ELEVATING
Condominium Management

2020-2022 STRATEGIC PLAN
As ACMO enters its 44th year of operation, we find ourselves at a critical juncture in our history. Since our establishment in 1977, we have grown to become the premier professional association representing condominium managers and management firms across Ontario. Our success was largely built on the fact that ACMO was the only provider of condominium management education and professional designations in Ontario. All of this changed in 2017 with the introduction of government-controlled licensing and education intended to improve the quality of condominium management and protect the interests of the public.

Under the new regulatory regime, ACMO’s expertise was recognized, and we were designated as the exclusive education provider through November 2021, at which time the market will be opened to other education providers. ACMO must therefore evolve to stay relevant to our members and the industry going forward. This strategic plan is the first step in doing so and represents the culmination of a comprehensive strategic planning process that started in the fall of 2019 and engaged staff, board directors, various members and stakeholders.

The conclusion of the strategic planning process was that the industry still requires a strong industry association, but we need to pivot from our traditional focus on licensing education and designations and place more emphasis on proactively selling the benefits of our “professional community” and offering support and continuing education opportunities to a broader audience. As such, for the next three years, ACMO will focus on four broad strategic priorities as we redefine ourselves: Membership Growth, Educational Leadership, Brand Awareness and Organizational Excellence.
1. MEMBERSHIP GROWTH

ACMO will build a growing and supportive learning community of condominium management professionals that recognize real value in belonging to our community.

To achieve this goal, we will be more proactive in our membership development efforts, build more value for membership, better promote our member benefits and expand our geographic reach.

2. EDUCATIONAL LEADERSHIP

ACMO will provide best-of-class condominium management educational opportunities and resources, and will be recognized as the premier educator of condominium managers.

To achieve this goal, we will continue to serve as the exclusive education provider through 2021 but expand and diversify our educational offerings and designations.
3. BRAND AWARENESS

ACMO will raise the awareness, profile and recognition of its members and position the association as the trusted professional community of choice for condominium expertise and excellence.

To achieve this goal, we will strengthen and clarify our brand positioning and actively promote ACMO as the professional community and voice for condominium management.

4. ORGANIZATIONAL EXCELLENCE

ACMO will build an effective, efficient and sustainable organization for the future that meets the needs of our professional community.

To achieve this goal, we will improve our governance and organizational structure, refine our operations and strive to increase and diversify our revenues to fund a better member experience.
MISSION
Why does ACMO exist and how will we fulfill our vision?

ACMO’s mission is to advance the quality performance of condominium property managers and management providers in Ontario by:

- Offering professional development programs
- Representing the interests of the members to governments, other associations, the media, condominium corporations and the general public
- Providing programs which regulate the conduct of the members
- Promoting the members and the association within ACMO, to the condominium community and to the general public
- Supporting the members through the provision of networking, group services and resources
- Responding to the needs and wishes of the membership

VISION
What is the future state that ACMO hopes to achieve?

ACMO’s vision is that every licensed condominium manager is a member of ACMO.
VALUES
What values guide our organization?

• We believe in Professionalism
• We believe in Integrity
• We believe in delivering Quality
• We believe in building and sharing our Expertise
• We believe in Collaboration
• We believe in Responsiveness
• We encourage Excellence
• We are Passionate about the condominium management profession

BRAND ESSENCE
In a few words, what do members expect from ACMO?

That we are “Elevating Condominium Management.”

VALUE PROPOSITION
What is the value of belonging to, or doing business with ACMO?

ACMO promises to cultivate and build a professional community for condominium managers and condominium management providers offering knowledge, resources and support to promote our professionals and enhance the quality and value of the services they provide.
As part of our strategic planning process, we conducted a detailed situational analysis and identified some key issues and trends impacting our organization that our strategic plan must address.

REGULATION:
- Government licensing competes with ACMO’s designations and membership
- ACMO’s education role in licensing education uncertain post 2021
- High cost of licensing education and licensing has negatively impacted ACMO membership

MARKET:
- A healthy economy and real estate market is driving condominium development
- Demand for condominium managers exceeds supply
- Condominium management salaries are low and it’s not perceived as a desirable career
- Fragmented marketplace with many players, competitors and alternatives to ACMO
- Consumers are confused about who does what in the condominium space
- Condominium boards and owners not aware of ACMO
- ACMO is GTA-centric and needs to broaden its reach

ORGANIZATION:
- In the past 5 years ACMO has experienced declining revenues and reserves to drive growth
- ACMO could benefit from governance and organizational reform

TECHNOLOGY:
- The Internet offers free sources of condominium education and information
- Ever evolving technology presents many options for the delivery of ACMO information and programming

DEMOGRAPHICS:
- The demographics of the workforce are changing, and many managers are leaving or retiring and not being replaced
MEMBERSHIP OBJECTIVE 1:
Increase Association membership 35% by the year 2023 through the retention of the current membership base and the addition of new members.

Strategy:
• Perform a Target Market and Segmentation Analysis to identify and prioritize segments inside and outside of our industry that represent the greatest growth potential for the association
• Proactively market and sell membership in ACMO to new target markets to expand our reach and bring more condominium management professionals and stakeholders into our community
• Refine and improve our membership retention and renewal process to actively engage, communicate with, and market to our existing members

MEMBERSHIP OBJECTIVE 2:
Increase member satisfaction and perceived value through improvements to membership benefits, membership structure and programming.

