



ACMO

The Association of Condominium
Managers of Ontario

ELEVATING

Condominium Management

**ACMO STRATEGIC PLAN
2023-2025**

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A Brand New Era

The year 2022 marked the end of a proud era in ACMO's history. For more than 40 years ACMO's industry-leading condominium management courses served as foundational education for thousands of condominium managers and Registered Condominium Managers (RCM®) in Ontario. It is fair to say that these courses were instrumental in building the condominium management field as we know it today. Effective November 1st, 2022, ACMO's courses became invalid for licensing purposes, supplanted by the CMRAO's new educational curriculum. With the end of one era comes the start of an exciting new era.

Our last strategic plan was published in early 2020, just before an unprecedented worldwide pandemic struck which necessarily caused many of our carefully laid plans to change. Despite this, ACMO rose to the challenge and made excellent progress on our strategic goals. Over the past 3 years the quantity and quality of our programming and resources has increased dramatically; we've retained a loyal membership base despite the introduction of government licensing; we no longer outsource our management to a 3rd party; we've successfully pivoted to focus on continuing education; promotional efforts have increased five-fold; and the association's equity has more than doubled.

Building on this progress, board and staff members once again took part in a 2-day strategic planning session in the fall of 2022 to discuss how ACMO should respond to the changes, challenges and opportunities presented by our industry. The conclusion was that we must redouble our efforts to market the benefits of being part of ACMO's professional community and make proactive membership development and geographic expansion our biggest priority and focus going forward.

Of course, successful membership growth will depend on delivering unquestionable value and continuing our pursuit of higher standards, a core value that has driven ACMO since its inception. This means building added value into our industry-leading Registered Condominium Manager (RCM) designation and ACMO 2000 Certification program to further differentiate them from minimum licensing requirements. It also means being a leader in the provision of best-of-class continuing education for condominium managers. In short, ACMO will continue to serve as the voice of the condominium industry and the leading source of continuing education, expertise, networking opportunities, resources and support.

Delivering on our mission and achieving our vision won't be easy, but this document summarizes how we will meet the challenges the new era brings.

Strategic Goals

Over the next 3 years, ACMO will narrow our focus on the following three broad strategic goals:



1. MEMBERSHIP GROWTH

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

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



2. EDUCATIONAL LEADERSHIP

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

To achieve this goal we will further invest in the development of our Certificate Course programs and continuing education offerings and launch new requirements for our industry-leading RCM designation and ACMO 2000 Certification program.



3. BRAND AWARENESS

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.

To achieve this goal we will continue to leverage our internal marketing resources and media channels and generate earned media supplemented with targeted paid advertising in select digital and print media. All communications will strengthen and clarify ACMO's brand positioning as the community of choice and voice of condominium management professionals. In addition, we will continue to serve as the voice of the condominium management industry through our advocacy efforts.



Vision, Mission & Values



VISION

What is the future state that ACMO hopes to achieve?

To be recognized as Ontario's foremost community and voice of condominium management professionals pursuing excellence in the field.



MISSION

Why does ACMO exist and how will we fulfill our vision?

To cultivate and promote a growing community of condominium management professionals through higher standards, knowledge, support, resources, advocacy, and networking opportunities.



VALUE PROPOSITION

Why someone should do business with ACMO and what do we offer?

ACMO offers connection to a condominium management community in which members have opportunities to develop professionally, advance their collective interests, and increase their value to employers and clients.



CORE VALUES

What values guide our organization?

We are **Passionate** about the condominium management profession

We believe in **Higher Standards**

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**



BRAND ESSENCE

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

That we are "Elevating Condominium Management."



Our Environment

As part of our strategic planning process, we conducted a detailed situational analysis and identified a number of key issues and trends impacting our organization that our strategic plan must address including:

REGULATION:

- Government licensing and regulation has devalued ACMO's designations and membership
- The high cost of licensing education and licensing has led to a decline in RCM membership
- The introduction of mandatory continuing education for general licensees is a potential opportunity
- ACMO has an important role to play as an industry advocate and regulatory watchdog

MARKET:

- Demand for condominium managers exceeds supply
- Condominium development continues to grow
- 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
- Condo boards are highly price sensitive and focused on cost reduction versus quality

ORGANIZATION:

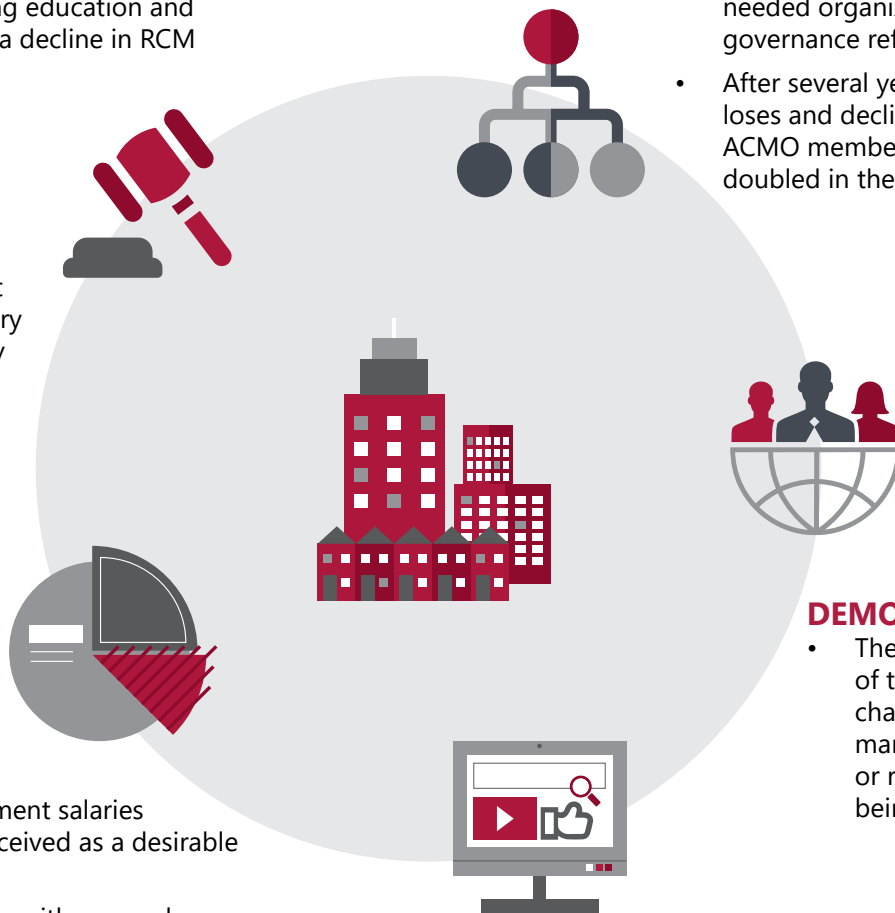
- Over the past 3 years ACMO has successfully implemented much needed organizational and governance reform
- After several years of operating losses and declining reserves, ACMO member's equity has doubled in the past 3 years

