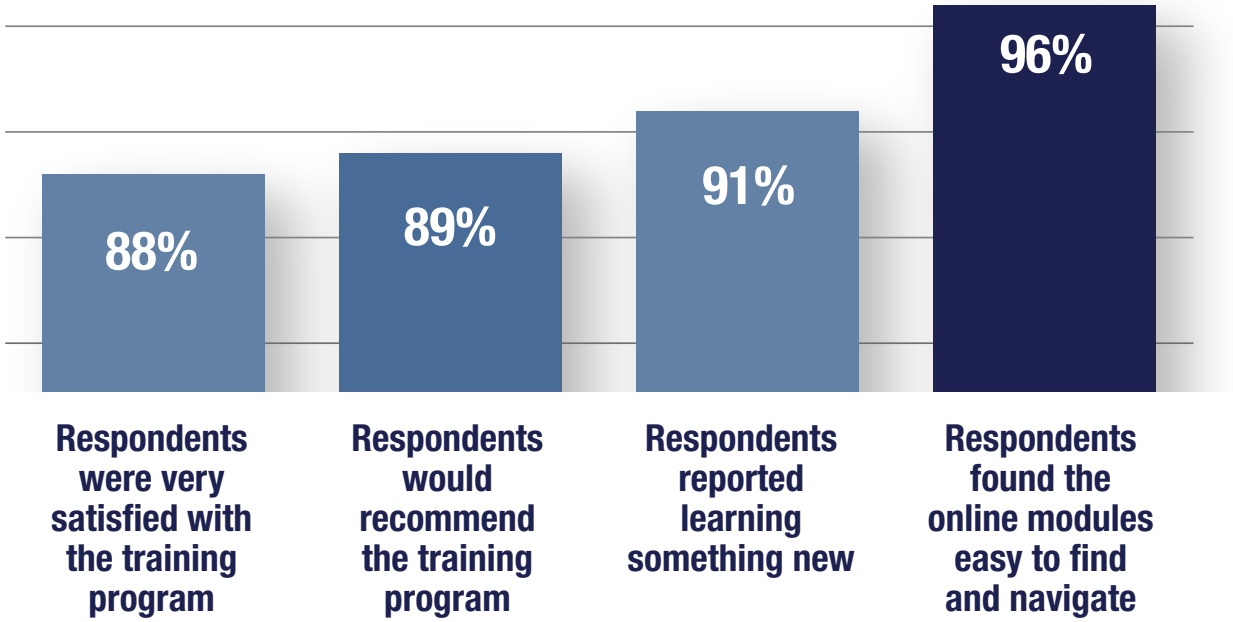


Figure B: Director Training Feedback

The CAO's Commitment to Service Excellence

Integrated Condo Returns, Notices of Change and Public Registry Information Systems

In the past, condominium community members – including the public, prospective condo buyers and current owners – often found it difficult to locate basic information about condominiums. Without ready access to current details, like the address or date the condo corporation was created and the names of directors or condo manager, it was difficult to research or compare condo properties or understand how decisions were being made.

To improve the transparency of condo governance, the CAO was mandated to implement the *Condominium Act,1998* requirements related to the filing of key corporate information through what are referred to as "condominium returns" and "notices of change" with the CAO. This returns obligation came into effect on January 1, 2018.

To meet this commitment, the new integrated online condominium returns and notice of change systems were designed to make the information filing process as easy and efficient as possible for condo corporations. For example, corporations only need to enter or update their information once and the system will automatically generate the applicable returns at the time of filing. The CAO supports this process through reminder emails, helpful step-by-step guides and staff to help corporations meet their legal requirements.

Certain information, prescribed in the regulation, filed by condominium corporations through the condo returns and notice of change systems, must be published on the CAO's new public registry which was implemented on April 1, 2018.

The development of these separate but integrated systems was also done rapidly, resulting in some significant issues for condo corporations initially. Following the launch within legislated timelines, the CAO's team had considerably more work to resolve technical glitches, develop the necessary documentation and back office processes and systems.

