

VOL. 30, ISSUE 1 - FALL 2016

INSITE TO CONDOS

CANADIAN CONDOMINIUM INSTITUTE MAGAZINE
NORTH ALBERTA CHAPTER

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WELCOME NEW MEMBERS

The Canadian Condominium Institute is an independent, non-profit organization formed in 1982 with Chapters throughout Canada, including the North Alberta Chapter.

This organization is the only national association dealing exclusively with condominium issues affecting all of the participants in the condominium community. The Chapters throughout the country provide practical comparisons to the different provincial Acts.

The CCI assists its members in establishing and operating successful Condominium Corporations through information dissemination, education, workshops, courses, and seminars.

Ambassador Program

Current members receive a \$50 credit for every referral that becomes a paid member of CCI. Credits can be used to pay for membership dues, educational events, or advertising.

There are no limits on the amount of credits you can receive, but they must be used in the year in which they were acquired.

Over \$2000 in Ambassador Credits issued last year!

For more details contact our office.

Help our Chapter Grow!!!

Whether it's a friend or family member's condominium or a business that's looking for more service, we all know at least a few people who would thank you for introducing them to CCI.

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INDIVIDUALS

Bill Donnelly



Greetings from CCI North Alberta!

Since I last reported, much had occurred in our organization. Our long time office administrator Joyce Schwan is on medical leave and we are all wishing her a speedy recovery. On a positive note I am very proud to announce that Alan Whyte will be continuing with us in his new role as our Executive Director. The Board of Directors have been so impressed with his dedication and strong work ethic that we felt the new role was appropriate. We would also like to welcome Christine Schultz to our staff as our new part-time bookkeeper.

This summer the Executive Committee met on their own and again with the Board of Directors to assess where we are as a Chapter and discuss ideas for the upcoming year. We recognized that if we wanted to continue to grow and provide more value for membership we needed to be introspective and work on strengthening our processes which inevitably will result in better events, better engagement with our members and the greater community, and allow us to become a better conduit to have our community interact in. We are working with two fantastic facilitators Nadine Riopel and Gord Sheppard who are teaching us how to get the most out of each other and how to strategically move the organization forward in a better way. This has been an eye opening and at times tough process but I cannot express enough my gratitude to these professionals.

By the time you receive this magazine we have hopefully completed our rescheduled Annual Golf Tournament on Monday,

September 12th. Held at the recently renovated Derrick Golf and Winter Club this will be the largest tournament we have held to date and the first one that Mother Nature didn't cooperate with us on our original date. Special thanks to Tournament Director Curtis Siracky and Sponsorship Chair Shantel Kalakalo (Congratulations on your nuptials!) for all of their efforts in putting on a first class event.

I am looking forward to seeing many of you at our Member Reception and Annual General Meeting being held at the Chateau Louis Hotel and Conference Centre on Tuesday, October 4th, 2016. Please note that our AGM Packages were emailed out this year through our MailChimp Newsletter sent out after the Labour Day weekend. If you did not receive, please contact our office to make arrangements. New this year, the Member Reception held prior to the AGM is free to all Members but we require anyone attending to register in advance through our website or the office.

Finally on behalf of the entire organization, I would like to offer my heartfelt gratitude to Jason Mathews and Susan Milner for their commitment to CCI North Alberta. Jason has moved in a different direction in his career while Susan needed a temporary break but has promised to come back soon! Their contributions to our organization have helped shape it into what it is today so thank you!

Anand Sharma
President, CCI North Alberta

COMMITTEE REPORTS

Education Committee Report

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A new year has begun!!

The education schedule for the 2016 – 17 year was posted in the last edition of the InSite magazine. The new year will continue from last year with some old favourites and some new topics. The evening seminars will again cover Finances, Insurance, Bylaws and a yet unannounced topic in the Spring that will be new and relevant to the season and current trends. The hidden jewels of the educational schedule are the luncheons. This year's topics will be great 'lunch and learn' sessions covering a variety of topics geared to help you think about what you might want to do in Corporation. Being proactive can help you solve problems before they happen.

The Conference and Trade Show will be on Saturday, April 29, 2017 and will be held at MacEwan University. Further

details will be published in 2017. We will again strive to offer a variety of sessions both familiar and new. Many people attended last year that had never attended before so we hope to see many of you again.

As the thirst for knowledge about Condominium continues to grow every year and as the primary focus of CCI is education, it is very gratifying that so many of you are taking advantage of CCI by attending our sessions to help us fulfill that educational mandate.

We hope to see you at our many sessions this year.

