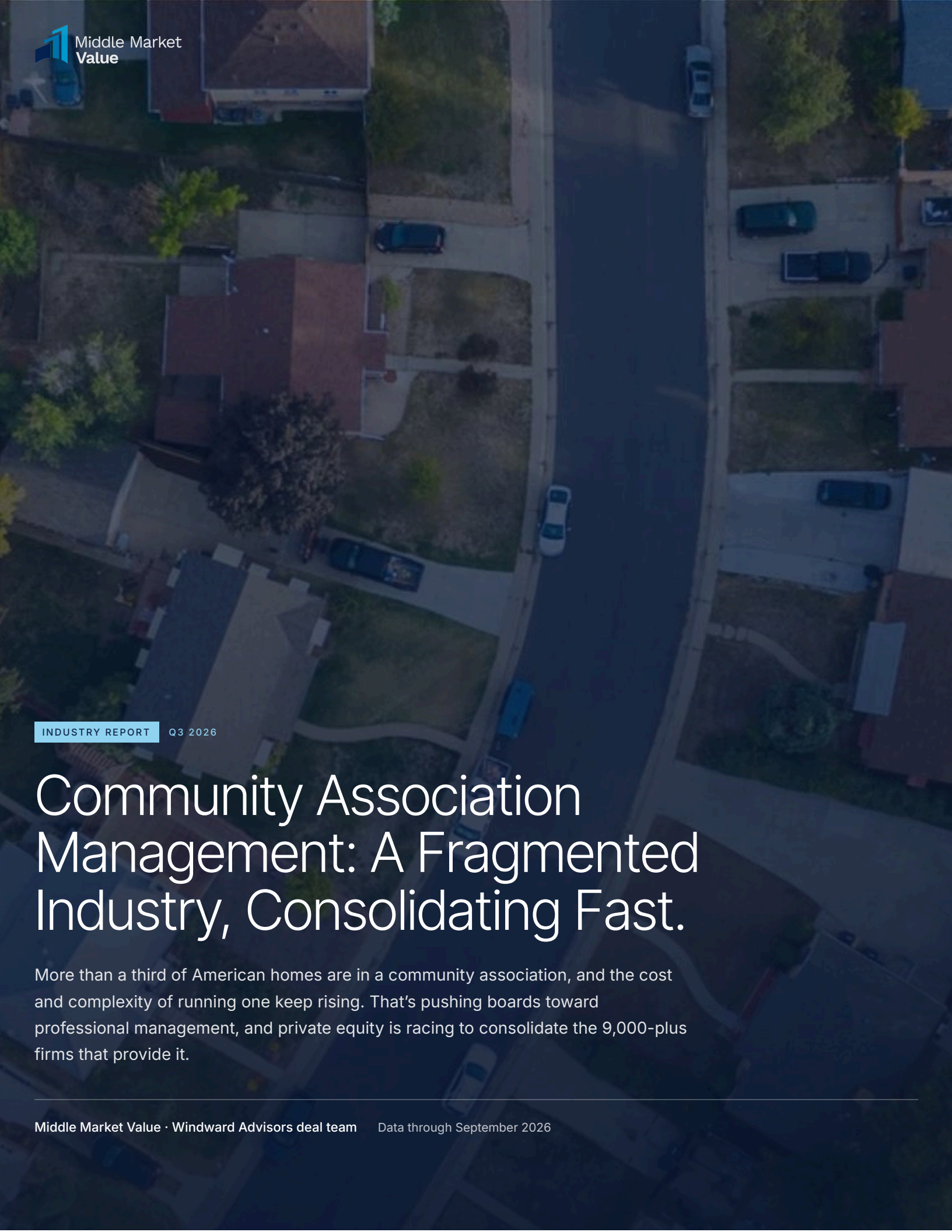
Middle Market Value



INDUSTRY REPORT Q3 2026

Community Association Management: A Fragmented Industry, Consolidating Fast.

More than a third of American homes are in a community association, and the cost and complexity of running one keep rising. That's pushing boards toward professional management, and private equity is racing to consolidate the 9,000-plus firms that provide it.