By the end of March 2018, 8,885 of the more than 11,000 corporations in the province had registered with the CAO; 5,906 of these had filed their returns. The CAO will be implementing a multi-part strategy to reach out to all remaining condominium corporations to file their outstanding returns to meet their returns obligations.

CAO's Public Registry

Available at **www.condominiumauthorityontario.ca**, the CAO's public registry contains the information prescribed by Ontario Regulation 377/17. No personal information is disclosed and the registry cannot be used for commercial purposes. This new, public database includes certain information (prescribed by regulation) that is publicly available to create greater transparency to protect condo consumers.

Client-focused Customer Service

Underpinning the CAO's online ecosystem of services, we established a two-tier information and customer service team to respond to condo community inquiries through telephone and email. Committed to the goal of customer service excellence, the Customer Care Contact Centre answers first-level telephone inquiries. The Information and Tribunal Coordination team (ITCs) provide support for more complex queries regarding rights and obligations from owners, directors and managers.

Since launching this service, the teams have responded to over 17,000 phone and email inquiries between November 1, 2017 and March 31, 2018. While there were some challenges in the early days, overall indications from users and partners are that the team has been responsive to their needs. The CAO worked hard to address the technical issues that created the initial challenges and continue to strive to respond to inquiries in a fast and effective manner.

Proactive Outreach and Collaboration

The CAO is committed to making a positive difference in condominium communities across the province and to continually improving our programs and services to meet their needs.

To achieve this goal, ongoing engagement to receive feedback and strong collaborative relationships are essential. The CAO recognizes that the adoption of its services and the progress in these early stages has been made possible through the hard work and support of individuals in condominium communities across the province. Condominium directors and managers have been key to implementing the many changes under this new legal framework and to helping their communities get the most out of the CAO's services.

The CAO is committed to proactive outreach and collaboration to gain understanding about how best to adapt our services to meet the needs of diverse condominium communities in all corners of the province. In addition to online surveys, face-to-face user group workshops and feedback obtained through our customer care and information services teams, this year CAO staff and board members participated in 16 events involving a range of audiences across Ontario. Gathering and analyzing feedback from these sources help us to refine and expand our services and resources.

Responding to Complaints

To meet our continuous improvement goals and to ensure the quality and fairness of our services, the CAO has established a public complaints process through which anyone can make a complaint about CAO staff, CAO services, a CAT member's conduct or how a case was handled. The CAO will consider all complaints as outlined in the **CAO's Public Complaints Policy**. The CAO Complaints Officer reviews all complaints, gathers information and prepares a written response that sets out the findings, resolution and the rationale. For CAT-related complaints, the CAT Chair is provided with the complaint details for consideration and response. The complaints process cannot be used to change a decision of a CAT case. The CAO received one complaint during this reporting period which was addressed by the CAT Chair. This complaint was subsequently withdrawn.

Measuring Our Performance

As a new organization entering its first full fiscal year of operation, a key priority for the CAO will be to enhance its capacity to collect data relating to performance and outcomes, determine and monitor baseline information, and establish its performance measures and targets. Having an effective and appropriate performance measurement system is critical for the CAO to achieve its consumer protection and customer service mandate, as well as providing value for money.

The CAO is committed to evidence-based decision-making and continuous service improvement driven by the needs of condominium communities across the province. Once established, the CAO will report on its performance against these measures in future business plans and annual reports.

Proactive Risk Management

A proactive risk management framework is an important planning tool to identify, assess and address potential risks in areas including, but not limited to: operations, financial performance, service quality/reputation, IT business continuity/emergency management, legislative change readiness, and human capital planning. In 2018-19, which will be the CAO's first full fiscal year of operation, the CAO will formalize its risk assessment and mitigation processes in a Risk Management Framework that will also take into account any risk areas for condominium communities.