Strategy:
• Rationalize the existing membership structure to remove barriers to entry and better align membership categories and benefits with the needs of existing and potential members
• Conduct a program assessment to optimize high impact programs and eliminate low impact programs
• Conduct member research to determine ways of increasing the value of existing membership benefits and programming
• Implement new value-added value programs and services to complement current offerings
MEMBERSHIP OBJECTIVE 3:
Increase the perception of the value of membership in ACMO’s professional community.

Strategy:
- Launch a membership marketing campaign to clearly communicate the benefits of membership in ACMO’s professional community

EDUCATIONAL OBJECTIVE 1:
Increase quality and perceived value of educational offerings.

Strategy:
- Determine our education strategy in an open market for licensing education where ACMO no longer has exclusive rights to education
- Develop our continuing education strategy and increase continuing education offerings to meet target market needs and align with the CMRAO Competency Profile
- Fulfil obligations of our agreement with the Ministry/CMRAO to deliver education until 2022
- Refine our designation strategy to build greater value into and better promote our designations to increase perceived difference relative to general licensing

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Strategic Goal 2: Educational Leadership
ACMO will provide best-of-class condominium management educational opportunities and resources and be recognized as the premier educator of condominium managers.
EDUCATIONAL OBJECTIVE 2:
Increase participation in educational opportunities.

Strategy:
• Undertake a target market assessment to determine educational needs, segments and opportunities
• Develop and execute a strategy to market our educational offerings to target markets
• Explore alternate delivery methods for providing educational offerings (e.g. webinars, skype, online, in-person, full-day, half-day)

EDUCATIONAL OBJECTIVE 3:
Increase net education revenue.

Strategy:
• Increase and diversify revenue streams from existing and new value-added educational offerings sources and examine opportunities to reduce delivery costs
• Identify and evaluate new joint ventures, partnerships, sponsorships for educational offerings
ACMO will raise the awareness, profile and recognition of condominium managers and position the association as the trusted professional community of choice for condominium expertise and excellence.

AWARENESS OBJECTIVE 1:
Reposition the ACMO brand as the premier professional community for condo management professionals.

Strategy:
- Conduct target market research to further define and refine ACMO’s core brand identity, positioning and messaging and prepare ACMO Brand Book. Revise messaging across all marketing collateral and media to articulate the ACMO brand better.
- Develop and implement a marketing & communications plan and public relations strategy to raise awareness of ACMO and the benefits of participating in our community.
- Develop improved marketing collateral (brochures, videos, promotional items, event information, online material, etc.).

AWARENESS OBJECTIVE 2:
Increase awareness of and engagement with the association and its services/benefits within the condominium industry, broader business community and the public.

Strategy:
- Actively promote ACMO and its brands through unpaid media, public relations, contra partnerships and internal communications channels (i.e. website, email, newsletters, social media, CM Magazine).
- Actively promote ACMO and its brands through paid media, digital ad campaigns, magazine ads, tradeshows, sponsorships, etc.
AWARENESS OBJECTIVE 3:
Establish ACMO as the voice of condominium management and the trusted advisor to the government on condominium management and relevant public policy issues.

Strategy:
- Prepare and implement an annual government relations strategy
- Cultivate positive relationships with decision-makers and influencers in all relevant branches of government
- Serve as a resource to the government providing expert, relevant and timely information and feedback on condo issues as they arise; participate in government consultations, etc

EXCELLENCE OBJECTIVE 1:
Increase our annual surpluses and build a reserve fund to an amount equal to one year’s operating expense within 5 years.

Strategy:
- Increase revenues from existing programs, events, commercial properties and partnerships
- Increase & diversify revenues from new programs, services and events and partnerships/joint ventures
- Decrease operating and administrative expenses wherever practical without negatively impacting the member experience

ACMO will build an effective, efficient and sustainable organization for the future that meets the needs of our professional community.
EXCELLENCE OBJECTIVE 2:
Improve the effectiveness and efficiency of our organizational and governance structure.

Strategy:
• Implement a formalized strategic planning process; develop and implement a 3-year strategic plan and supporting annual operating plans/budgets
• Conduct an organizational assessment and implement recommendations for improvement in the areas of governance and structure, human resources, operations, programs and systems
• Establish benchmarks and measure key qualitative and quantitative performance indicators to monitor progress in achieving objectives; adjust plans as required
With the creation of this strategic plan, ACMO’s board and staff commit to ensuring the ongoing relevance of ACMO as the premier community for condominium management professionals. Building on ACMO’s successful 44-year foundation, this plan signals the beginning of an exciting new path for ACMO.

Over the next 3 years we will focus on implementing initiatives that expand our professional community, improve our member experience, increase awareness of ACMO, lead the way in condo management education and expertise, and build a sustainable organization that will service our members’ needs for years to come. Along the way we will monitor our success through a scorecard method and make plan adjustments as required through our annual planning process.

ACMO extends a sincere thank you to all of those who participated in the development of this plan. We value your input and hope that you will continue to lend your expertise and advice as we implement and adjust the plan. Stay tuned for plan updates on our website, newsletters, and magazine.

If you have questions, comments or suggestions please feel free to reach out to ACMO staff or board members - we are always happy to hear from you.
Elevating Condominium Management

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