Middle Market Value · Windward Advisors deal team

Data through September 2026

COMMUNITY ASSOCIATIONS

373,000

Home to 78.1 million residents and 35.2% of U.S. housing.[1]

ANNUAL ASSESSMENTS

$124.2B

Collected from homeowners in 2025, plus $31.1B added to reserves.[1]

MANAGEMENT COMPANIES

9–10K

Employing 60,000–65,000 community association managers.[1]

STILL SELF-MANAGED

30–40%

Of associations, the industry's largest untapped market.[1]

WHAT WE'RE SEEING

Four forces shaping the industry.

A recurring, recession-resistant base

Assessments are owed whether the housing market is hot or cold. Even with home sales and new construction slowed by affordability, established communities keep paying, and IBISWorld rates association revenue volatility as low. For management firms, that means multi-year contracts tied to a very stable customer base.[15]

Costs are rising faster than dues

Insurance, labor and reserve requirements are pushing up assessments, and climate exposure is lifting premiums and deductibles in storm- and wildfire-prone markets. Owners are feeling it: HOA liens rose 8.6% in 2025 to nearly 285,000. Boards need more help budgeting, collecting and communicating.[59]

Running an association is getting harder

States are adding rules on fines, collections, elections, registration and disclosure. Colorado now caps most fines and requires cure periods; California has expanded electronic voting procedures; Florida and several other states license managers. Volunteer boards are turning to professionals to stay compliant.[58]

Private equity is consolidating the field

IBISWorld expects the management market to consolidate as PE-backed platforms and large regional firms acquire smaller local providers. At least eight sponsor-backed platforms are actively buying, offering sellers a deep pool of well-capitalized acquirers.[511]

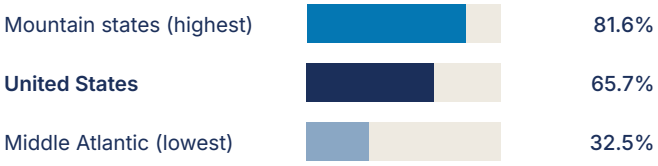
THE CUSTOMER BASE · GROWING EVERY YEAR

Two out of three new homes come with an HOA.

Builders rely on associations to maintain shared roads, amenities and landscaping, so most new single-family communities are formed with one. In 2024, 65.7% of new single-family homes started were in a community association, the second-highest share since tracking began in 2009.[3]

The installed base keeps growing too. The number of associations has climbed from about 10,000 in 1970 to 373,000 in 2025, and the CAI Foundation expects 374,000–377,000 in 2026.[1]

Share of new single-family homes in an HOA, 2024



New single-family homes started. Sources: U.S. Census Bureau, Survey of Construction; NAHB.[3]

THE HOMEOWNER VIEW

Residents pay more, and still value good management.

About a quarter of U.S. homeowners pay condo or HOA fees. Most say the arrangement works: in CAI's 2026 national survey, three in four residents said their community manager provides value and support.[24]

21.6M

Homeowners paying condo or HOA fees in 2024, about 25% of owners.[2]

$135

Median monthly fee; about 3 million households pay more than $500.[2]

75%

Of residents say their community manager provides value and support.[4]

86%

Rate their community association experience as positive or neutral.[4]

THE MANAGEMENT LANDSCAPE

A few national leaders, thousands of local firms.

Two national firms dominate the top of the market, but most associations are served by small regional and local companies. That fragmentation, plus the 30–40% of associations that still manage themselves, is what makes the industry attractive to consolidators.[1]

PUBLIC · NASDAQ/TSX: FSV

FirstService Residential

The industry's only public pure play. Q2 2026 revenue of $616.8M rose 4% (5% organic, driven by new contract wins), with an adjusted EBITDA margin of about 11%.[10]

PRIVATE · DALLAS

Associa

More than 7.5 million homeowners served, 23,000+ employees and 340+ offices. Entered Europe in May 2026 with a majority stake in Spain's Mediterráneo Global.[12]

THE LONG TAIL

Thousands of regional firms

Most of the 9,000–10,000 management companies are owner-led businesses serving one metro area, often with deep board relationships and long tenure.[1]

ACTIVE PE-BACKED CONSOLIDATORS

RealManage American Securities	Community Management Holdings Charlesbank	Continuum Companies CIVC Partners	RowCal Morgan Stanley Capital Partners
Oakline Properties Alpine Investors	Pioneer HOA FFL Partners	KW Property Management Odevo (CVC)	Inframark New Mountain Capital

Platform and sponsor as publicly reported.[11]

DEAL ACTIVITY · 2025–2026

A steady stream of platform launches and add-ons.