French Language Services

The CAO complies with Section 1.25 of the *Condominium Act, 1998,* which legislates that the public has the right to communicate in French with the CAO and to receive available services in French. We provide director training, website and issues resolution information, CAT services and CAO policies online in both French and English. Individuals with CAO accounts can set their language preference to French, to automatically receive online services in French. In addition, the CAO's bilingual staff are available to respond to phone or email inquiries.

Accessibility Compliance

The CAO is dedicated to meeting the requirements under the *Accessibility for Ontarians with Disabilities Act, 2005 (AODA)* as it relates to all the services and resources that we provide. The CAO is guided by principles of dignity, independence, integration and equal opportunity in **all** our workplace practices.

By the end of December 2017, all CAO staff had completed the mandatory accessible customer service training and the CAO submitted our first annual AODA accessibility compliance report. We have also engaged many online users who rely on assistive technology, and as a result, have strengthened our accessibility practices for procuring and working with information technology solution vendors. The CAO received feedback regarding some elements of the learning management system which was developed in an accessible format. Based on this feedback, further enhancements to accessibility were identified.

Looking Ahead

Following a year of many firsts and the introduction of the CAO's innovative services, we remain committed to partnering with condominium communities to support healthier, positive and well-functioning condominium communities across the province.

Looking ahead, we will build upon our early results, and continue to focus on our core mandate of consumer protection and meeting the needs of condo communities, while delivering value for the money, innovation and customer service excellence.

Although we are proud of our progress this year, we know that there is much more to be done to enhance our services and make them as user friendly as possible. Among our key priorities for the year ahead, we will:

- Continue to develop helpful information and services, such as more topic-specific guides
- Review the design and functionality of our technology architecture, including our website and CAT platform in anticipation of additional, multi-party disputes
- Continue to build on our highly skilled and innovative internal capabilities to transition from a start-up organization to more steady-state operations, with a commitment to maintaining a high-performing, efficient organization.

In the year ahead, the CAO will embark on a formal strategic planning exercise that will be grounded in our core mandate areas of consumer protection, customer service and value for money. Through future enhancements to our services, the CAO will strive to demonstrate our responsiveness and accountability to our diverse users and partners and earn the confidence and trust of Ontario's condominium communities.

Financials

Management Discussion and Analysis

The Condominium Authority of Ontario (CAO) is a non-crown, not-for-profit corporation mandated under the *Condominium Act, 1998*, to support condominium communities across the province. The CAO was launched on September 1, 2017 and introduced a wide range of services and resources for condo owners, residents, directors and managers across Ontario.

The following management discussion and analysis provides supplementary information for stakeholders and other readers of the CAO's financial statements for the fiscal year ended March 31, 2018. This analysis should be read in conjunction with the audited financial statements for the year ended March 31, 2018 prepared in accordance with the Canadian accounting standards for not-for-profit organizations.

Revenues

The CAO's operating revenue is utilized for the implementation of services to fulfill its mandate under the *Condominium Act, 1998,* including the following:

- Easy-to-use information to help owners and residents understand their rights and responsibilities
- Mandatory training for condominium directors elected or appointed on or after November 1, 2017 to help them understand their oversight and legal obligations
- Online resources, tools and guided steps to help condo owners and residents resolve common issues and disputes quickly and collaboratively
- Accessible, cost-effective online dispute resolution service through the Condominium Authority Tribunal (CAT)
- Easy-to-navigate condominium returns and notice of change systems for corporations to file and update key information
- Publicly available and searchable Condominium Public Registry, containing important information on every condominium corporation in Ontario
- Integrated information and customer service teams to answer telephone and email inquiries.

Operating revenue is mainly comprised of the assessment fees collected from condominium corporations, as well as the Condominium Authority Tribunal (CAT) user fees. Both are amortized as income over the fiscal year. All condominium corporations are required to pay annual assessment fees to the CAO. The fee has been calculated based on the equivalent of $1 per voting unit per month. According to the *Condominium Act, 1998*, the total assessment fee for each condominium is to be added to the common expenses. Individual condo owners are to be charged based on the percentage that they contribute to the common expenses as set out in the condominium corporation declaration. CAT user fees are charged at each stage of the dispute resolution process. The fee for Stage 1 (Negotiation) is $25. The fee for Stage 2 (Mediation) is $50. And, for Stage 3 (Tribunal Decision) the fee is $125. Other operating revenue includes interest earned and is recognized as earned.

