

# **Our Business Is To Make Yours Shine!**

WhiteRose Janitorial is a full-service company specializing in Condominium, Retail, Commercial, Industrial, Shopping Centre, and Institutional cleaning since 1986. Fully insured and bonded, WhiteRose is a member of the Canadian Condominium Institute (CCI) and the Association of Condominium Managers of Ontario.

# WhiteRose Janitorial Key Services Include:

- Contract cleaning services
- Live-in/out superintendent duties
- 24-hour emergency services
- Marble polishing

- Carpet installation and cleaning
- Certified disinfecting services
- Garage cleaning services
- Window cleaning

Visit our website or call us today for your no-obligation quote!

www.WhiteRoseJanitorial.com 1-877-253-3648 / 416-850-9676 info@whiterosejanitorial.com



COMMITTED TO EXCELLENCE SINCE 1986











# **Magazine Theme**

Effectively managing suppliers and contractors benefits your condominium corporation and its residents by ensuring quality work is finished on time and on budget. It's essential to maintain ongoing, trusting relationships with suppliers and contractors. This issue will share how to accomplish this, given today's supply chain issues and uncertain economic climate.

Credit: Photo: © Bigstock.com/ Dragon Images

# Contents



How best to manage your time and energy needed when it comes to a capital project vs ongoing maintenance and repairs on page 15.

**Features** 

- **Capital Projects VS Repairs** 15 & Maintenance BY VAN SMITH, RCM
- 18 Managing Contractors, **Suppliers & Expectations** BY LAURA LEE, RCM
- 25 **Procurement Best Practices** BY DREW HARLING, RCM
- **Avoiding Major Construction Pitfalls** 28 BY PATRICK CUTTEN
- 34 **Understanding the Market** for Seasonal Services BY CHRISTIAN COLDEA





# Follow us on:









# In Every Issue

- Message from the **Executive Director**
- Message from the President
- 11 Snapshot
- 50 **RCM Profile**



# ONTARIO'S PREMIER WINDOW & DOOR COMPANY

# LEADERSHIP AND EXPERTISE

Over 40 years of experience serving the residential sector, including condominium complexes 4 storeys or less.

# NO JOB TOO BIG OR TOO SMALL

One of Canada's largest fleets of window and door installation crews and after-sale service technicians.

# DEDICATED TEAM

First in the industry to have a specialized team to take care of your condo projects, and a 25-year warranty.

# **Editorial / Advertising Deadlines**

### Summer 2023

MANAGING NEW BUILDS VS OLD CONDOMINIUMS

ABSTRACTS DUE: MARCH 31, 2023 EDITORIAL DUE: APRIL 21, 2023

ADS DUE: MAY 5, 2023

Canada Post Publication Agreement Number 40011809



### **Publisher**

ASSOCIATION OF CONDOMINIUM MANAGERS OF ONTARIO

# Editor

TRACEY DOHERTY

# Production/Layout

MARACLE INC.

### Advertising

905-826-6890

# **Prepress/Printing**

MARACLE INC.



Advertising rates are available at: www.acmo.org

Other communications should be sent to:

The Editor
CM Condominium Manager

c/o ACMO 2121 Argentia Rd., Suite 101 Mississauga, Ontario L5N 2X4 Tel: 905-826-6890/1-800-265-3263

Fax: 905-607-6172 Email: editor@acmo.org Web: www.acmo.org

All reproduction rights reserved 2023.

CM Condominium Manager is published by



Association of Condominium Managers of Ontario

# **Core Values**

ACMO is committed to the recognition, promotion and support of Professional Condominium Managers across Ontario, through education, member services, public awareness and a strict adherence to the highest ethical standards.

CM Condominium Manager magazine is the flagship quarterly publication of the Association of Condominium Managers of Ontario (ACMO) and for more than 30 years has served as the leading source of in-depth coverage of industry news, issues, information, education and best practices for condominium management professionals and service providers.

Views and opinions expressed do not necessarily reflect the policies of the Association and are strictly those of the writers. Publication of advertisements, contributed articles, and letters do not imply endorsement of the opinions expressed therein, and ACMO, CM Condominium Manager, its publishers, and staff do not accept any responsibility for them. Information and opinions printed in CM Condominium Manager are brief summaries of complex topics provided by the publisher and authors without any liability whatsoever. Readers should obtain expert advice in specific situations.

All material submitted and published remains the property of the publishers and/or the Association of Condominium Managers of Ontario. No reproduction of this publication in whole or in part is permitted without the written authorization of the publishers.

CM Condominium Manager is a controlled circulation professional trade publication distributed free of charge to members of ACMO.

# Contents

# Features Cont'd

40 Seven Methods for Building Relationships with Residents

BY PETER PIETRZKIEWICZ

45 Is the Pandemic Really Over?

BY VINCE BENNETT. RCM

# **Your Condo**

57 Safety Tips for Condo Communities
BY REUBEN SMITH

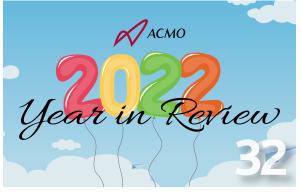
# **News & Views**

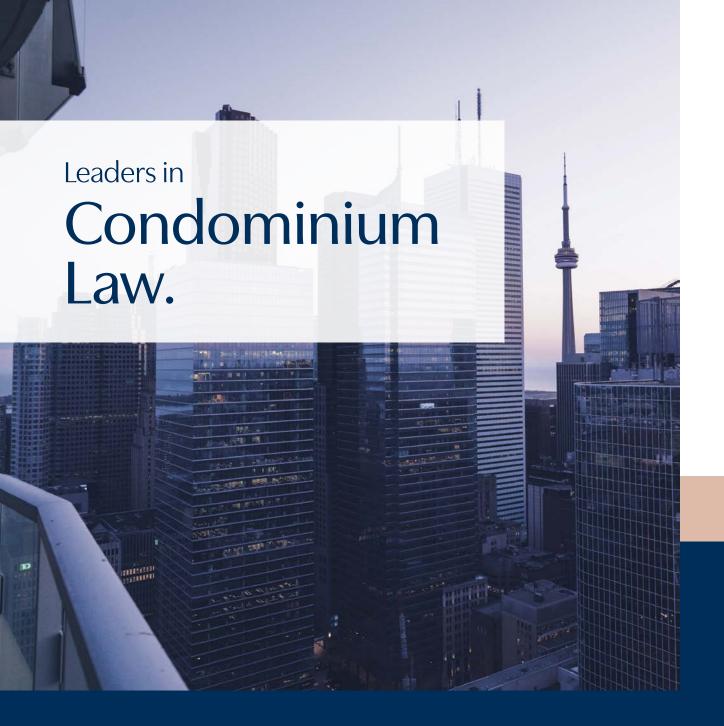
- 32 ACMO 2022 Year in Review
- 47 Manager of the Year
- 54 ACMO 2000
- 55 Viewpoint
  BY NICOLE KREUTZBERG
- 59 Dear ACMO

BY DEBORAH HOWDEN

**Spotlight**BY BRAD WELLS, RCM







Effective and focused advocacy for condominium communities



# Continuing Your Continuing Education

If you are reading this, it's a safe bet that you are an ACMO member committed to ongoing professional development



to be the best condo manager you can be. Since 2011, ACMO has helped our Registered Condominium Manager (RCM) designates do that by requiring the completion of ten hours of continuing education annually to maintain their designation. Taking a page out

of ACMO's playbook, the CMRAO recently announced it is introducing a similar program.

On July 1, 2023, the CMRAO's new Continuing Professional Education (CPE) program comes into effect, requiring managers holding a General License to complete 10 hours of "eligible" continuing education annually. To be eligible, the education must align with the CMRAO Competency Profile for Condominium Managers in Ontario, and managers must accumulate at least 1 CPE credit (1 hour) from 3 of the following 5 categories: Communication and Interpersonal Skills; Physical Building; Building Operations and Information; Legal and Ethics; and Finance. The CMRAO plans to publish and maintain an updated list of eligible CPE activities and associated credits on its website.

Happily, it should be a relatively routine matter for RCMs to meet these requirements, given they have done so for years through ACMO. This, of course, assumes the CMRAO deems

ACMO's educational programming as being eligible under the new program. Rest assured that ACMO will be working hard to ensure that our educational content is designed to meet both the needs of our members and the requirements of the CMRAO CPE program. Given that ACMO is officially out of licensing education, our educational strategy going forward is to lead the way in providing high-quality continuing education for condominium managers.

Towards this, for 2023, we have put together a robust educational lineup to help managers stay current and expand their knowledge and expertise. We have plans to conduct four in-person luncheons, four webinars, and up to six Certificate Courses. By the time you read this, we will have launched our newest certificate course, *Advanced Conflict Management & Communications*. This will be one of two mandatory Certificate Courses managers take under the new RCM requirements, the other being our *Advanced Ethics Certificate Course*, which debuted in December. Plans are also underway to develop courses in the areas of condominium insurance, HVAC, new building management, technology and security, employment standards, fire safety, structure and envelope, and advanced finance.

We hope you take advantage of our expanded educational offerings as ACMO continues to serve as your 'one-stop' source for all your continuing education needs!

Paul B. MacDonald Executive Director



47

**Active Technicians** 

400+

Backed by 16 Years of Expertis

**Loyal Corporations** 

500k+

**Units Serviced Annually** 

# **Your Fan-coil Professionals**

- Fan Coil Repairs and Maintenance
- Fan Coil retrofit solutions
- Fan coil restoration and remediation
- All in suite ventilation maintenance and repairs
- Original parts and top of the line products
- Pre-set Prices
- Standard extended warranties
- 24/7 emergency line
- Our famous first class customer service
- Satisfaction guarantee

Spring and summer are almost here; be proactive and mitigate those seasonal HVAC floods. With unique award-winning innovative plans and best-in-market prices, this is the season to invest in preventive HVAC flood services.











647 887 0099 4SDC.CA INFO@4SDC.CA UNITS 26, 27 - 750 OAKDALE RD, NORTH YORK, M3N 2Z4



# **Dancing with the Stars**

John Oakes, a personal mentor and current CMRAO board member,



has always described C o n d o m i n i u m Management by likening it to "Dancing with the Stars." The professional dancer's role in

these celebrity partnerships is to make their amateur partner shine. I have long liked this simple analogy for managers as a "servant-leader" role within their Condominium Communities.

Definitionally, the servant leader puts followers' needs, growth and wellbeing. Through adopting this style, condominium managers prioritize the organization (the condominium community), its board and volunteers and their staff above themselves. Like ducks, gracefully swimming on the surface, behind the scenes, we are tasked daily with many duties supporting the community, their volunteer leaders and their staff.

At its root, this should be simple: each person's involvement is designed to make the experience better. I believe having a shared vision of the desired outcome is vital for the practical determination of priorities and execution of tasks, great and small. It is akin to ensuring that everyone is dancing to the same tune.

To my mind, conflict arises when we don't share a vision for the community we serve. Let's face it, despite a shared framework and increased regulation, there remains plenty of room to dance in Condoland. Having a director who marches to the beat of a different drummer is a recipe for many bruised toes on the dance floor. How many times have the priorities for your community been upended by the election of new board members? Why should this be the case?

Are sweeping changes to the community to be expected? When owners vote, are we thinking of who will best work toward a shared goal?

The most successful groups I work with have a clear vision of who they are, and this belief is used as a touchstone for each of their decisions. Everyone knows what they're getting at Tim Horton's or Starbucks. I doubt many would confuse the two, and I think we'd all agree that their offerings come at different price points.

Why does this matter? How can we meet expectations if we don't have a shared vision? Conflict is inevitable when we expect different things and strive towards different outcomes.