Most deals in this space are private and undisclosed, so the headline is the pace: new sponsors entering, established platforms adding regional firms, and investors backing the software that runs the industry.

DATE	BUYER / INVESTOR	TARGET	NOTES
May 2026	Associa	Mediterráneo Global (Spain)	Majority stake; ~10,000 communities and 400,000+ homeowners

DATE	BUYER / INVESTOR	TARGET	NOTES
Mar 2026	**FFL Partners**	Launch of Pioneer HOA	New platform anchored by a Western U.S. full-service HOA manager; terms undisclosed
Oct 2025	**Associa (PMG Holdings)**	Douglas Elliman Property Management	Reported $85M
Oct 2025	**Cove Hill Partners**	Vantaca Community association management software	$300M+ growth investment at a reported $1.25B valuation
Sep 2025	**Alpine Investors**	Launch of Oakline Properties With Cirrus Asset Management	New platform; 20,000+ units at launch
Aug 2025	**Community Management Holdings** Charlesbank	HOAMCO and Alamo Management Group	Add-ons extending CMH's national footprint
Jul 2025	**Inframark** New Mountain Capital	RCP Community Management (Phoenix)	Add-on; terms undisclosed
2024–2025	**Continuum Companies** CIVC Partners	13 regional management firms	Serial add-ons over roughly a year

Not an exhaustive list; most transactions don't disclose terms. Sources: company press releases and industry deal trackers.[11]

VALUATION BENCHMARKS

How the market prices management firms.

With only one public pure play, valuation in this industry is set mostly by private transactions. Private management firms typically trade at 6x to 9x EBITDA, below FirstService's public multiple of about 12.9x. Scale matters: larger platforms with dense regional coverage, strong contract retention and modern technology sit at the top of the range, while small single-market firms sit closer to the bottom.

PUBLIC BENCHMARK

FirstService Corporation (FSV)

12.9x
EV / LTM EBITDA

1.4x
EV / LTM revenue

S&P Capital IQ, as of October 20, 2026. Includes FirstService Brands, so the multiple reflects more than community management.

PRIVATE MARKET

Private management firms

6x–9x
EBITDA, based on our deal team's transaction experience

What moves a firm up the range

- Size and market density
- Contract retention and tenure
- Depth of the manager bench
- Ancillary revenue (accounting, maintenance, insurance)

WHAT THIS MEANS IF YOU OWN A MANAGEMENT COMPANY

There have rarely been more well-funded buyers for a quality management firm. The ones that command premium prices can prove their contracts are durable and their people will stay.

Document retention

Buyers will ask how long you keep communities and why you lose them. Have contract terms, renewal history and door counts ready.

Reduce key-person risk

Board relationships often sit with the founder or a few senior managers. Spread them across your team before you go to market.

Know your buyer pool

National leaders, PE platforms and regional consolidators value culture, geography and integration differently. Competition among them drives price.

SOURCES & NOTES

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6. IBISWorld, *Property Management in the US* (NAICS 53131), May 2026.
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12. Associa company information and press release, May 2026.

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Middle Market Value

WHY MIDDLE MARKET VALUE

Most advisors start with a transaction. We start with a conversation. Middle Market Value combines a deep understanding of how companies are valued with years of buy-side and sell-side deal experience, so we can show you the full range of options and help you choose the path that best fits your objectives.

LET'S TALK

Own a Management Company?

We know the buyers consolidating this industry and what they look for. We'll give you an honest read on what your firm is worth and when to move.

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