Since the CAO was designated on September 1, 2017, a prorated seven-month assessment fee was charged to condominium corporations covering the period from September 1, 2017 to March 31, 2018.

Expenses

The increase in total operating expenses for the fiscal year 2017-2018 of $3,702,643 as compared to the 2016-2017 fiscal year is due to the fact that 2017-2018 was a full fiscal year of operations. Operational activities increased as of April 2017, as the corporation continues building on its initial services and its journey toward steady state and full operations.

Net Assets

Excess revenue over expenses in the amount of $1,802,735 in the fiscal year 2017-2018 is attributed to the fact that this was the first year of operations and services were not provided at the full scope of the corporation's legislated mandate.

The year 2017-2018 ended with net assets of $1,388,691, as $1,867,082 had been invested in depreciable capital assets. The unrestricted net assets (deficiency) was reduced to $478,391 from $704,746 the year before.

As a delegated administrative authority, CAO's principal objective is to manage these net assets in a manner that allows it to continue to meet the needs of condominium communities across Ontario, as well as comply with the requirements of the administrative agreement with the Minister of Government and Consumer Services.

SLOAN PARTNERS LLP
CHARTERED PROFESSIONAL ACCOUNTANTS
Morison KSi
Independent member

CONDOMINIUM AUTHORITY OF ONTARIO

FINANCIAL STATEMENTS

MARCH 31, 2018

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CONDOMINIUM AUTHORITY OF ONTARIO

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SLOAN PARTNERS LLP
CHARTERED PROFESSIONAL ACCOUNTANTS
Morison KSi
Independent member

INDEPENDENT AUDITORS' REPORT

To the Members of Condominium Authority of Ontario

Report on the Financial Statements

We have audited the accompanying financial statements of Condominium Authority of Ontario, which comprise the statement of financial position as at March 31, 2018, and the statements of changes in net assets, operations and cash flows for the year then ended and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility 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 misstatements, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion of these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, these financial statements present fairly, in all material respects, the financial position of Condominium Authority of Ontario as at March 31, 2018, and its financial performance and cash flows for the year then ended, in accordance with Canadian accounting standards for not-for-profit organizations.

Sloan Partners LLP

June 14, 2018

Chartered Professional Accountants
Licensed Public Accountants

DEDICATED TO EXCELLENCE,
COMMITTED TO YOUR SUCCESS

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CONDOMINIUM AUTHORITY OF ONTARIO
STATEMENT OF FINANCIAL POSITION

As at March 31	2018	2017
ASSETS		
Current		
Cash	**$ 4,716,717**	$ 2,890,261
Accounts receivable	**1,076,228**	59,622
Prepaid expenses and other current assets	**45,606**	11,013
	5,838,551	2,960,896
Intangible asset (note 3)	**1,867,082**	290,702
	$ 7,705,633	$ 3,251,598
LIABILITIES		
Current		
Accounts payable and accrued liabilities (note 4)	**$ 620,933**	$ 165,642
Deferred revenue	**155,105**	-
HST payable	**40,904**	-
	816,942	165,642
Long-term loan (note 5)	**5,500,000**	3,500,000
	6,316,942	3,665,642
NET ASSETS		
Invested in capital assets	**1,867,082**	290,702
Unrestricted net assets (deficiency)	**(478,391)**	(704,746)
	1,388,691	(414,044)
	$ 7,705,633	$ 3,251,598

Commitments (note 8)

Approved by:

Director: _____

Director: _____

See accompanying notes to the financial statements

CONDOMINIUM AUTHORITY OF ONTARIO
STATEMENT OF CHANGES IN NET ASSETS

	For the year ended March 31, 2018	From July 11, 2016 (date of incorporation) to March 31, 2017
NET ASSETS CONSIST OF:		
Invested in capital assets		
Balance, beginning of the year	**$ 290,702**	$ -
Purchase of intangible assets	**1,783,834**	290,702
Excess of expenses over revenues	**(207,454)**	-
Balance, end of the year	**$ 1,867,082**	$ 290,702
Unrestricted net assets (deficiency)		
Balance, beginning of the year	**$ (704,746)**	$ -
Purchase of intangible assets	**(1,783,834)**	(290,702)
Excess of revenues over expenses (expenses over revenues)	**2,010,189**	(414,044)
Balance, end of the year	**(478,391)**	(704,746)
NET ASSETS, end of the year	**$ 1,388,691**	$ (414,044)

CONDOMINIUM AUTHORITY OF ONTARIO
STATEMENT OF OPERATIONS

	For the year ended March 31, 2018	From July 11, 2016 (date of incorporation) to March 31, 2017
REVENUE		
Fee revenue (note 6)	**$ 5,891,015**	$ -
Other income (note 7)	**37,216**	8,809
	5,928,231	8,809
EXPENSES		
Human resources	**2,249,096**	158,570
Enterprise IT Expense	**356,951**	77,897
HST non recoverable	**335,666**	29,021
Information and communication	**310,559**	10,813
Occupancy costs	**204,801**	33,169
Office and general	**115,496**	10,852
Condo authority tribunal & members	**113,809**	-
Board of Directors remuneration and expenses	**97,768**	40,706
Interest on long-term debt	**66,285**	9,870
Legal fees	**53,462**	45,455
Professional fees	**14,149**	6,500
Amortization of intangible assets	**207,454**	-
	4,125,496	422,853
EXCESS OF REVENUES OVER EXPENSES (EXPENSES OVER REVENUES)	**$ 1,802,735**	$ (414,044)

CONDOMINIUM AUTHORITY OF ONTARIO
STATEMENT OF CASH FLOWS

	For the year ended March 31, 2018	From July 11, 2016 (date of incorporation) to March 31, 2017
CASH PROVIDED BY (USED IN) THE FOLLOWING ACTIVITIES:		
OPERATING		
Excess of revenues over expenses (expenses over revenues)	**$ 1,802,735**	$ (414,044)
Amortization of intangible assets	**207,454**	-
Changes in non-cash working capital:		
Accounts receivable	**(1,016,606)**	(59,622)
Prepaid expenses and other current assets	**(34,593)**	(11,013)
Accounts payable and accrued liabilities	**455,291**	165,642
Deferred revenue	**155,105**	-
HST payable	**40,904**	
	1,610,290	(319,037)
INVESTING		
Purchase of intangible asset	**(1,783,834)**	(290,702)
FINANCING		
Proceeds from long-term loan	**2,000,000**	3,500,000
NET INCREASE IN CASH	**1,826,456**	2,890,261
CASH AT THE BEGINNING OF THE YEAR	**2,890,261**	-
CASH AT THE END OF THE YEAR	**$ 4,716,717**	$ 2,890,261

See accompanying notes to the financial statements

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 condominium boards 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.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations. Outlined below are those policies considered particularly significant by the Organization.

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 recognition, measurement and disclosure of amounts reported in the financial statements and accompanying notes. The reported amounts and note disclosures are determined using management's best estimates based on assumptions that reflect the most probable set of economic conditions and planned courses of action. Actual results could differ from these estimates. Significant estimates are comprised of accounts receivable and accruals for liabilities.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Use of Estimates (continued)

These financial statements have, in management's opinion, been properly prepared within reasonable limits of materiality and within the framework of the accounting policies summarized below.

Revenue recognition

Annual assessment fees consist of self-reported voting units. The fees are charged each fiscal year and are recognized as revenue when the renewal application is provided. As there is no recourse for the condominium corporations, the revenue is recognized when the application is received and the amounts are known.