I hope you'll take a little time to choose a song and work on dancing together. ■

Katherine Gow, RCM ACMO President

# 2022/2023 ACMO Board of Directors

# **PRESIDENT**

Katherine Gow, RCM

# **VICE PRESIDENT**

Eric Plant, RCM

# **TREASURER**

Sean Wilde, RCM

# **SECRETARY**

Catherine Murdock, RCM

# **EXECUTIVE MEMBER AT LARGE**

Juliet Atha, RCM

# **DIRECTORS**

Courtney Cartmill, RCM
Mark Daye, RCM
Ashlee Henry, RCM
Melissa Kirkaldie, RCM
Laura Lee, RCM
Craig McMillan, RCM
Daniel Perez-Arteaga, RCM
Van Smith, RCM

# **COMMITTEE CHAIRS:**

# **EXECUTIVE COMMITTEE**

Katherine Gow, RCM

# **NOMINATIONS COMMITTEE**

Dean McCabe, RCM

# MEMBERSHIP & PROGRAMS

Ashley Chiaramida

**COMMITTEE** 

# CONDOMINIUM MANAGEMENT EDUCATION COMMITTEE

Garry Smolyansky

# GOVERNMENT RELATIONS

COMMITTEE

# Paul Macdonald

# MEMBERSHIP STANDARDS COMMITTEE

Catherine Murdock, RCM

# **DISCIPLINE COMMITTEE**

Paul MacDonald

# **APPEALS COMMITTEE**

Paul MacDonald

# **AWARDS SELECTION COMMITTEE**

Catherine Murdoch, RCM

# **CONDO CONFERENCE COMMITTEE**

Katherine Gow, RCM

# **EXECUTIVE DIRECTOR**

Paul MacDonald





forestgroup.ca







# Photo: Supplied

# Snapshot



# A quick glance at what's happening with ACMO and the condominium industry.

# 2022-2025 Strategic Plan

ACMO is pleased to present our new Strategic Plan for 2023-2025. The plan represents the culmination of a comprehensive strategic planning process that started in the fall of 2022 and engaged staff, board directors and various members and stakeholders. Building on our successful 45-year foundation, this plan signals the beginning of an exciting new path for ACMO as we evolve to ensure our ongoing relevance as the premier community for condominium management professionals in Ontario.

Over the next three 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 serve our member's needs for years to come.

Download a summary of our plan on the ACMO website. 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!

# Violence and Mental Health in Condominiums

ACMO, along with CCI Toronto and CAI Canada, released a joint statement on Violence and Mental Health in Condominiums and called on the Ontario government and industry regulators to implement legislative reform and provide additional resources to better protect all parties within condominium communities and offer the expertise of our organizations to assist in this process. We commit to the following on behalf of our collective members:

- Continue identifying areas for legislative reform to better protect personal safety in condominiums and educate government agencies about how best to minimize risk for condominium communities.
- 2. Continue identifying additional appropriate resources relating to mental health and conflict de-escalation to support condominium corporations in the future. This may include better educating other organizations about the unique challenges in condominiums.
- 3. Continue developing and offering additional educational programming for our members to ensure that the





# **SAVE**

# 15-20% or more

on your

# Water Bill - Guaranteed -

No Risk & No Cost\*

# **Landlords:**

Increase your valuation by lowering your OPEX

# **Canadian Water Savings Introduces:**

Smart Valve™ Technology – A precision engineered and patented water saving device

Call Brian or Email us today to see if you qualify **416.989.0827** 

save@canadianwatersavings.com www.canadianwatersavings.com

\*Installation charge may be applied based on our site assessment

- condominium market has the best possible information available.
- Proactively supporting our membership and community through education, networking events, and advocacy.
- Read the full media release on the ACMO website, www.acmo.org/ advocacy

# **Congratulations New RCMs**

ACMO wishes to recognize those members who recently achieved their RCM designation and have demonstrated a commitment to professionalism and a higher standard of condominium management. Congratulations!

Anne Louise Beauchesne, RCM Sylwia Lidia Bulka, RCM Murshed B. Chowdhury, RCM Jenie Del Mundo, RCM Angelo Di Marca, RCM Pedro Gallegos, RCM Shona Hickey, RCM Jennifer Johnston, RCM Banafsheh Kafi, RCM Tej Karan, RCM Val Khomenko, RCM Faith LaFosse-Marsh, RCM Sincere Liu, RCM Karen Rubin, RCM

# **Welcome New ACMO Members**

ACMO extends a warm welcome to our newest members who have chosen to elevate their careers or business by joining our professional community. We look forward to a mutually prosperous relationship.

### **Associate Members**

Commissionaires Great Lakes
Concierge & Security Company
G Force Security
Husky Fire Protection Inc.
ANK Maintenance Services
Nordik Windows & Doors
Paul Davis Restoration Inc.
Pop's Restoration Ltd.
Primo Paving & Construction
Registon Building Restoration LTD
Ronnies Generator Service Ltd
The TPH Group Inc.
Tigris Engineering Inc.
West Egg Security

# **Individual Members**

Ryan Amos Jill Beasley Terrie-Anne Brown Christel Chaeban Murshed Chowdhury Vangjush Cili Zhaozhao Dong Perpetual D'souza Michela Ferrante Roopali Gulati Erlind Hasko Yuet Sim Elsie Lee Natasha Mayhew Muhammad Shujaat Randhawa Aurora Rushiti Patrick Santos Douglas Stewart Edem Udoh-Orok

# **Corporate Members**

Me To We Property Management Inc Papak Management Services Inc. York Simcoe Management Services Inc

# Buildings solutions you need. Advice you can count on.

Building Envelope Restoration
Balcony Repair and Renewal
Parking Garage Restoration
Reserve Fund Studies
Performance Audits

Environmental Engineering
Mechanical and Electrical Engineering
Energy Efficiency and Sustainability
Future Ready and Climate Resiliency
Tarion Claims and Litigation Support





# **Managing Contractors, Suppliers and Expectations**



Van Smith, RCM Regional Manager Crossbridge Condominium Services

# Capital Projects VS Repairs & Maintenance

Ask a property manager to explain what takes up most of their busy workday, and they will probably respond with a list of maintenance items. Most of a condominium manager's time in any given week is spent working on the maintenance and repair of the condominium structure, equipment, and site. This includes preparation for scheduled items or dealing with those unscheduled emergencies on a Monday morning. So, where does a capital project fit into a manager's work week? Capital projects are typically large projects which are done at the end of the service life of an item. These projects are captured in a Reserve Fund Study, which provides the year the work or capital item needs replacing with an estimated cost.

Although capital projects are usually large and expensive, fewer are done in a year vs maintenance and repair.

# **Budgets**

Budgeting for the capital items of a building is much different from budgeting for the day-to-day costs. Ontario condominium corporations are required to have a Reserve Fund Study prepared by a qualified professional. The fund's purpose is to establish a forced savings account to which all owners contribute each month. After 15 years, for example, the savings might be earmarked to pay for a shingled roof replacement. For provinces or countries without capital budgets, owners have less financial certainty.

A simple example might be a person who owns a condominium in Ontario

and one in Florida. In Ontario, the Reserve Fund is there to help pay for the roof replacement after 15 years. A condo in Florida would most likely assess each owner only when the roof needed replacing. Let us say that each owner had to contribute \$7,500. General everyday maintenance and repairs are typically covered in a building's annual operating budget, and an amount would be set to do some localized repairs. For example, when shingles blow off in a storm, that small repair would be budgeted and paid for out of the operating budget.

### **Consultants**

A consultant is often required when it comes to guiding large projects. Imagine a 30-year-old high-rise condominium

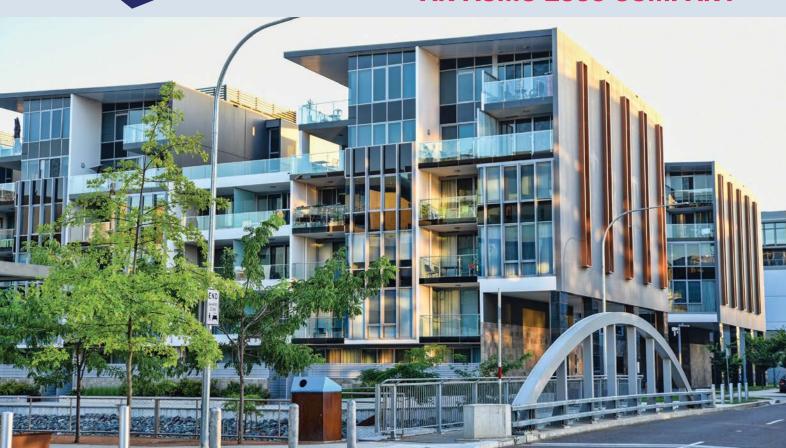
Condominium | Residential | Commercial | Rental



# NADLAN-HARRIS PROPERTY MANAGEMENT INC.

500 Champagne Drive, Toronto, ON M3J 2T9

**AN ACMO 2000 COMPANY** 



# We are a team of dedicated experts, specializing in professional property management of:

- High-Rise/Low-Rise Condominiums
- Residential/Commercial/Industrial
- Town Home Condominiums

- New Condominium Development Consulting
- Customized Community Websites
- Shared Facilities

Proud members of:





Tel: 416-915-9115 Ext. 25 Fax: 416-915-9114 Email: info@nadlan-harris.com

www.nadlan-harris.com

with a deteriorated underground garage. The garage has damaged traffic topping, leaks through levels, concrete spalling, and rust on metal reinforcement. Typically, an engineer specializing in building restoration would be the consultant on this project. The project, including the engineering fees, would be paid for by the Reserve Fund. A property manager must dedicate a portion of their time to this project which could take between 1 or 2 years from start to finish. Although a consultant takes on much of the heavy lifting, the manager must be on top of the financials, communicate with residents, alternate access, and unforeseen conditions. When it comes to general maintenance, a consultant is rarely required, but sometimes a consultant is necessary. An example might be a consultant who specializes in Accessibility and can provide a report to a property manager identifying Ontario Building Code (OBC) infractions or best practices according to the Ontarians with Disabilities Act of Ontario (AODA).

# Quotes

Quotations are required for most circumstances at a condominium corporation unless those items are for things like an emergency flood or items with a value less than a management firm's approved spending limit. Only property managers can appreciate how much time goes into obtaining quotations. A high-rise building will require many quotes to cover every letter in

the alphabet, from Audits to Windows (Sorry, but I couldn't think of a maintenance item starting with Z).

# **RFPs**

Request for Proposals and Bid Requests are formal documents commonly used for capital projects. Many requirements and conditions are listed in these documents and can become lengthy and detailed. I'm unsure which is longer, a bid request, or the terms and conditions of a cell phone agreement. An engineer or consultant will send out these documents to obtain prices from the contractors and suppliers. Ultimately an agreement is reached between the condominium corporation and the successful bidder, which is often executed on a Canadian Construction Documents Committee (CCDC) form.

# Which one takes more time?

You might be asking yourself how best to manage the time and energy needed when it comes to a capital project vs ongoing maintenance and repair. The simple answer is both take a considerable amount of a manager's time. Proper planning and setting expectations of what can be accomplished on schedule are critical. Rome wasn't built in a day, and a condominium can't be renovated or repaired in a day, either. A 25-year-old building with all the plumbing lines being replaced will be bustling with contractors enter-

ing the suites to open walls, replacing plumbing lines, and then restoring the walls. The project will require much of the manager's attention, so an estimate of time needs to be factored into the manager's day. In contrast, another capital project, like the removal and replacement of the exterior parking lot, requires less time from the manager.

The final takeaways are some items to consider to ensure you have the resources to take on capital and repair and maintenance projects (often at the same time):

Review the project and determine if the work will require a consultant or project manager. And consider a few questions:

- Will alternate access for parking or moving through the common elements be required
- Will extra security be needed?
- How often is communication with residents required?
- At what stage and how often are inspections to take place?
- Are there going to be weekly progress meetings with the contractor/consultant or board members?

**Van Smith,** RCM, OLCM, has been a property and regional manager in Ontario for 17 years. His education is in fire protection, real estate, and condominium management, have assisted in tackling building projects and training others in the industry. Van currently serves on the ACMO Board of Directors. crossbridgecondominiums.com





1-833-ASK-CION | cion.com







# **Managing Contractors, Suppliers & Expectations**



**Laura Lee,** RCM VP of Operations ND Energy Inc.

# Managing Contractors, Suppliers & Expectations

Every condominium has an annual budget with service contracts, repairs, maintenance, and other expenses. Budgets vary in size depending on the complexity of the building/property and the number of units. The value of the condominium's budget can range from \$500,000-\$8,000,000. Large or small, the use of contractors is inevitable in the day of a manager's life. It is part of the manager's job to ensure quality control and value for the condominium's money, which is done by managing contractors/ suppliers and setting expectations.

Managers set expectations through various avenues; a minor issue is likely dealt with through a phone call to a reputable vendor they have used in the past. If there is a problem in the building that needs fixing, the steps are as simple as talking to the receptionist or service department of a company, ordering the repair, coordinating a service call, and getting the problem repaired.

For larger or more complex problems, a

manager might seek quotes for the repair. Initially, they may not know what the best repair method is. Managers learn by going with the various contractors and listening to recommendations, determining the best repair method and obtaining competitive pricing to obtain board approval eventually. Other times, the scope of work is sent out, and the various contractors will quote on the job based on the required service outlined in the document they received. At times, alternative repair methods may be recommended based on price or better quality products that may last longer.