*Helena R. Smith, ACCI, FCCI
HRS Condominium Consulting
Chair, CCI Board of Directors
Chair, Education Committee*

Membership Committee Report

As the new Chair of the Membership Committee, I am really excited to be a part of a progressive visionary outreach to the greater condominium community.

CCI membership provides up-to-date industry information, discounted rates for our many educational events, valuable networking opportunities, and an open forum for questions and concerns can be discussed directly with other members.

We would like you to connect with anyone you know that owns a condo, lives in a condo or rents a condo to help us raise the awareness of CCI.

Upcoming Membership Outreach: October 11 held at the Log Cabin in Sherwood Park.

*Sandi Danielson
Membership Committee Chair*



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UPCOMING EVENTS



Membership Reception and Annual General Meeting

Tuesday, October 4, 2016

Member Reception - 6:00 pm

Another great opportunity to network with other members on both the condominium and business side of the industry! We will recognize our Volunteers who have assisted us over the past year prior to discussing the business affairs of our Chapter after a very successful year and electing new Board members to continue our momentum! The Member Reception is free of charge however we ask that everyone registers in advance either online at www.ccinorthalberta.com or by contacting the office via email prior to September 30th.

AGM - 7:00 pm

Please Note - This year the AGM Information Package is being emailed to your Contact on record. If you require a hard copy please contact the office directly to make arrangements. The Package will include such items as the 2015-16 Audited Financial Statements, Draft Minutes from last year's AGM, 2015-16 Committee Reports as well as a list of Nominated Candidates for the 2016-17 Board of Directors.

Condo 101- Board Basics and Best Practices

Wednesday, September 14, 2016 @ 7 pm

FREE to all Condominium and Individual Members – Non-Member \$50.00 includes GST

This introductory 2.5 hour course will assist Condominium Board Members understand their roles and obligations to better serve their complex. We will cover the basics of Board Governance, Financial and Maintenance responsibilities as well as common legal obligations. Our goal is for you take away a number of best practices to review and implement within your condominium.

Can't make this one? - Next Condo 101 Session- Saturday, November 26, 2016 @ 9:30 am

Parking Bylaw Enforcement Luncheon

Thursday, September 29, 2016 @ 11:30 am

Cost: \$35.00 includes GST – Non-Member \$45.00 includes GST

Do you have problems with the parking on your site? People parking when and where they shouldn't? One solution is to become a Parking Bylaw Enforcement Officer. This course is offered by the City of Edmonton and provides you with an opportunity to issue parking infraction tickets 24 hours per day instead of just when parking patrols come around. Join us to listen to Erna Malcolm from the City Parking Enforcement Services to describe how this program works.

Luncheons will include a light meal (soup & sandwiches), networking, 30-40 minute presentation, and question time.

Next Luncheon- Flood Prevention Program- Thursday, November 17th @ 11:30 am

Condominium Management 100 (CM100)

Saturday & Sunday – October 15 & 16, 2016 – 9:00 am-4:00 pm

CCI Members: \$275.00 + GST – Additional attendees: \$200.00 + GST – Non-Members: \$550.00 + GST

CM 100 is the initial level of detailed study on condominium addressed to owners, Board Members and new professionals. This level deals in detail with several issues fundamental to condominium, including management styles and everything you need to know about meetings. This course also addresses the basic principles of governance, administration, dealing with people, finances and maintenance and repair, each of which is presented in more detail in the CM 200 & CM 300 levels.

"Better Budgeting and Board Financial Awareness" Evening Seminar

Wednesday, October 19, 2016 @ 7:00 pm

Cost: \$45.00 includes GST – Non-Member \$65.00 includes GST

This 2.5 hour session will begin presenting Boards with information as to how to prepare their annual Operating budget. We will include tips on questions you need to answer before any calculations are made, how to manage your cash flow, where to look for cost savings, and what things Boards should ensure are included in the budget. We will then move on to how to interpret the results, compare actual to budget and really recognize where your corporation stands financially. We will make sure that you have the tools to know when a budget correction (or a fee increase) may need to be made. We will also review what you need to look for in your monthly financials, when to ask questions and when to ask for corrections. This is a session that will leave you more confident in being able to handle your financial responsibilities as a Board member.

Next Evening Seminar- Insurance Panel Discussion- Ask the Experts- Wednesday, November 9, 2016 @ 7:00 pm

Please Note: All sessions will be held at the Chateaus Louis Conference Centre - 11727 Kingsway Ave NW





ELECTRICITY & NATURAL GAS OPTIONS FOR CONDOMINIUMS

BY CHAD MIELKE

Over the past few years there has been an increasing awareness among Albertans with respect to the electricity and natural gas industries. Access to education, stories in the media, and much government debate have made this the case. However, there is still a lot of confusion out there with respect to the choices consumers have and condominiums are no different.