Amounts received for the next fiscal period are recorded as deferred revenue.

Intangible asset

The intangible asset is stated at cost less accumulated amortization. Amortization is provided at rates intended to write-off assets over their estimated productive lives as follows:

	Rate	Method
Computer Software	10 Years	straight-line

The amortization method and the estimate of the useful life of a capital asset is reviewed annually.

Financial instruments

The Organization's financial instruments consist of cash, accounts receivable and accounts payable and accrued liabilities. Financial instruments are recorded at fair value on initial recognition. The fair values of these financial instruments approximate their carrying values due to their short-term nature. It is management's opinion that the Organization is not exposed to significant interest, currency or credit risk arising from these financial instruments.

Subsequently, at each reporting date, it measures cash and investments at fair value, and accounts payable and accrued liabilities, debt and other liabilities at amortized cost. Any subsequent changes in fair value are recorded in the Statement of Operations.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Financial instruments (continued)

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Organization determines if there is a significant adverse change in the present value of the expected cash flows, the amount that could be realized from selling the financial asset, or the amount the Organization expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement not exceeding the initial impairment change.

2. CAPITAL MANAGEMENT

When managing capital, the Organization's objective is to ensure that the entity 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.

3. INTANGIBLE ASSET

	Cost	Accumulated Amortization	**2018 Net Book Value**	2017 Net Book Value
Computer software	2,074,536	207,454	**$ 1,867,082**	$ 290,702

4. ACCOUNTS PAYABLE AND ACCRUED LIABILITIES

As at March 31, 2018, there are government remittances payable outstanding of $6,004 (2017 - $156) included in the accounts payable and accrued liabilities balance.

5. LONG TERM LOAN

The Organization has a non-revolving facility available from the Ministry of Government and Consumer Services to fund the start up costs of the Organization to an overall maximum of $7,500,000.

As at March 31, 2018, $5,500,000 (2017 - $3,500,000) has been utilized. 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 will be 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.

Repayment terms will be in accordance with an amortization schedule that the Ministry of Government and Consumer Services will provide after April 1, 2019. The Organization will have ten years to repay the loan, beginning April 1, 2019.

6. FEE REVENUE

	2018	2017
Assessment fees	**$ 5,888,665**	$ -
Tribunal fees	**2,350**	-
	$ 5,891,015	$ -

7. OTHER INCOME

	2018	2017
Interest earned	**$ 37,216**	$ 7,138
Other income	**-**	1,671
	$ 37,216	$ 8,809

8. COMMITMENTS

The Organization is committed for its 50% share to lease its premises at 357 Bay Street, Suite 500, Toronto Ontario until May 30, 2018, and for its 70% share to lease its premises on 2 St. Clair Avenue East, Toronto Ontario until October 30, 2021. The Organization is also committed to a contract related to software development for use in the Organization. The future minimum commitments are as follows:

2019	$ 363,553
2020	258,078
2021	258,078
2022	150,546
	$ 1,030,255

9. COMPARATIVE FIGURES

Certain comparative figures have been reclassified to conform to the current year's method of presentation.

Appendix:

Members of the Board of Directors and Management Team

According to the CAO's By-Law, the CAO Board is comprised of seven directors: four elected directors and three appointed directors who are selected and appointed by the Minister of Government and Consumer Services. As of March 31, 2018, the CAO Board has one vacant position.

Tom Wright, Chair

Tom is the current Chair of the CAO. He was Chair of the Condominium Authority Advisory Working Group.

He is currently Vice-Chair of the Resource Recovery and Productivity Authority Board of Directors. From 2014 to 2018 he served as Chair of the Bereavement Authority of Ontario and previously as Chair of the Ontario Film Authority Board of Directors. Tom was Chief Executive Officer and Registrar of the Real Estate Council of Ontario. From 1991 to 1997, he was the Information and Privacy Commissioner for the Province of Ontario. A graduate of Queen's University Law School, he was called to the Ontario Bar in 1975.