Most management companies have template contracts for standard services in a condominium. These will outline the expectations for service and ensure that each contractor selected to tender is bidding on the same work.

Lastly, in the event of major work in a condominium, the board may use an expert (engineer or consultant) to draft the scope of work and use a CCDC contract (contracts created by the Government). This document would set out expectations and hold the contractor to a certain standard of workmanship and warranties.

All of the above are the ways a manager can set expectations for work to be performed; some are more effective than others in ensuring you get the expected result.

Managing contractors is an entirely different task. This entails the property manager being in control and having an in-depth knowledge of the work being done at the property, scheduling, coordinating access and communicating with the concierge or superintendent that the contractor is coming to the site and what they are expected to complete. Knowing that the contractor has been at the site, the status of the work or knowing it is complete is vital for reporting the outcome to the board.

Once the work has been performed, an invoice will be issued. This is when quality control is essential; who viewed the work to ensure it was done to the specification or





CONDOMINIUM REFURBISHMENT

**WWW.TIRON.CA** 

DESIGN BUILD | PROJECT MANAGEMENT | INTERIOR DESIGN

expectation and is fully completed before processing the invoice. Often the use of a superintendent that a manager can trust is crucial to success. They may accompany the contractor and oversee what is being done or be called to review the work before signing off the work order. Some managers without a superintendent or who have the time will review the work themselves or directly speak to the contractors to ensure they have all the facts. This due diligence provides peace of mind in processing the invoice and ensuring the corporation has received value for its money.

Service contracts are managed a little differently than an as-needed service. Managers can set expectations and manage the contractors by having a schedule and by having the contractor attend the office when they come to the site and before leaving. For large contracts that provide staffing, a manager may set up a meeting monthly/ quarterly with key account managers to speak about performance issues. The staff in a building are likely people's first impression of a well-run building; is the building clean; are the staff professional; do they look the part; are they representing you and the building well?

Believe it or not, having a vision or service expectation is essential to getting the desired results. Be sure to share your vision or expectation with the service providers and monitor performance to the bar you have set. If the expectations are clear, it is far easier to bring them back into alignment when things are out of line. ■

**Laura Lee,** RCM, has over 33 years of experience as a property manager. She is currently VP of Operations at ND Energy Inc., a company specializing in energy management and sub-metering. She has been a member of ACMO for more than 30 years and is an active ACMO board member and past president. Her accomplishments include receiving the ACMO Manager of the Year Award in 2005, authoring the Administration and Human Relations manual for the ACMO and teaching all four RCM courses inhouse and in colleges.

# Dra 1n

# 24 HOUR PROFESSIONAL PLUMBING SERVICES

**Toronto - Brampton - Mississauga - Oakville** 

# Residential & Commercial Plumbing Services

- CONTACT US AT 416-455-1122 INFO@DRAIN1.CA WWW.DRAIN1.CA
- Sewer Cleaning
- Drain System Design & Upgrade
- Drain Repair
- Waterbreak Repairs
- Drain Powerwashing
- Powerscrubbing
- Sump Pump
- Kitec Replacement



# 35 YEARS OF EXPERIENCE IN THE PLUMBING INDUSTRY



# Spring Cleaning and Landscaping Advice from A Trusted Landscaping Expert



John Bontje is the Manager of the Landscape Management and Snow Removal Division of Salivan Landscape and has over 35 years of landscaping experience. He is a graduate of the Horticulture Program at Guelph University.



alivan Landscape, celebrating its 100th year anniversary, have helped countless property managers, business owners, and homeowners transform their property to reflect each client's unique personality or branding.

With the spring season fast approaching, Salivan Landscape's trusted experts have put together some helpful tips and advice to help your property transition from winter to spring.

# SALIVAN'S APPROACH TO SEASONAL CHANGES

At Salivan Landscape, we have a step-by-step approach for all seasons. We start planning for the landscape season in February/March. In addition, we offer a wide variety of in-house services, such as seasonal flower displays, lawn care and landscape construction, to our clients.

Salivan provides a guide for you to follow so that you and your landscape contractor can be ready for the season to come.

# 1. THE RIGHT TIME TO CONTACT YOUR LANDSCAPING CONTRACTOR

Landscape contracts typically start in April at the first sign of spring or in November/December when the snow contracts begin. Please contact us two to three months before your contract starts, so we have time to review the agreement and site if needed. However, many property managers prefer a 3-year contract to secure pricing and save time on tendering each year.



# 2. ASSESS THE PROPERTY

As with everything in landscape maintenance, timing is crucial. Now is when you want to assess and manage that winter damage on plants and turf and institute a watering plan. Following this winter's snowstorms, many trees and shrubs sustained damage. This can be caused by heavy snow damaging and snapping branches on trees and shrubs. We also often see browning on evergreen shrubs and trees from the high winds we endure most winters.

As the snow begins to thaw, you may see signs of snow mold on your lawn which appears as a pink mold. This can be easily corrected by properly dethatching the lawn. A thorough property assessment to identify winter damage is essential, so appropriate steps can be taken to rejuvenate damaged plants and turf. Once problem areas are identified, crews should work to correct them early in the season.

# 3. SPRING CLEAN-UP: **CLEARING THE WAY**

Spring clean-ups begin with a litter pick of the entire property. Followed by aeration of the lawn to reduce soil compaction and improve drainage, this brings water and nutrients to the roots of the grass. After aeration, a dethatching will remove any excessive organic material built up on the lawns.

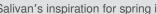
The next step would be cutting back any perennials left for winter interest (e.g. ornamental grasses) and pruning of the trees and shrubs. This keeps plants healthy by removing dead material and reducing excessive growth. Spring flowering shrubs are pruned after blooming, and late-season flowering shrubs are pruned in early spring, typically during the spring clean-up.

At this point, the garden is ready for a good cleaning using a blower and fan rakes to remove leaves and debris while taking care not to damage new growth on the plants. Once the cleaning is completed, and debris is disposed off-site, it's time to cultivate and weed the garden beds and tree circles. A thorough weeding of garden beds in spring is a must, as weeds are generally the first plants to grow in spring. They can easily be removed as the soil is moist and cultivated. Finally, new edges are cut on garden beds and tree circles to improve the landscape's overall appearance.

After the clean-up is complete, lawns are ready to be fertilized. Again, it is essential to use a well-balanced fertilizer to ensure a quick green-up. In late April, once the temperatures increase, topdressing and over-seeding bare and weak lawn areas are performed using a custom mix of several different seed types to guarantee optimal germination.

# 4. SPRING PLANTING

Salivan's inspiration for spring is to bring colour to the gardens. To do this we install bulbs in the fall, like tulips and daffodils, that bloom in April and May. We also create spring flower displays in pots and urns using a variety of forced bulbs, spring flowers, trailing ivy, and decorative branches. We often discuss designs and colour schemes with board members and managers to ensure client satisfaction.



landscape.

**COMMON MISTAKES** Waiting too long to contact your irrigation contractor. Unfortunately waiting until April or May to contact your company may result in long wait times or delayed installation of summer annuals. Some property managers allow their landscapers to get away with an improper spring clean-up by cutting corners to save money. Proper gardening means spending the time to do it thoroughly. **Cutting corners will only result in issues and** problems down the road, requiring more money to

fix. More time spent on the property in the spring will result in a more beautiful and healthy



# SPRING INTO ACTION WITH A TRUSTED LANDSCAPE COMPANY

At Salivan Landscape, we have prided ourselves in being the best in the industry for one hundred years. We follow these steps with no shortcuts, resulting in an immaculate property that continues throughout the landscape season.

Attention to detail is what sets us apart from our competition. Our knowledgeable and talented staff can tackle any garden project. In addition, we have a process in place that guarantees no steps are missed during the spring clean-up.

Let's talk about spring clean-up and landscaping. Call us at (416) 321-2100 or email us at info@salivanlandscape.com. You can also visit our website and explore the many landscaping services we offer, www.salivanlandscape.com.





# **Managing Contractors, Suppliers and Expectations**



**Drew Harling,** RCM Director of Operations The Meritus Group

# Procurement

# **Best Practices**

One of the most often talked about subjects in recent years is the topic of procurement processes. They vary from condo to condo, manager to manager, and management company to management company. Part of that is due to the very nature of condominiums. Individual condos have the decision-making responsibilities of what work will be done, who will do it, what vendors will be used and even what type of contract will be issued. These realities fly in the face of the systemic approach to procurement that most would want to see in our industry.

The Condominium Authority of Ontario provides a 64-page best practices guide for directors on their website. This manual contains valuable information, but two of the key topics it covers in great detail include steps to increase transparency and assess the required risk associated with work.

*Transparency* - One of the key principles in a good procurement process is a commitment to transparency that will stand up to scrutiny from auditors, owners and future directors. The dedication to transparency includes accurate and detailed record keeping of tendering procedures, specifications, bid reviews, contract awards and payment

policies and procedures. Whether the project in question is large or small, ensuring a clear paper trail through contracts, minutes, inspection records and invoice processing will help ensure that the board and management can document the procedures they follow.

Risks - Understanding the potential risks associated with any purchase process is integral to building manageable policies that provide value for the time invested in the process. It should be self-evident that the specifications in awarding a concrete repair or boiler replacement project in a condominium are vastly different from those needed for lawn maintenance or line painting. While the principles remain the same, the complexities and costs dramatically increase the risks associated with some projects. Handling those large purchases by issuing a PO would simply not provide the corporation with sufficient protection.

# **Best Practices in Procurement**

When considering your procurement practices, it is essential to ensure that you have designed processes that offer the protections you seek without creating extra work.

- **1. Plan Ahead** allow sufficient time to prepare for the administrative process ahead of the time allowed for the completion of work. It takes time to prepare specifications, select bidders and review tenders.
- **2. Type of contract** Determine if the contract will be issued using a PO, a written contract, or a more formal CCDC-style contract. The size and scope of the work will assist in determining the appropriate style of contract.
- **3. Specifications** If the work being considered requires a formal contract, it is preferable to have written specifications prepared for the purposes of tendering the job. In some cases, this may mean that an independent consultant is required to prepare the specifications.
- 4. Vendor Selection many management firms have approved vendors where the required insurance coverages are confirmed regularly allowing the manager to select contractors who have been pre-approved. In the case of larger jobs, or jobs that are not regularly undertaken, it is advisable to look outside your own approved contractor list for firms that are specialists. These firms have larger resource pools to take on large jobs or



- Painting
- Drywall
- Plaster

# Whatever It Takes, We Make It Right

SERVING TORONTO & THE GTA
416-436-1336
Lilogroupltd@hotmail.com | LiloGroup.ca



We've encountered almost every possible buildingrelated issue in the past five decades.

McIntosh Perry provides a full range of consulting engineering and technical solutions that encompasses every stage of a project. Reserve Fund Studies Rehabilitation/Restoration Hazardous Materials -Environmental Health & Safety Performance Audits Roofs

We continue to help our clients turn possibilities into reality.

Ask us how we can help with your next project, call 1.888.348.8991 | info@mcintoshperry.com







Consider us for your next vertical transportation project!

Maintenance Audit Reports, Due Diligence Inspections

**Tailored Maintenance Service Contracts** 

**Equipment Evaluation Reports** 

**Elevator Traffic Studies** 

**Modernization Design and Project Management** 

**New Construction Design and Project Management** 





elevatorconsultant.com

416.777.0660

contractors prepared for work that may be phased over several months or even years.

**5. Tendering** – Provide a deadline and consider the necessary protections for the manager and the board members. Ensure bids are received by a deadline. It may be advisable to receive the tenders in a sealed envelope, allowing them to be opened at a predetermined time with multiple representatives present. This is especially true for larger, more expensive projects or contracts.

Note: The dangers in procurement are most often found during the specification preparation process, the vendor selection process and the handling of the tenders. Specifications should allow for substitute materials to be proposed in order to ensure that the pool of potential vendors is as large as possible. Vendor selection should include multiple firms selected by the board to prevent consultants from controlling the list of those given the opportunity to bid. The tender opening should include multiple board members to document the lowest bidder and ensure that all bids were received unopened for a fair comparison.

# The Board's Role

The board of directors is ultimately responsible for ensuring that work is completed. The process of approving the work can be nerve-racking, given that many times they approve work that may be outside of their own area of expertise. The knowledge that you are authorizing large, expensive projects can cause the decision-making process to stall out of anxiety or fear of making a wrong decision.