DEMOGRAPHICS:

- The demographics of the workforce are changing, and many managers are leaving or retiring and not being replaced

TECHNOLOGY:

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





Strategic Goal 1: **Membership Growth**

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

MEMBERSHIP OBJECTIVE 1:

Increase association membership through the retention of current membership base and addition of new members.

Strategies:

- Proactively sell membership in ACMO's professional community year-round.
- Expand the geographic reach of ACMO membership and programming across Ontario.
- Promote condominium management as viable career path to entice more membership prospects into the industry.
- Implement initiatives to actively build a non-member prospect database which we can market to.

MEMBERSHIP OBJECTIVE 2:

Increase member satisfaction and perceived membership value.

Strategies:

- Restructure and improve membership categories, benefits, pricing and processes.
- Improve current membership benefits, tools and resources and explore new offerings to fulfill member needs.

MEMBERSHIP OBJECTIVE 3:

Increase awareness of membership in ACMO's professional community.

Strategies:

- Clearly communicate the benefits of joining ACMO's professional community through all ACMO media.
- Leverage existing and new partnerships to promote and extend ACMO membership and programming to new audiences.



Strategic Goal 2: **Educational Leadership**

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

EDUCATIONAL OBJECTIVE 1:

Increase quality and perceived value of our continuing education offerings and professional designations.

Strategies:

- Revise and improve ACMO's professional designation programs and standards (RCM, ACMO 2000) to exceed minimum licensing requirements.
- Continue developing and offering valuable continuing education programs that are relevant, align with the CMRAO Competency Profile for Condominium Managers, and meet the needs of our members.
- Offer more high quality, practical educational resources on the ACMO website and member portal.

EDUCATIONAL OBJECTIVE 2:

Increase awareness of and participation in ACMO's continuing education opportunities and professional designations.

Strategies:

- Market ACMO's professional designations and continuing education offerings to members and non-members in key target markets.
- Consult with CMRAO to ensure ACMO's continuing education offerings qualify for CPE credits.
- Automate and optimize educational registration, tracking and fulfillment processes by leveraging technology.



Strategic Goal 3: **Brand Awareness**

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.

BRAND AWARENESS OBJECTIVE 1:

Increase awareness of and engagement with the association and its programs, services, and benefits to position the ACMO brand as the premier professional community

Strategies:

- Maximize the use of unpaid media to promote the Association and its programs and benefits.
- Make selective, strategic use of targeted paid media to promote the association, its programs, and benefits throughout the condominium industry and beyond.
- Develop, disseminate, and promote practical ACMO-branded resources for use by condominium managers to help position ACMO as the clearinghouse of condominium management information and resources.

BRAND AWARENESS OBJECTIVE 2:

Raise interest and awareness of the condominium management profession

Strategies:

- Position the condominium management profession to encourage more people to enter the profession as a viable career.
- Actively promote the condominium management profession through earned media, digital ad campaigns, magazine ads, tradeshow, sponsorships, etc.

AWARENESS OBJECTIVE 3:

Establish ACMO as the voice of condominium management

Strategies:

- Liaise with government and regulatory agencies and representatives to advocate on behalf of ACMO members and the industry on key condo management issues.
- Serve as the industry and regulatory watchdog to advance the interests of the condominium management profession.
- Leverage condo industry issues, content, and experts to generate earned media coverage.



Conclusion

The condominium landscape in Ontario is growing and evolving rapidly and the need for a strong industry association with a singular focus on representing the interests of condominium management professionals is critical. This strategic plan confirms our commitment to ensuring that ACMO continues to fulfil that role and articulates how we will ensure the ongoing relevance of ACMO as the premier community and voice for condominium management professionals. Over the next 3 years our highest priority will be proactively selling and expanding our professional community and delivering more value to members through best-of-class educational opportunities, resources and networking events. Above all, ACMO will be working hard for you, the member!

As with any plan, changes in an organization's environment and situation necessitate changes in the plan. To measure and monitor our success in executing this plan we will use an organizational scorecard reviewed at quarterly board meetings and make necessary plan adjustments through our annual planning process.

ACMO would like to thank all those who participated in the development of this plan as well as our loyal members, without whom our professional community wouldn't exist.

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.



ACMO

*Elevating Condominium
Management Since 1977*

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