Frank D'Onofrio, Vice-Chair

In his role as the Vice-Chair for the CAO, Frank is responsible for assisting the Board Chair in conducting his duties. He is currently the Distinguished Public Servant in Residence in the Department of Politics and Public Administration at Ryerson University. Frank is also a member of external advisory groups at Seneca College and Service Canada.

Frank served in the Ontario Public Service for more than 30 years, including several senior executive positions at the Ministry of Transportation and Service Ontario. He retired in 2014 as Deputy Minister and Chief Executive Officer of Service Ontario. Frank has an Honours Bachelor of Arts degree in Geography and Economics from the University of Toronto.

Armand Conant, Treasurer & Secretary

Armand attends to the financial and accounting matters of the CAO and manages the records of the Board of Directors. He heads the condominium law department at the law firm of Shibley Righton LLP and has practised condominium law for more than 25 years. He also teaches courses on condominium law and has written numerous articles on related subjects.

Armand has served as the president of the Canadian Condominium Institute (Toronto), as well as on the boards of several other not-for- profit corporations. He was on the expert panel during the *Condominium Act, 1998* review and was a member of the Condominium Authority Advisory Working Group. Armand has a Bachelor of Engineering degree from the Royal Military College of Canada, and a Master of Laws from the Paris-Sorbonne University in France.

Genevieve Chornenki, Board Director

Genevieve has worked as mediator, arbitrator, and dispute resolution consultant since 1989. In addition to her role as Board director, she is a director and secretary of the ADR Institute of Ontario and sits on its Chartered Mediator Accreditation Committee. Genevieve was the founding chair of the ADR Section at the Ontario Bar Association and was a member of the Condominium Authority Advisory Working Group.

She holds a Master of Laws in ADR and is a past recipient of the Ontario Bar Association's Award of Excellence in alternative dispute resolution.

Lisa Vescio, Board Director

During her 36-year career with the Ontario Public Service, Lisa has held a wide range of senior positions across various ministries including Transportation, Community and Correctional Services, Finance and Government and Consumer Services. She has had a consistent track record of delivering large, complex, multi-stakeholder and high priority initiatives, leading policy/ legislative changes, championing culture change initiatives and managing operational as well as regulatory areas.

Lisa graduated from the University of Toronto with a major in Political Science. She also has a Masters Certificate in Project Management from York University's Schulich School of Business and a Project Management Professional (PMP) designation.

Patricia Volker, Board Director

Patricia Volker brings a wealth of expertise in advisory, public accounting, banking and regulatory environments. She serves on the ORNGE Board of Directors, where she chairs the Finance and Audit Committee and is member of the Nominating and Governance Committee. Trish also chairs the Audit Committee of Labrador Iron Ore Royalty Corporation, a TSX-listed company, and was recently appointed to the board of Burlington Hydro Electric Inc.

Trish is President of her condominium corporation in Burlington, Ontario and is President of the Burlington Downtown Condominium Association. She is a CPA, CA, CMA and holds a Bachelor of Science from the University of Toronto and the ICD.D designation from the Institute of Corporate Directors.

Robin Dafoe, Chief Executive Officer and Registrar

As the Chief Executive Officer (CEO) and Registrar of the Condominium Authority of Ontario (CAO), Robin leads the organization to achieve its strategic vision to be an authoritative source of condo information and to effectively serve Ontario's growing condominium communities.

Robin has a long tenure in government service and has worked in a variety of ministries and agencies. Previous to her current role she provided the strategic leadership to successfully launch the CAO and the Condominium Management Regulatory Authority of Ontario, as Executive Director and Registrar for both authorities.

Prior to that, Robin held several senior management positions including: Director of Corporate Policy and Tribunal Relations at the Ministry of the Attorney General, where she worked with administrative justice executives across three tribunal clusters to help achieve their modernization goals; Implementation Director for the Ontario College of Trades, a new regulatory body for apprenticeship and trades certification in Ontario; Chief Administrative Officer/Director of Public Affairs at the Education Quality and Accountability Office; Corporate Secretary to the first CEO/Board of Directors for Legal Aid Ontario; and, Chief Administrative Officer at the Ontario Heritage Trust.