During these times, the board can take comfort in the security provided by following a sound procurement policy.

# The Manager's Role

Property managers are responsible for the execution of the procurement processes as set out by the board of directors or the management company.

- Ensure that the appropriate contract method is executed correctly, providing additional potential vendors for the tendering process, properly documenting the entire process, and presenting a contract to the board for execution.
- Documentation and record-keeping help protect the manager and the board.

# **Consultant's Role**

There are several questions to be

answered when determining if a thirdparty consultant should be used:

- Is the scope of the work outside of the expertise of the manager, management company or the board of directors?
- Do the risks associated with the work merit the costs of third-party consultants?
- Does the preparation of the specifications require expertise unavailable within the organization?
- Will the condo benefit from the protections offered by regular work inspection and invoices approval by an outside expert?

One of the challenges that managers often face is the expectation from the board that property management is the same as project management or that once the contract is prepared and awarded, the manager can inspect and approve the work. In these cases, it is essential to remind the board that we are not engineers and that under our manager's licence, we are prohibited from undertaking work beyond the scope that we have the knowledge and training to provide. We are not lawyers and engineers; protect yourself, and don't

be afraid to remind the board of that.

In closing, there is no replacement for a well-thought-out plan that anticipates the different levels of procurement, the size and scope of the work, the cost and type of contract that best fits the needs of the condominium and the policies and procedures that best protect the board, the manager, the contractor and the owners.

Plan ahead and make sure that you follow the procurement policy that your management company or board set out. The steps are there for a reason, and the spending thresholds and contract templates offer protection. Ultimately that is the purpose of procurement policies and procedures; they offer protection, and these days we can all use a little bit more of that.

**Drew Harling,** RCM, is the Director of Operations for The Meritus Group. He is a Registered Condominium Manager with a passion for supporting condominium managers in the day-to-day aspects of their profession. Drew has developed a specialty in the maintenance and operations of multi-residential communities during a career spanning three decades. themeritusgroup.ca



# **Managing Contractors, Suppliers & Expectations**



Patrick Cutten
Professional Engineer
and project manager
Synergy Partner

# Avoiding Major Construction Pitfalls

A well-executed construction project is a result of strong collaboration between the engineering consultant, the property manager, the board, and the contractor. This article discusses how to avoid common pitfalls.

# Pitfall No. 1 – Getting off to a bad start.

Establishing a good working relationship with a reputable and knowledgeable consulting firm is vital to success, especially for older condominiums, because of the increased financial demands and complexity posed by aging building systems. A good consultant should provide honest, reliable building engineering and capital planning advice for strategically managing your corporation's assets.

The consultant should meet with the corporation before starting a major construction project to review the work areas. This allows for discussion of critical success factors. These include resolving technical concerns and practical site maintenance operations (e.g., allowing for snow pile-up areas as part of a new landscaping design).

The consultant can then establish a scope of work that addresses the needs of your building and the goals of the corporation. This is captured in the proj-

ect specifications and details provided to contractors for pricing. Incomplete, inconsistent, or unclear specifications and details (i.e., convoluted wording, contradictory statements, ambiguous drawings, etc.) can translate into misunderstanding in pricing, confusion or errors in the field and a general loss in efficiency during construction.

The consultant will tender the work to obtain competitive pricing. The contractors invited to bid on the work must be pre-qualified, through a careful review of their references, to ensure they have successfully completed projects of a similar size and complexity.

During the tender period, a meeting should be scheduled onsite with the bidders. This allows the consultant to summarize their specification package and draw attention to any unique details. This process helps contractors fully understand the project specifics, examine site conditions, and ask clarifying questions.

The consultant can assist in reviewing the bids, which involves checking for potential errors or qualifications and helping the board decide to award the contract. Once the contract has been awarded, a preconstruction meeting should be held onsite with all parties present to set clear project expectations. This sets the stage

for a collaborative project team environment by establishing proper channels for communication and clear roles and responsibilities for everyone involved.

# Pitfall No. 2 – We're spending more than we planned!

Sound engineering advice will help balance owner expectations for repairs and renewals with the corporation's financial realities. Before embarking on significant capital expenditure, the consultant should be engaged to perform a condition evaluation of the building component(s). Their report should include a budget estimate for the recommended repair or renewal strategies. This budget can be used in your reserve fund study. When the project moves ahead, the specifications should be written with this budget in mind to help control scope creep at the design stage. A contingency should be included at all stages to account for unforeseen conditions.

Tendering work early, before contractors become busy with other work, is critical to obtaining optimal pricing. Exterior construction work should be tendered in the winter months, which means starting the process in the Fall or earlier, depending on the project's complexity.

The consultant should track budgets





# **OLD-FASHIONED VALUES...** TOMORROW'S TECHNOLOGY



# **CONDOMINIUM SECURITY EXPERTS**

REGISTERED MASTER KEY SYSTEMS SUITE, WOOD, KALAMEIN & HOLLOW METAL FIRE RATED DOORS MAILBOXES & LOCKS • BREAK-IN REPAIRS • PANIC BARS PATIO DOOR HARDWARE • LAVATORY HARDWARE • SAFES FIRE PROOF FILING CABINETS • OFFICE FURNITURE WINDOWS CUT IN EXISTING DOORS • FIRE RATED HARDWARE HANDICAP OPERATORS • HINGES • CONCEALED DOOR CLOSERS REMOTES • EXIT ALARMS • CCTV • CARD ACCESS • ELECTRIC STRIKES

# **BONDED & INSURED**

TEL: (416) 699-4716 • FAX: (416) 699-4724 1060 KINGSTON ROAD • TORONTO ON • M1N 1N4 email: service@customlocks.ca www.customlocks.ca

















# PRIMO 3RD GENERATION PAVING CA

Primo Service, Primo Quality, Primo People!

# YOUR SOLUTION PAVE

# Services we provide but are not limited to:

- Parking Lot Reconstruction
- Parking Lot Repairs
- C/B & M/H Repairs
- Hot Mix Overlay
- Milling or Pulverizing
- Trip Hazards & Speed Bumps
- Concrete Curbs & Sidewalks
- Concrete Garbage Pads
- Interlocking
- Snow Services & Salting

- COMMERCIAL
- INDUSTRIAL
- RECREATIONAL



# FAMILY OWNED AND OPERATED

www.primopaving.ca email: estimating@primopaving.ca t: 416.748.7484 c: 416.717.7700

during construction and provide updated cost-to-complete projections regularly. This allows deviations in unit price quantities to be caught early, avoiding nasty surprises. When dealing with changes in scope and Change Orders, the consultant can facilitate price and schedule negotiations with the contractor.

# Pitfall No. 3 – The project is taking too long!

The contractor should provide a preliminary schedule at the time of tendering and a more detailed one at the project start. The schedule should account for lead times, mock-ups/ decision-making time, and reasonable expectations for weather delays for exterior work. Updates to the schedule should be made each month. If a schedule starts to go offside, the contractor can be asked to add additional forces and bring the schedule back into line, but they can only do this if realistic monthly schedule updates are being prepared.

Considerations should include supply-chain limitations and the procurement of materials earlier in the project process if required. Projects which involve extensive landscaping may need plant materials to be bought early in the Spring to avoid limited nursery inventories later in the season. This may require onsite staging areas for the contractor to store materials securely.

Large projects may need to be completed in phases. Phasing is dictated by the work area size made available to the contractor at any one time during construction. For garage repair projects, for example, the number of vacant/ available parking stalls may determine the size of each phase. The contractor may also take up areas directly above or below due to shoring requirements if concrete repairs are required. Plan ahead to review the feasibility of freeing up alternate spaces elsewhere on the property or nearby the site to make work areas larger - reducing the number of phases and shortening the overall schedule.

Obtain permits early on, as this process can take time. This is especially true for tree protection and removal permits, where a separate arborist report may be required.

During construction, considerations for maintaining building access and other critical pathways (i.e., fire routes, wheel-trans pick-up or drop-off, mail/parcel delivery) must also be established. Having these discussions before construction commences will avoid wasting time and delaying progress.

# Pitfall No. 4 – We aren't getting what we paid for!

Construction review is the only way to ensure the work is completed per the specifications. Getting quality right is often the difference between a 5-year repair and a 25-year repair. As they say, the devil is in the details, and the repair on the site should align closely with the specifications. Construction logistics must be carefully thought out, especially where there is a change in building materials or trades who will be completing the work. Regular reviews help ensure the corporation is getting what it paid for regarding durability, performance, and risk management.

It's no surprise that construction has a lot of documentation to deal with. Organized records should be kept for future reference. At the end of the project, closeout and warranty documentation must be collected and distributed. This includes maintenance instructions for property management.

# Pitfall No. 5 – Nobody knows what is going on!

For any major construction project to be a success, the entire project team must communicate well. There should be regular communication, both in-person and over the phone. When a problem arises, a well-functioning team can take it in stride.

Regular site meetings will also help prevent problems from sneaking up on you. Detailed meeting minutes should be taken to document discussions and agreements. Establish accountability — not just by documenting what needs to be done, but also by who will be responsible for doing it and by when. Make sure that everyone has access to relevant information.

Construction notices and updates by Property Management will help manage resident expectations and should be provided frequently.

**Patrick Cutten** is a Professional Engineer and project manager with Synergy Partner's restoration team in Toronto. Patrick has worked with many condominiums on capital repair projects and condition evaluations and is an active member of the International Concrete Repair Institute and the CSA-S413 technical committee. synergypartners.ca



# Restoring Structures to Their Full Potential

- · Wall & Column Repairs
- Hot Rubberized Waterproofing
- Crack Injection
- Elastomeric Traffic Deck Waterproofing Systems
- Parking Garage Repairs
- Balcony Repairs
- Masonry Repairs
- Exterior Cladding Retrofits
   Utilizing Metal Siding and/or EIFS
- Repointing
- · & More





After two years of pandemic restrictions, this year we returned to more 'normal' operations with the resumption of in person events and the Condo Conference. Our highly popular virtual programming, which was necessitated by the pandemic, is now a permanent fixture in our annual schedule and accessible to all members regardless of location. After leading the way in educating condominium managers for more than 40 years, 2022 also marked our last year providing licensing education and the end of an era. However, when one door closes another opens, and this year we pivoted into advanced continuing education with the launch of our new Certificate Course program and other noteworthy initiatives.

# **Membership**

- → **1,725** ACMO Members
- **→ 841** RCM
- → **77** Student
- 233 Individual
- **509** Associate
- **43** ACMO 2000
  - 22 Corporate

# **RCM**®

- 814 people enrolled in ACMO courses at Ontario colleges
- **209** people completed in-house courses through ACMO 2000 Certified firms
- 47 people wrote the RCM Exam
  - 44 people wrote the Challenge Exam
  - 34 people achieved the RCM designation

# **ACMO 2000**

**32** successful Compliance Audits

# **ACMO Certificate Program**

- 4 courses offered
- 457 registrants
- 440 certificates issued

- **5** webinars
- 1 virtual luncheon
- 3 in-person events
  - 2227 registrants
    - 54 exhibitors
    - **67** sponsors

# ACMO/CCI-T Condo Conference

- 776 attendees
- 170 exhibitors
- 24 sponsors
- **16** sessions/events

# **Awards**

- Manager of the Year: Ramazan Kellezi, RCM
- Leader of the Year: Laurie Adams, RCM
- Donna Farr Award: Claudia Damaren, RCM; Jennifer Ricci, RCM; Michael Sentenai, RCM
- Genesis Award: Alfaz Rahemtulla, RCM
- Special Recognition Award: Allan Rosenberg, Life RCM

# **Advocacy**

Provided expert feedback on issues impacting the condominium industry including:

- MGCS support for enactment of changes to permanently enable digital and virtual processes
- Meeting with the Minister MGCS regarding condominium issues
- MGCS's condominium insurance consultation
- CMRAO's new Continuing Professional Education Program for managers

# Communication

- 7,000+ subscribers to CM Magazine (4 issues)
- **3100+** subscribers to e-newsletter (50 issues)
- **5490** avgerage montly website users
- **2,862** LinkedIn followers (ACMO & CM Magazine)
  - **875** Facebook followers (ACMO & CM Magazine)
  - **1068** Twitter followers
- 807 Instagram followers
  - 116 members in the LinkedIn RCM Community group

# **Promotion**

- 6,569,869 media impressions
- 4 digital ad campaigns
- 7 print ad campaigns
- **New ACMO brochures**
- New exhibition booth at
  - Condo Conference
- Sponsored sessions at PM Expo's SpringFest & The Builders Show



Learn more about the Association of Condominium Managers of Ontario at www.acmo.org



# **Managing Contractors, Suppliers & Expectations**



**Christian Coldea**President
ecobc Integrated Facilities
Maintenance

# **Understanding the Market**

# for Seasonal Services

The seasonal and infrequent services market is often tricky for property managers to maneuver. This article will shed light on some of the associated issues and give concrete suggestions for managers to succeed in dealing with service contractors in this space. Infrequent seasonal services, such as window cleaning, garage cleaning, carpet cleaning, painting, caulking, etc., occur annually or bi-annually. There are several challenges faced by property managers when dealing with infrequent seasonal services. Some pain points include staying on budget, meeting quality expectations, and minimizing resident disruption which can be challenging to manage, given factors such as budget constraints and contractor availability. However, property managers can overcome

these challenges by clearly understanding contractors, planning ahead, and approaching pricing differently. With these strategies in mind, most managers can find great value in infrequent seasonal maintenance contracts, regardless of budget constraints.