Robin has a Master of Laws from Osgoode Hall Law School, a Masters of Business Administration from Schulich School of Business, and Bachelor of Arts in Law and Psychology from Carleton University.

Peter Chu, Director of IT and Service Delivery

As the Director of IT and Service Delivery, Peter develops the CAO's IT strategic roadmap and is responsible for strengthening the CAO's IT infrastructure and web-based services.

Peter has a wealth of experience and knowledge delivering innovative and creative solutions to align business needs with IT strategy and planning. He has over 15 years of experience in initiating and designing long-term web-based Electronic Service Delivery Strategy to deliver customer relationship management (CRM) business solutions.

Peter holds a MBA from the University of Western Ontario, a Bachelor of Administrative Studies from York University, a Diploma of Technology in Computer Information System and Operations Management from the British Columbia Institute of Technology, along with several technical designations.

Emilee Escobar, Manager, Office of the CEO and Board Governance

Emilee is the Manager, Office of the CEO and Board Governance, responsible for providing strategic and operational support to the organization.

Prior to joining the CAO, she worked in both government and the financial services sector. Most recently, Emilee held a similar role managing the office of the CEO for a national industry association. She has a strong background in public relations and corporate planning. Emilee holds an Honours Bachelor of Arts degree from the University of Toronto.

Keegan Ferreira, Deputy Registrar/Director, Tribunal Operations

Keegan is the CAO's Deputy Registrar and Director, Tribunal Operations and Deputy Registrar and is responsible for leading the CAO's functions and services, including the Condominium Authority Tribunal Online Dispute Resolution process.

Prior to joining the CAO, Keegan spent nearly a decade in Ontario's administrative justice sector, working in many roles at both the Landlord and Tenant Board and Licence Appeal Tribunal. Most recently, Keegan was a Senior Program Consultant with the Ministry of the Attorney General's Agency and Tribunal Relations Division, where he offered support and oversight of the ministry's adjudicative tribunal clusters.

Keegan has an Honours Bachelor of Arts degree from the University of Toronto.

Rana Khurram Manzoor, Financial Controller/Director of Finance

As the CAO's Financial Controller, Rana is responsible for managing the CAO's financial activities.

He has more than 10 years of experience in financial reporting and management as well as diverse experience working in multinational private and public co-operations around the world. This is complemented by extensive working knowledge of the service, trading, and manufacturing sectors.

Rana is a designated Chartered Professional Accountant of Canada, a Chartered Accountant in the United Kingdom (UK) and a Chartered Management Accountant of the United States of America. He holds an Honours Bachelor of Sciences in Applied Accounting degree from Oxford Brooks University in the UK.

Corinne Moehring, Deputy Registrar/Director, Policy and Government Relations

As the CAO's Deputy Registrar and Director, Policy and Government Relations, Corinne is responsible for managing the services and requirements under the Condo Act, as well as managing the CAO's policy and accountability requirements under the Administrative Agreement.

Corinne has held several roles at the Ministry of Attorney General (MAG), including Team Lead in the Policy and Adjudicative Tribunals Branch, and brings extensive experience in the areas of project management, policy development, stakeholder relations, and accountability frameworks.

Her achievements include managing the planning and rollout of family mediation and information services to family courts across Ontario and the design and implementation of the Human Rights Tribunal of Ontario's (HRTO) transformation in 2008. She also worked on the development of accountability frameworks between MAG and its 18 tribunals, as well as initiatives to modernize administrative justice, including the establishment of Ontario's three tribunal clusters. Most recently, she has been leading policy liaison with most provincial ministries in their development of legislation affecting the tribunals on a wide-range of Ontario government priorities including, the long-term affordable housing strategy, child welfare, disability support, consumer protection enhancements, and land-use planning appeal reforms.