Condo decision-makers need to know their budget relative to other condos in the market to understand what their budget buys them. Since proximity to spring is an expensive commodity in this market, decision-makers need to know what they can expect given their budget for infrequent seasonal services. The way to do this is by comparing to the market on a 'per-unit basis.' This is the only way to compare across all condos and know what their budget can buy them since all condos vary in size and shape. Of course, this is more

of an art than a science because there are many variables.

# **Understanding the Market**

The spring is a time of booming demand for infrequent seasonal services and when seasonal contractors replenish depleted coffers after a long winter. As they select their contracts, they know there is a short window to capitalize on the spike in business because, by late July, most of the contracts will have been serviced. The pressures of keeping up with overhead costs and maintaining enough work to employ one or several crews of technicians mount as the spring window closes. This often leaves contractors taking on as many contracts as possible by offering low bids to attract budget-constrained boards. With a full pipeline of business, contractors have to





BEST Consultants Martin Gerskup Architect Inc



The Building Envelope Experts

- Audits
- Building Repairs
- Condition Assessments
- Design
- Energy Audits
- Forensic Engineering
- Investigations
- Litigation Support
- Professional Instruction
- Reserve Fund Studies
- Specifications

Phone: 416-428-2378 Fmail: info@bestconsultants.ca Website: bestconsultants.ca













RESIDENTIAL CONCIERGE

A Luxury LEVEL OF SECURITY **& CUSTOMER CARE** 



Elite is one of the Top Concierge companies in the GTA, with over 14 years experience in the industry.

# **CONTACT US**

Book a meeting with Elite to discuss the security and concierge services that will fit your needs.

T: 647.499.5727

E: INFO@ELITECONDOCONCIERGE.COM

**ELITECONDOCONCIERGE.COM** 

ensure the contracts continue until the fall season begins.

Decision-makers in condos don't always consider that contractors have finite availability during high-demand seasons and expect to get excellent service right away in the spring. What isn't made transparent is that contracting business management and owners are responsible to their employees and interested parties to prioritize their most profitable contracts during peak periods in the annual business cycle while pushing the less profitable contracts into the slow seasons.

Some contractors will agree to as much work as possible in the spring-time and use less wholesome practices to ensure that enough work is still available to keep their crews busy in late July, August and September. These methods used by contractors will sound familiar to most property managers. They include delaying start dates, blaming the weather, understaffing projects, allowing projects to drag on for months, assigning under-trained and unsupervised staff to job sites, and excessive subcontracting.

Contractors don't usually want to deliver bad service, but sometimes it is unavoidable when faced with market conditions. Poor service goes beyond just quality complaints; no-shows, late service, unprofessional appearance and poor workmanship are not uncommon. Bad service providers don't come back in a timely manner to deal with quality issues, don't show up in a professional

manner wearing uniforms and treating residents with courtesy, have poor communication, and don't operate with condo residents in mind.

The solution to poor service quality for condo decision-makers is to objectively assess their budget relative to the service is delivered and the training and experience required. The type of technician that can handle difficult work is in demand and attracts higher wages; therefore, these technicians cost more and raise the price of the service. Other factors in pricing these services are the

The solution to poor service quality for condo decision-makers is to objectively assess their budget relative to the market and choose the time period for service based on their budget.

market and choose the time period for service based on their budget. Now, all condos are different, so condo decision-makers need to assess their budget on a 'per-unit basis' to compare their budget to other condos. Pricing in this way allows for more objectivity. It allows management and boards to discern where they stand relative to the rest of the condos and what they can afford, given the scarcity of peak buying periods.

#### What Drives Costs?

Factors that impact the variance of price on a per-unit basis for infrequent seasonal services include the difficulty of the job, the cost of materials and overhead (insurance, fuel, warehousing, etc.) involved in accomplishing the service, and the time of season the

cost of materials in a given season and the cost of overhead. These costs fluctuate with market conditions, based on the economic conditions that are out of most contractors' area of influence. Finally, seasonality is a huge factor in the price of these services. Since demand spikes in May to early July, availability of services is most scarce As a result, there are much fewer contractors available to take on unplanned work during these times due to increased volume.

Unfortunately, this is precisely when condo managers plan to receive their service - regardless of their budget. Again, it is essential to consider the budget as objectively as possible and relative to other condo corporations in the marketplace. For example, if condo A has a budget of \$28,000 and condo B has a budget of only \$12,000, then







condo A should feel entitled to priority service based on their spending. But what if condo A has 950 units and condo B has 250? If we look at both situations on a per-unit basis, it would be easier to compare the relative value of the budget. Condo A has a per-unit price of \$29.47, whereas Condo B has a per-unit price of \$48. So while Condo A has a more significant spend, their price per unit is considerably less than Condo B. This is an important distinction for contractors because they have a finite amount

of time and must prioritize contracts that allow them to fill their coffers, pay their staff, overhead, and materials, and make a profit.

Accommodations for lower-budget condos should be made with the understanding that certain months are more expensive than others. Service demands from boards need to be congruent with their budget, which in fairness, is hard to understand relative to the market without transparent pricing. There are better ways to save money than to pit contractors against each other in a predatory bidding process. Boards with almost any budget can still afford excellent services.

### **Assess, Plan Ahead and Schedule**

The solution to poor service quality for condo decision-makers when it comes to infrequent seasonal services such as window cleaning, garage cleaning, carpet cleaning, painting, caulking, etc., is to assess contractors and their capacity during peak seasons, plan ahead and consider scheduling according to the condo budget for each respective service. Property managers should compare their budget to the market on a per-unit basis to understand what they can expect given their budget. They should also be aware that contractors have finite availability during high-demand seasons and may use less wholesome practices to ensure they have enough work to keep crews busy. By prioritizing profitable contracts during peak periods and pushing less profitable contracts into slow seasons, contractors can ensure they deliver the best possible service while maintaining their business viability.

Property managers should be aware of and discuss this situation openly with their contractors. Informed negotiators can always create more value for their boards and condo residents. Remember, negotiating contracts with service contractors is not always a zero-sum game. Working with the contractor and having good upfront communication will generate great outcomes for your properties. Understanding the market, your contractors, and the annual calendar for service contractors will help managers make wise decisions for your condominium.

Christian Coldea, M.eS, is the President of ecobc Integrated Facilities Maintenance, a market-leading company in the facilities maintenance industry based in Toronto, Ontario. Christian brings a wealth of knowledge and experience to his role, having earned a Masters degree in Environmental Studies and specializing in the built environment. Christian's focus on sustainability is evident in the company's mission to support the environmental non-profit, ALUS Canada, in rebuilding Canada's nature network.

ecobc.ca



Fan coil units deteriorate over time and most homeowners are shocked

Canada's Original Equipment Manufacturer

to discover how bad the problems are. Join the conversation today.

Learn more, ask questions, or get a free assessment.

### **Managing Contractors, Suppliers & Expectations**



**Peter Pietrzkiewicz**Founder & CEO
Concierge Plus

# Seven Methods for Building Relationships with Residents

Many moving parts need to be aligned to ensure everything in the residential community runs smoothly but the critical component is to have open two-way communication. But how do you achieve communication that results in high levels of trust, satisfaction, and engagement? How do you turn daily contact into stronger relationships?

One of the easiest and most efficient ways to achieve this is to use the right tools to facilitate seamless communication and collaboration between everyone involved. With communicative tools in hand, these seven methods deliver an impressive resident experience.

### Determine the preferred method and frequency of communication

First, you learn about the people that live in the community and their needs. Nowadays, most people prefer digital tools and channels such as social media, email, and forums. However, many communities house elderly residents who prefer a more traditional approach. Think bulletin boards,

fliers, phone calls, and mail. So finding the right balance between digital and traditional communication is the first step.

Next, you need to figure out how often residents want to communicate with you about happenings and changes. Some want to read news and updates daily, while others want to read a weekly or monthly digest. Even though it is best to communicate as frequently as possible, perform a survey or a group discussion with your community to establish the ideal frequency.

### Implement property technology to ensure better property management

Implementing a property management platform allows residents to access all services and make a request without having to chase down the property manager in person. It also enables managers to track and monitor daily activities and quickly answer residents' requests.

Property management platforms offer features like managing amenities bookings, providing entry instructions, managing permission, tracking package delivery, managing resident and visitor parking, key management, payments, accounting integration, and more.

### Ensure making and responding to maintenance requests is fast and simple

Dealing with repairs and maintenance is essential for keeping residents happy and your property value up. But they are also expensive and require dedicating valuable time. Thankfully, property management platforms can centralize maintenance requests and incident reporting. At the same time, it allows property managers to organize schedules better and manage the whole maintenance process much easier and faster.

#### Hold community events

Even though communicating via digital platforms is one of the fastest ways to deliver information to everyone at once, there are more effective ways to build a community. In addition to the







### Condition Assessments

- roofs, walls, windows, doors
- balconies, parking garages

### **Building Restoration**

- feasibility, options analysis
- design and tendering
- contract administration

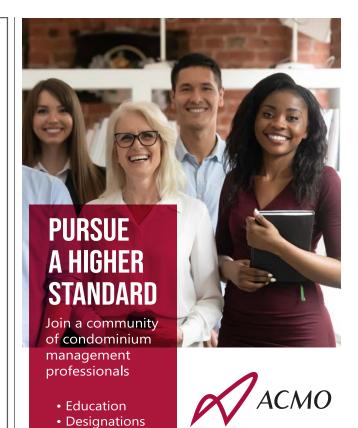
### Reserve Fund Studies

**Tom Park,** P.Eng., A.C.C.I., ODACC Adjudicator tom.p@englink.ca ■ 437-214-1189

Toronto Calgary

engineeringlink.ca

our distinction is our





Resources

Support

Networking

### 30+ Years Experience in Building Envelope & Restoration

Featuring Repairs, Assessments and Reporting on:

Caulking • Glazing • Leaks • Fire Stop • Smoke Seal • Custom Expansion Joint Solutions

Flashing • Curtain Wall • EIFS • Multi-Component Spray Foam

Rigid & Semi-Rigid Insulation • Water Repellant Coatings • Free Estimates

Fully Trained and Certified in Bosun's Chair, Swing-stage and Scaffolding Applications

**LEED Platinum Certified Products** 

2861 Sherwood Heights Drive, Suite 28 • Oakville, Ontario L6J 7K1

Tel: 905-847-6618 • Fax: 905-847-8226 • www.encocaulking.com









www.acmo.org

HOA board meetings, ensure you hold community events for all residents and homeowners. Whether you retain them in person or digitally, make sure you schedule these events at least a few times per year. It will allow everyone to get to know each other and discuss things together as a community. However, for issues that require urgent attention, organize a get-together immediately. It will allow you to address problems as they arise and do so publicly.

### Guarantee transparency and safety of residential data

Managing a community also means accessing residential data, including contact details, deliveries, entry instructions, maintenance requests, amenity bookings, visitors, and more. It is paramount to be utterly transparent with residents about what data types are stored and how. And it is even more imperative to ensure complete safety.

Using a trusted property management platform with robust safety features enables you to manage resident data without worrying about any issues that can lead to data leaks. Moreover, it adds a layer of trust and security between residents, homeowners, and property managers.

### Keep platforms and tech up to date

Digital tools evolve fast. It enables utilizing new communication channels and offers more and better services to the community. Upgrading your property management platform means offering better data security, integrating third-party hardware and software, and much more. Ultimately, it means a better overall experience for residents as you can make more services available to your community, and it also allows property managers to do their job more effectively and efficiently.

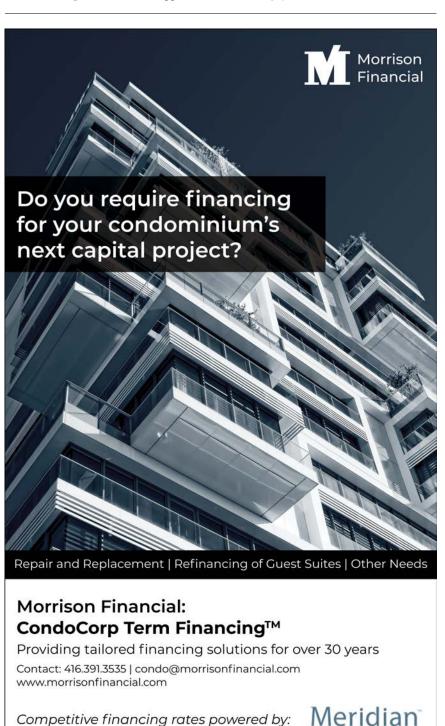
### Make sure everyone has access to and knows how to use the technology

Suppose you implement a digital platform and apps through which residents can manage different services and utilize them as communication channels. In that case, you have to make sure they can access and know how to use them properly. Some people may be familiar with these tools; others might need more coaching. First, discuss the implementation of a digital property management platform with the residents and homeowners. Second, decide the best fit, and allow everyone enough time to adjust. And lastly, offer help and training for those who need it.

Open communication with residents and homeowners can be the critical difference between successful and unsuccessful property management. Happy residents have a good relationship with property managers and openly discuss their ideas and issue. While a good property manager communicates with residents, implements their suggestions,

and uses the right tools to make their everyday lives easier and simpler. Are you using the right tools and methods to communicate with your community?

**Peter Pietrzkiewicz**, a 20-year veteran in the web development and content management sectors, established Concierge Plus in 1999 to be an all-inone online property management platform for high-rise condos and HOAs/low-rise communities. conciergeplus.com





### **Managing Contractors, Suppliers & Expectations**



**Vince Bennett,** RCM President Bendale Property Management

# Is the Pandemic Really Over?

For many of us, we feel as though the pandemic is 'coming to an end.' We can dine in restaurants with friends, malls are packed with unmasked people without social distancing requirements, and our buildings lift or eliminate restrictions in common elements. Generally, our day-to-day lives have somewhat returned to normal.

This isn't entirely true for condominium managers. Managers are still faced with additional workloads with continued delayed lead times on material, labour shortages, increased costs of material and labour, and a general lack of interest from some service providers. Some service providers who offered a vast array of services have reduced their scope and are now focused on more specific services. In some cases, they 'downsized' their operations, leaving us with fewer options. This has caused an increase in the costs of many services as service providers know they may have an advantage with little or no competition. It has proven challenging to acquire multiple or competitive estimates, especially on smaller projects. All of this weighs heavily on managers and adds to the already stressful position that we're in.

It is reasonable that we can expect these issues to continue for the foreseeable future, perhaps the next few years. So, what can we do to manage the expectations of our owners (residents) and boards? Now more than ever, we need to communicate – and regularly! We need to educate our Boards on the reality that it is difficult, and sometimes not practical or even possible, to obtain pricing for some jobs. You may want to consider increasing your single-sourcing spending limits or entering into contracts on a time and material basis (make sure, if you do this, that you have all of your rates and markups in a contract).

When communicating with your owners and boards, include comparative information or examples of what is happening in the market; for example, suppose you are due for a generator replacement, and your board is considering delaying. In that case, it is essential to explain that the average lead time for a generator could be 42-62 weeks. That means it will be at least a year from when the board approves the contract before the generator is even available. The project's cost will likely not be less in a year, and lead times may not improve. With that said, you may also discuss deferring projects that may be less critical, such as interior refurbishment – especially if your corporation is considering borrowing funds at today's high-interest rates. If you are about to start a project, explain to your residents that work schedules are likely to change.

Providing your residents with ongoing updates, whether specific to their unit or a building-wide project, will help minimize frustrations. Be forthcoming with information and explain to residents that things are taking longer than they typically might, and do not make commitments for things that are out of your control. Always provide your residents and owners with the information they need to hear as soon as possible, regardless of whether it is 'good or bad.'

I would encourage you to share industry-related articles with residents and extract and share relevant information from seminars, blogs, and podcasts – the more knowledge you can share, the more informed, prepared and receptive your residents and Boards will be.

**Vince Bennett,** RCM, is the President of Bendale Property Management, servicing Southeastern Ontario. Vince manages a vast portfolio of Condominium Corporations and is a past ACMO Board member. bendale.ca

DEDICATED
LOCAL
PROFESSIONAL





"Let us be your Engineer, because your community,"

**Building Restoration** 

Performance Audits

**Reserve Fund Studies** 



For the Life of Your Community
#trustthetriangle
criterium-jansen.com
1-888-940-0571

### IS YOUR CONDO MANAGEMENT THE BEST IT CAN BE?

Choose an **ACMO 2000 Certified** condominium management firm and a **Registered Condominium Manager (RCM)** to manage your condominium for an elevated level of professionalism and service.

Visit www.acmo.org to learn more





## Manager of the Year



### Ramazan Kellezi, RCM

Firstly, I would like to forward my sincerest gratitude to all those who have positively contributed to my career and always motivated me to strive for better; my loyal board of directors, my supportive team at Del Property Management, and my hardworking staff at City Gate One. I will cherish this important milestone in my professional career forever. I am honoured and extremely privileged to receive this recognition from ACMO. It brings even more dedication and courage to my job as a community leader.

Throughout the course of seven years, I have successfully completed many large-scale and small-scale projects in my building where I have taken the time to fully understand and learn all the technicalities related to the building's mechanical and structural systems, in addition to general regulations, human relations and tenancy law. When I first started, I quickly analyzed and prioritized the problems that needed addressing at City Gate One; I generated a clear

and strategic financial target to budget and minimized the large deficit of \$260,000 that the community faced from past management. As of last year, the deficit has been completely taken care of without any special assessments.

After six months at City Gate One, Del obtained the shared facilities management due to the commendable relationship I had built with the board members as they observed noteworthy changes at my building. In just under two years, City Gate Two became fully integrated under Del's umbrella as the board of directors was very confident in employing our company. In addition, City Gate One signed its third renewal deal with Del and the shared facilities contract was renewed for another three years. The sympathy and friendship I have with the board of directors at City Gate One and City Gate Two have been my greatest success.

Throughout the years, I have completed many projects such as garage repairs, LED retrofits, replacement



416.400.2685

WWW.ROOTERWORX.CA

It's All about Drain, Waterproofing,
and Concrete Repair.

- √ Sewer Repair
- ✓ Sewer Camera Inspection
- ✓ Drain Snaking & Repair
- ✓ Catch Basin
- ✓ Kitchen Stack/Clean out Installation
- ✓ Power Flushing
- √ Waterproofing
- ✓ Expansion Joint Repair
- ✓ Foundation Repair
- ✓ Concrete Repair





### Looking To Jump Start Your Career?

As the leading condominium property manager in Ontario, Crossbridge consistently provides an exceptional level of service for our valued residents - and we're looking for motivated individuals to join our team.

On-site property management professionals are a vital part of our organization and benefit from professional training and development, a progressive organizational structure and convenient locations to choose from.

If this sounds like the opportunity you've been waiting for, consider Crossbridge.



For more information, contact us today Sandro J. Zuliani | szuliani@crossbridgecs.com | 416-354-1926 crossbridgecondominiums.com



of interlocking for both buildings, lobby renovation, etc. During all of these larger projects, I've sought to conserve as much money as possible; for example, during the garage repair, I saved the community \$100,000. In the meantime, I have continuously guided and helped new property managers integrate at Del by assisting them in delegating various problems or addressing questions in regard to preparing the annual budget, reporting on financial performances regularly, overseeing daily administration and mending any technical issues on site. I have coached all of my past site administrators who are now working as property managers at Del, and in 2019, I was named Del's Manager of the Year.

Due to my dedicated work ethic, communications skills, attention to detail and strong organizational skills, I have thrived in managerial positions. My past work experiences have all been in leadership roles; I have worked as the Principal of Albania's National School of Ballet and the Consul

General, the highest-ranking official serving at the Albanian Consulate in Italy. In addition to my daily employment, I have also been involved with the Albanian community in Canada. I was the President of the Albanian Canadian Community Association in Toronto from 2015 to 2019. During this time, our proposal to declare November as the month of Albanian heritage in Ontario passed into legislation. For these recent contributions, I was awarded the highest-ranking title of "Ambassador of our Nation" by the Prime Minister of Albania in 2019. Just recently, in January 2021, I was granted by the President of the Albanian Republic the appreciation medal of "High Special Civil Merits" for preserving Albanian culture and heritage here in Canada.

I want to thank Mr. Sohail Khalid, Mr. Pat Kapoor, Mr. Hameed Faroog, Mrs. Kanika Chopra, Mr. Alexandre Perervine, Mrs. Genta McVeigh and Mr. Artan Tushe for your continuous support; I feel indebted to you for nominating me for this award.

## Creative Thinking **Practical Results**

### Trusted Advisors



- Garage & Balcony Restoration
- Building Envelope Design Assessment & Remediation
- Reserve Fund Studies
- Performance Audits
- Structural Engineering



rjc.ca

**RJC Engineers** 

#### LIST OF ADVERTISERS

#### **ACMO Members:**

4seasons HVAC Solutions	8
Aquateam Inc.	37
Atrens-Counsel Insurance Brokers	27
BEST Consultants Martin Gerskup Architect Inc.	36
Canadian Water Savings Inc	12
CCI-Golden Horseshoe Chapter	38
Certified Clean Air Corp	61
Cion Corp	17
Criterium-Jansen Engineers	46
Crossbridge Condominium Services	48
Custom Door and Lock Service	30
DEL Condominium Management	46
Deo Condominium Lawyers	6
Dome Services Group	56
Drain 1 Plumbers	21
Eddy Solutions	60
Elite Residential Concierge services Inc	36
Enco Caulking & Maintenance	42
Engineering Link Inc	42
Forest Group	10
Gardiner Miller Arnold LLP	OBC
IBX Services Inc.	58
LAR Design Build	IBC
Lilo Group Ltd	26
March Elevator Ltd	36
McIntosh Perry	26
Morrison Financial Services Limited	43
Maple Ridge Community Management	21
Nadlan-Harris Property Management Inc	16
National Elevator Consulting	26
Nordik Windows and Doors	4
Primo Paving & Construction	30
Registon Building Restoration Ltd	31
RJC Engineers	49
ROOTERWORX	48
Salivan Landscape Inc	22
Synergy Partners Consulting Ltd	30
Tectra Group Inc	38
The TPH Group Inc	55
Tiron Contracting Inc.	20
Unilux CRFC	39
Whiterose Janitorial Services Ltd	.IFC
WSP Canada Inc	13



### Val Khomenko, RCM, OLCM

Company: ICON Property Management Ltd.

Year entered the profession: 2014

Year RCM obtained: 2022

**Other education:** Ryerson University, Seneca College, Mohawk College

Mentor(s) in the industry: Stan Morris, RCM- Stan provided mentorship beyond just how to be a good manager. He illustrated not only the qualities of a great leader in the industry but also a great leader as a Board member.

Altin Nani, RCM, Duka Property Management–Altin provided sage advice and insight into the business growth and operations of the well-oiled ACMO 2000 certified condominium management firm.

*Ilir Decka, RCM, Crossbridge CS*–Ilir provided probably the best advice any new or aspiring manager could hope for. This industry is for life, and the opportunities are abundant.

Tal Scher, The Regional Group-Tal provided insight into the challenges and development of being a young executive. His mentorship helped shape the understanding of the business aspect of running a successful management division.

Pavlo Khomenko, RCM, Del Property Management—My father continues to be integral to my journey as a condominium manager. I am incredibly grateful for the support and concrete advice over the years.

What path brought you to a career as a condominium manager? I have always been interested in some form of a career in public administration. After completing my Paralegal Studies diploma from Seneca College and working in various law firms, I decided to try my luck with condominium management firms. Duka Property Management gave me my first try as a Site Administrator in 2016 in various locations before receiving a promotion to condominium manager within three months of my employment. I have grown

exponentially in my roles since.

How has your membership in ACMO helped you in your career? ACMO membership has been instrumental in my career. The events, networking and learning opportunities through ACMO have provided me and the clients I have serviced over the years with the tools, resources and framework on how condominiums should be.

What is one must-have skill for a condominium manager? Why? Persuasion. It's a skill that can help navigate through a boardroom and meetings, and is a skill of crucial importance, especially when dealing with the daily life of a condominium. It is a skill that opens a window to turn a mistake into an opportunity. Persuasion allows people to listen to your ideas, de-escalate the situation and understand.

Tell us about a personal success story on the job. The personal success story is the job itself. I have had the enormous privilege of shaping communities throughout my career. As a result, said buildings had an even greater impact on my personal development, career progression and growth. The satisfaction from your positive and long-lasting effect on the building(s) is unmatched.

What's your biggest challenge as a manager? The biggest challenge as a manager is, in my opinion, time management. There are not enough hours in the day to give yourself to everyone, and it is important for one's own mental health and well-being to be able to unplug.

What's your favourite part of the job? The people. Managers interact with people from all walks of life and background in many roles. Whether these are positive or negative interactions, there is

always an opportunity to learn from any particular situation.

**Best business advice you ever received.** This industry is a lifelong opportunity.

Answer this statement – I am an RCM because... it is an integral aspect of being a condominium manager. I was conflicted about obtaining this designation for many years due to the licensing and governing body competing with ACMO's mandate. I have since realized that the only way to affect change and provide a higher level of contribution is to be an RCM. It is also an opportunity to be a member of an elite group of professionals who will shape our industry for years to come.

Where do you see yourself in five years? I envision taking on more of an executive role but would still relish the opportunity to manage a community here and there to keep my skills sharp.

What recent project that you completed can we highlight? As condominiums age, numerous projects spring up that deal with physical assets. However, there is rarely a highlight of projects that deal with internal & administrative operations of the condominium. As part of the newly acquired contract, we have recently been tasked with modernizing the community's management operations. We have digitized the records and implemented electronic forms and procedures while reducing administrative hours on tasks. Financially, we have implemented e-transfer payment options for sundry income and electronic fund transfers for vendor payments. The client has been extremely satisfied with this modernization project, and the residents are well-serviced as a result.

### **Professional Services, Suppliers & Trades**



**MECHANICAL - ELECTRICAL - CIVIL** 

### TRUSTED ENGINEERS & ADVISORS

**Head Office** 247 North Service Rd. W Suite 301 Oakville, ON L6M 3E6

Ottawa Office 116 Albert St. Suite 300 Ottawa, ON K1P 5G3

office: 905-587-0106 info@trinityeng.ca www.trinityeng.ca











Goldview Property Management Ltd. guarantees the highest standard of property management services. Our meticulous attention to detail, innovative and cost-effective solutions, advanced communication networks, and green technology have established Goldview Property Management as a leader in the industry for over 30 years.

> Contact Goldview Property Management and your Corporation can also realize significant financial and operational benefits.

www.goldview.ca • 416.630.1234





51 Toro Road, Suite #200 Toronto, Ontario, M3J 2A4 Fax: 416.630.2132



· Chiller Maintenance

Chiller Overhauls

Cooling Towers

- Full-Building PM

· Boilers

### Will Reppen

Account Executive

#### DAIKIN APPLIED CANADA INC.

641 Chrislea Road, Unit 8 Toronto, ON L4L 8A3 Office: 905.850.7141 Cell: 416.272.0544

E-mail: william.reppen@daikinapplied.com

www.daikinapplied.com



- ✓ Drain Services
- √ Waterproofing
- **Foundation Repair**
- **Concrete Repair**

Office: 416.400.2685

### WWW.ROOTERWORX.CA

### ADVERTISE HERE

We have a wide variety of ad sizes to suit your advertising needs!

For ad rates and bookings visit acmo.org/publications or contact ads@acmo.org



Since 2007, R&C's services have included expenditure forecasting, diagnosis, design & review of challenging building repairs.

Our transparency, integrity & experience has contributed to the success of our clients.

Alan Cohen, P.Eng. BSS, BDS 416-658-6222 acohen@rceng.ca

R and C Engineering Inc. 364 Supertest Road, Ste. 209 Toronto ON, M3J 2M2 www.rceng.ca





Consulting Engineers

Civil · Mechanical · Electrical

1060 Britannia Rd. E., Unit 23 Mississauga, Ontario L4W 4T1 www.belangerengineering.ca proposals@belangerengineering.ca Tel: (905) 795-9997 Fax: (905) 795-1488

### Jim Edick

info@edickandsons.com



G. EDICK & SONS LANDSCAPE CONTRACTORS

o 905.822.8004

F 905.822.4994

edickandsons.com



### **Notify Fire Protection Ltd.**

70 Delta Park Blvd, Unit 7 Brampton, ON, L6T-5E7 416-688-7782 | info@notifyfire.com

www.notifyfire.com





Building Science • and Materials
Engineers

Materials Testing ■ and Inspection

**David Cousins,** P. Eng President

2051 Williams Parkway Units 19, 20 & 21 Brampton, Ontario Canada L6S 5T3 Tel: (905) 792-7792

Fax: (905) 792-77829 Cell: (416) 454-7400 Email: dcousins@davroc.com

Web: www.davroc.com



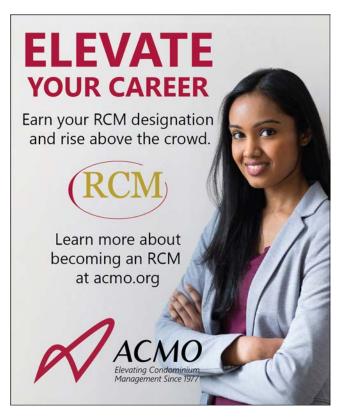
Painting • Drywall• Plaster

### Whatever It Takes, We Make It Right

**SERVING TORONTO & THE GTA** 

416-436-1336

Lilogroupltd@hotmail.com | LiloGroup.ca



### Four Seasons Tree Care Complete Tree & Shrub Care



416-410-8770

info@fourseasonstreecare.com Certified Arborists, Insured

"The Tree Doctors"



Science Service and Satisfaction Since 1983







Billy Lai, MCIOB, MRICS James Ho, P.Eng.

#### **Engineering Services:**

- · Reserve Fund Studies
- Condition Assessment
- Building Restoration
- Building Science
- · Project Management

100 Dynamic Dr., #10

Toronto, Ont. M1V 5C4

Tel: 416-299-0872 Fax: 416-299-0827

Email: info@cmsenginer.com

### **SUNCORP VALUATIONS**

#### 3 YEAR CONDO INSURANCE APPRAISAL PROGRAM

- Includes 2 Free Appraisal Updates
- Accredited Appraisers (ASA or AACI)
- Accurate Reports
- Established in 1960
- \$5 Million E&O Insurance
- Canada's Largest Appraisal Firm Specialists in Luxury Condo, Shared Facilities and Common Elements Appraisals

\*Servicing ALL Condos across Ontario\*

525 – 5775 Yonge Street Toronto Ontario M2M 4J1 Phone: 416-283-3386 Email: vic persaud@suncorpvaluations.com



www.suncorpvaluations.com



### **SECURITY GUARDS | MOBILE PATROLS**





Hotels - Banquet Halls - Special Events Condominiums - Concierge - Commercial Buildings Construction - Healthcare - Education

519-590-4759 | INFO@KINGSGUARD.CA











### **ACMO 2000** CERTIFICATION PROGRAM

ACMO 2000 certifications are awarded to condominium management companies that have successfully completed the certification process as well as the required compliance audits.

The mission of the ACMO 2000 Certification Program is to equip condominium management firms with standards to provide a higher level of service and integrity by:

- developing a series of core operational standards and procedures;
- certifying those firms who meet the standards;
- providing a structure for ongoing measurement of the firm's performance; and
- promoting the benefits of ACMO 2000 Certification to the broader condominium community.

Companies Passing the ACMO 2000 Compliance Audit Effective December, 2022

**Arthex Property Management Inc. Comfort Property Management Inc.** ICC Property Management Ltd. KÜNG Property Management



### Reform and Evolution are Needed

As a condo manager, I've worked with my share of personalities – misogynistic, maniacal, narcissistic, bullies, complainers, social climbers, aristocratic, etc. – and that doesn't even capture

what we have met head-on with boards.



Nicole Kreutzberg

But condo managers are not allowed to talk about that.

When Vaughan happened, it triggered my own PTSD about a board that didn't care when a resident was coming after the staff or me. They only cared about who would pay for legal fees and questioned if it would help if the manager were moved. Never once

did they care about me. Not what I was going through, my fear, staff fear, police visits, court stuff – nope, they didn't care. They could have cared less that I was terrified, that my personal world was being invaded. Frankly, they became as offensive to me as person X, who was making my life hell because they knew and evaluated what I was dealing with up against their finances and contractual responsibilities. I was supposed to behave daily as if I wasn't scared to be there. I was supposed to be business as usual while personally attacked. And this was led by the chair of the board

We as managers take abuse on many fronts, and it's a risk we take, and it's still never changed how much I love my career – because I do. But, what many forget, we managers are treated as expendable. Some board chairs forget that their whims, their insane demands and secretive, manipu-

lative behaviours actually impact a human's career. Their voluntary position, of which no education is required, gets to decide the contracts and finances of some of the city's most considerable assets with zero accountability.

There truly needs to be more education for board members and some accountability metrics.

As managers, we care for, operate, financially manage and maintain mechanical operations on condos, some of which are worth hundreds of millions of dollars. It's through our hard work that the profit is made.

It's time managers are valued and our salaries stop being low-balled. We are supported. We are recognized as being pivotal in the health of a significant industry sector.

I've been lucky to land at a site where my board understands and supports positive mental health; they respect the work of a property manager and absolutely value expertise in all areas.

Career-wise, I love what I do, but that doesn't mean that reform and dynamic change aren't necessary. I look forward to seeing how we evolve and seeing an evolution in how boards should be created.

The industry must recognize the abuse managers deal with, NOT just by residents but by boards, which hold our careers by the stroke of their pens. ■

**Nicole Kreutzberg** is a Licensed Condominium Manager with Del Property Management Inc and loves managing high-rises in the GTA.





### **EXTERIOR & INTERIOR RENOVATIONS**













Dome Services Group offers general contracting expertise for all of your exterior & interior renovation needs. Specializing in condominiums, rental apartments, housing co-operatives & non-profits.

Call Us: 905-415-1851 Toll Free: 1-877-694-8397 info@domeservicesgroup.com www.domeservicesgroup.com











### **Safety Tips for Condo Communities**

#### By Reuben Smith

Condominium living offers a sense of community and security, but as with



Reuben Smith

any community, incidents of violence can occur. As a manager, board member or staff member, it's essential to be proactive in ensuring the safety of residents and coworkers. The

following are steps that condominium communities can take to minimize the risk of violence and be prepared to respond in the event of an emergency.

#### **Risk Assessment and Mitigation**

Identifying and assessing the risks is critical in preparing for potential violence. This includes understanding potential threat factors, such as former residents with a history of violence or disgruntled employees. It also means identifying potential vulnerabilities, such as the lack of security cameras, inadequate lighting, or easily accessible common areas. Once the risks have been identified, it's time to take action to mitigate them. This can involve installing security cameras where needed, increas-

ing lighting, and implementing security protocols for communal areas.

### **Education & Emergency Response Planning**

Education is critical when it comes to preparing for and responding to an emergency. Staff and residents should receive training on emergency procedures, such as evacuation routes, shelter-in-place protocols, and emergency contact information. Emergency contact information should be readily available, and residents should know how to reach the appropriate authorities in case of an emergency. Regular drills are critical to ensure everyone knows what to do and is prepared to respond quickly and effectively. Additionally, having a designated emergency response team in place and a clear communication plan to keep everyone informed during an emergency is essential.

#### **Support for Those Impacted**

An incident of violence can have a lasting impact on those involved. It's essential to have a plan in place to support residents and staff who may have been affected. This can include counselling services

and information and resources to assist in coping with the trauma of the event. Providing support to those impacted is not only the right thing to do, but it also helps foster a sense of community and rebuild trust after a traumatic event.

#### **Conclusion**

Safety in a condominium community is a shared responsibility. By identifying and mitigating risks, providing education and training, having a response plan in place, and supporting those impacted, you can help to create a safer and more secure community for all. Remember, taking proactive measures now can help prevent incidents of violence and ensure everyone feels safe and secure in their homes.

**Reuben Smith** is an accomplished security professional with a wealth of experience, having served in various roles for over three decades. He joined Paragon in 2008 and has played a critical role in the company's growth and customer retention in the residential division. He has completed numerous business and industry-related certifications, including a mini-MBA. paragonsecurity.ca





### **24HR EMERGENCY RESPONSE** (416) 252-5959

### **FULL RESTORATION CONTRACTORS**





**WE HAVE YOU COVERED!** 

### WHAT WE DO

- Attic Remediation & Insulation
- Sewage Back Up Decontamination
- Microbial Remediation (Covid 19)
- Mould Testing & Air Sampling
- Thermal Imaging Inspection
- Odour Control
- Disinfectant & Preventative Treatments
- Board Up & Fencing
- · Water, Fire, Wind, Mould Damage
- In House Repair & Mitigation Technicians
- State of the Art Cabinetry & Millwork Shop

### **CONTACT US**



support@ibx.ca



www.ibx.ca

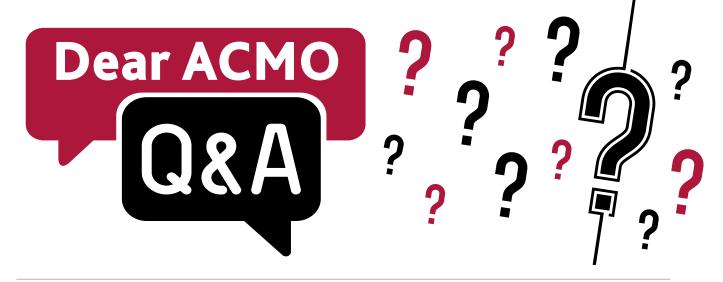


**1 (416) 252-5959** 



1 (800) 962-7814





Email your questions or situations that you need advice on to editor@acmo.org. Or, if you prefer, mail your questions to the Association of Condominium Managers of Ontario, c/o Editor, 2121 Argentia Road, Suite 101, Mississauga ON, L5N 2X4.

#### Introducing "Dear ACMO"

Remember those popular advice columns "Dear Abby" and "Ask Ann Landers," where anonymous readers would write in with their problems about work, relationships, life, etc.? Not only were they entertaining and insightful, but they made us realize that other people have the same issues and questions and that we were not alone with our problems. It touched many as we remembered the advice from something we read that helped us in our own situation.

We're taking a page from Abby and Ann and are happy to introduce CM Magazine's latest feature, "Dear ACMO." An advice column where you can ask any question or share a difficult situation relating to condominium management anonymously, and we will endeavour to find an appropriate expert in the field and publish an answer with some advice. Ask the hard questions you may have been afraid to ask for fear of repercussions. Your full name or company will never be published or shared; just your first name or pseudonym, if you prefer.

Email your questions or situations that you need advice on to editor@ acmo.org. Or, if you prefer, mail your questions to the Association of Condominium Managers of Ontario, c/o Editor, 2121 Argentia Road, Suite 101, Mississauga ON, L5N 2X4.

If you are a lawyer, engineer, auditor, or another expert in the condominium management industry and wish to be included in our panel of experts that we draw upon to give free advice, please let us know by sending an email to editor@acmo.org. To ensure transparency, your name and company will be published as the trusted source of the advice. Here is the first reader in need of advice:

#### Q: Dear ACMO,

I'm a new manager and owner of a small management firm with only one large condominium client at the moment. This is a well-established condominium community with a volunteer board. I recently found out that the previous manager had issues with this board and sometimes felt bullied. Some board members often threatened to fire her if she didn't do what they wanted. The board eventually did fire her and ended the contract with the firm she worked for, and my firm was hired as a replacement. I am now experiencing the same high-pressure tactics by the bullies on the board. I feel they are pressuring me to overlook questionable activities. Although I remind them that we need to follow the laws of the Condo Act, and that if there is confusion, we should seek legal advice for clarity, the bullies on the board refuse to approve the expense and expect me just to follow their instructions. Even

the other board members are afraid of them and won't speak up against them. I feel as if I cannot stand up to them for fear of being fired like the last manager, and with this being my only client at the moment, I can't afford to lose the contract. How do managers deal with this? Is there any way bullies like this can be removed from a board? What are my rights if I refuse to go along with unethical practices and they fire me because of it?

Signed, Under Pressure

#### A: Dear Under Pressure,

We are sorry to hear about your circumstance, which is, unfortunately, more common than we would like to admit.

You are on the right side of the law in objecting to unethical practices. All board members owe a statutory duty to comply with the *Condominium Act* 1998, together with the declaration, by-laws and rules of the corporation [section 17(3)]. They are also required to act honestly and in good faith and to exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances [section 37(1)].

**Stay Cool.** The first thing to remember when dealing with a bullying board is always to remain calm and professional. No director has ever been persuaded by a manager who has lost their temper and become overtly angry and aggressive.

### eddy

## WORRIED ABOUT THE EFFECTS OF WATER DAMAGE?

# SAVE YOURSELF FROM MONTHS OF STRESS

# PROTECT YOUR PROPERTY FROM WATER DAMAGE TODAY

**LEARN MORE** 



1.877.388.3339 eddysolutions.com



Gently Educate and Encourage Professional Advice. Directors will rarely view their position on the board as an opportunity to breach the law blatantly. When questionable activities occur, it is usually because of ignorance of the rules or a reluctance to alter behaviour that has become customary. Gently remind the board about its obligations under the *Condominium Act* and the corporation's governing documents. To the extent there is any further resistance, suggest (as

you have) that the directors obtain an opinion from the corporation's relevant professionals – lawyers, engineers or auditors, as the case may be. Remind the directors that reliance on an opinion from a professional in this regard absolves them from any liability, which is in their best interest.

Communicate and Keep a Journal. If bullying behaviour persists, you should have a face-to-face meeting with either the bullying or the non-bullying directors (depending on your comfort

level) to advise them of your discomfort. Firmly tell them that the intimidating conduct has to stop. Encourage the board to write to the bullying director(s) to remind them that bullying behaviour is illegal and will not be tolerated. Keep an up-to-date journal of any bullying or harassing behaviour, including the date, time and place of any objectionable conduct, with as many particulars as possible.

When All Else Fails – Removal and Termination. Some corporations have by-laws respecting the qualifications and disqualifications of directors, including the requirement for directors to adhere to a Code of Ethics. A director who bullies management in breach of the Code of Ethics could be removed from the board by a majority of the board, depending on the wording of the by-law.

If your management contract is ultimately terminated as a reprisal for your complaints, you would have the right to sue the corporation and the bullying director(s) for damages. Regardless of what is written in your management agreement, the corporation must act in good faith when terminating the contract, which means that the termination should not be a reprisal for calling out bullying or harassing behaviour. In addition. to the extent that the bullying was related to an enumerated ground under the Human Rights Code (for example, sex), there could also be a successful application to the Human Rights Tribunal for general damages. The Tribunal has held that the term "with respect to employment" in the Human Rights Code covers a broad range of workplace relationships, including contractors. ■

**Deborah Howden** is a Partner in the Condo Law Group at Shibley Righton LLP. Her practice involves all aspects of condominium law issues, with a particular emphasis on human rights and labour and employment matters. Deborah is actively involved in the condominium community and frequently writes about condominium law topics. She teaches condominium law to managers and directors in-house at various conferences and management companies.

shibleyrighton.com

### Are your fan coils 20 years or older?

Call 905-602-1555 for a free fan coil assessment.



Solutions and Services for
Fan Coil Units
Celebrating 50 Years

Canada's largest and most experienced fan coil experts. Residents know and trust our brand. We can help.

www.certifiedcleanaircorp.com | info@certifiedcleanaircorp.com



# Shining a light on an ACMO 2000 Certified Management Firm choosing to offer a higher standard of service to elevate their business.

Wilson Blanchard Management, An Associa® Company, is a full-service management company with a mission to bring



**Brad Wells** 

positive impact and meaningful value to every community. Since 1995, we have been providing exceptional management services to our clients across Ontario with the goal of being the most trusted name in condominium management.

Wilson Blanchard's diversified portfolio is built on consistently offering exemplary

service to our clients and providing the confidence and security that comes from partnering with one of Canada's largest and most respected condominium management firms. Our founding partners established the company to address a market need for hands-on, customer-oriented condominium management services, so when we reviewed the ACMO 2000 stated objective – "to increase the quality of management services delivered to condominium corporations" – it was a clear and obvious fit with our long-standing philosophy, which is to establish and execute the highest benchmarks in professional condominium management.

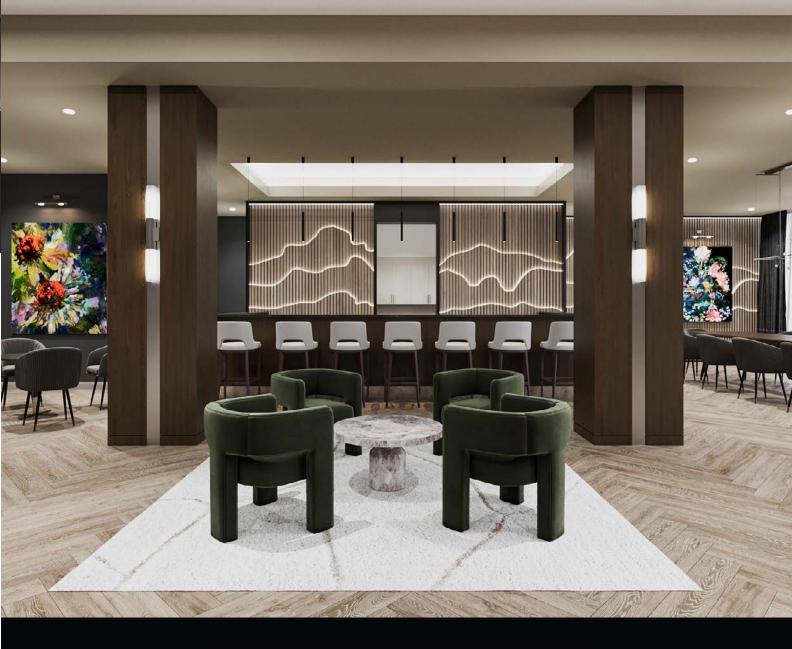
When Wilson Blanchard began the process of obtaining the ACMO 2000 certification, we found that our operating standards, principles, procedures, and best practices were already well aligned with ACMO expectations in the areas of internal control, board and vendor relations and field operations. Undertaking the certification process was an excellent opportunity to document our existing standards rather than a need to develop them. It validated that our company was already exceeding the quality management standards expected from all ACMO 2000 firms. Undergoing

the subsequent ACMO 2000 independent audits every three years has only served to confirm this by providing a structure for ongoing measurement of our performance.

The promise that we make to our clients – to commit to business practices that promote excellent service, innovation, diversity, creativity, honesty, and integrity for all of our stakeholders – is backed by our ACMO 2000 certification, which we proudly display in our offices and promote in our proposals. The certification provides Wilson Blanchard with a competitive advantage that we are able to leverage in our marketing and promotions, knowing that the designation is proof of our adherence to higher standards of transparency, accountability, and performance over and above the minimum regulatory requirements in the condominium management market.

The ACMO 2000 certification also indicates to our trusted team of employees that Wilson Blanchard will continue our dedication to active community management, ensuring the highest quality of service and care will always be available to the condominium communities we serve, starting with our experienced leadership team. ■

**Brad Wells,** RCM, RPA, CMCA, President of Wilson Blanchard, has been managing condominium corporations and commercial properties since 2002, achieving the RCM, RPA and CMCA professional designations. Brad is a member of the CMRAO Discipline and Discipline Appeals Committees, a speaker at multiple CCI and ACMO events and was an instructor for the ACMO RCM courses at Mohawk College. Brad is active in the condominium industry, currently serving as the President of CCI-Grand River.





INNOVATIVE CONCEPTS CREATIVE DESIGN FLAWLESS EXECUTION





### The CondoLawyers<sup>™</sup> are here for you

Legal problems can erode a condominium community.

Our team of condo lawyers have decades of industry-leading experience. We have diverse skills and abilities amongst us but we all share the same goal to deliver "firm but fair" and practical legal advice.

We know condo law but only you know your condo.

Together, we can solve your legal problems so you can focus on your community.



### GARDINER MILLER ARNOLD LLP BARRISTERS & SOLICITORS

- ★ 390 BAY STREET, SUITE 1400 TORONTO, ON M5H 2Y2
- (416) 363-2614 @ GMALAW.CA 🔰 @GMAlaw 🚡 ontariocondolaw.com