Condominium associations can choose who provides their power and gas like any other consumer in Alberta. As a board member or property manager, you may or may not know who your current providers of these two utilities are and whether or not the rates you are getting are serving you well. Considering that two of the largest expenses a condominium association has year-over-year are its power electricity and gas bills, these are budget line items that should be looked at periodically.

Just about all sites, condominiums included, start out on the regulated rate (also known as the default rate) for power and gas, offered through the default provider where you live. Unless you intentionally leave the regulated rate and sign a contract for either power or gas, or both, you will

remain on the regulated rate indefinitely. For both power and gas, the regulated rate comes with no contract and changes or 'floats' from month to month.

In 2004, Alberta's electricity and gas industries markets were restructured, effectively allowing competition in the market, although the regulated rates for power and gas remained. However, customers looking for certain needs or desires to be met can leave the regulated rate and sign contracts with competitive rate providers (also known as energy marketers or energy retailers). In many regards the options available when selecting electricity and gas contracts are similar to that of the mortgage industry, including: fixed rates for set yearly durations, for example two year or five year terms, whether they be 1, 2, 3, 4, or 5 year terms; floating rates; and open or closed contracts, meaning there may or may not be a penalty to break your contract.

Other options and products available from competitive rate providers include: free evaluations; budgeting plans; sign-up bonuses; loyalty incentives; 'greening' options; bundling discounts; interest paid on security deposits; weekly billing; internet sign-ups; the ability to switch rates mid-contract; and paperless accounts.

What is interesting is that although competition opened up 12 years ago, there is still a lot of confusion and misunderstanding when it comes to the electricity and natural gas industries in Alberta. In fact, approximately 15% of Albertans are still not aware that they can choose their provider, and 40% admit that they do not know how to compare and evaluate options such that they can make an effective decision. (RMRC, 2012) The proportion of consumers who are still on the regulated rate varies

widely across customer classes. For electricity, approximately 58% of residential sites, 74% of agricultural sites, 44% of small commercial and industrial (C&I) sites, and 9% of large C&I sites are still on the regulated rate. For natural gas, approximately 55% of residential sites, 63% of small C&I sites, and 34% of large C&I sites are still on the regulated rate. (MSA, 2014)

For easy to understand information on the electricity and gas framework in Alberta, as well as for answers to commonly asked questions, visit the Utilities Consumer Advocate (UCA) at www.UCAhelps.alberta.ca. The Market Surveillance Administrator (MSA) is the electricity and natural gas industry's 'watchdog' and ensures they operate in a fair, efficient, and openly competitive manner. Their website also holds a wealth of useful information (www.AlbertaMSA.ca).


Options for how to go about getting the best power and gas rates and service for your condominium association vary only slightly depending on your site(s) consumption levels. If you are a small to mid-sized condominium your best bet will be to obtain a quote or quotes from one or more competitive rate retailers and compare it to your current plan.

If you have already moved off the regulated rate, make sure to compare any quotes you receive to the regulated rate as well. A note of caution when comparing the regulated rate, or any floating rate for that matter, make sure to compare the regulated rate's average over a long period of time, for example a year, to any fixed rate offerings. This will give you an understanding of the regulated rate's performance over the long haul rather than just a snapshot in time, which is all you will get if looking at a single month.



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If you are a large condominium you should still obtain a quote or quotes from one or more competitive rate retailers and compare it to your current plan, however, you may also want to consider approaching an energy broker. If you are sufficiently large, for example if you consume over 1,000,000 kWh of electricity in a year or 30,000 GJ of gas in a year, an energy broker can work with you to shop the market and find the best rates and plan for your specific needs. Note, however, that energy brokers often charge service fees across various models.

Other important considerations that should be kept in mind when choosing a provider include the level of service received from the company's customer support centre when questions or issues arise; the company's ability or flexibility to deal with particular or unique circumstances that may arise; whether or not the provider is owned and operated in Alberta, including customer support; and the speed at which enrollments, de-enrollments, and any issues get dealt with.

Whether you are a new or long-time board member, or a new or long time property manager with your condominium association, it may be a good time to review your current rates and or contracts for electricity and natural gas to ensure you are receiving the services that best suit your needs. In these tough economic times, we would all do well to gain efficiency and reduce unnecessary costs where possible.

Chad Mielke, Founder & CEO, Peace Power Corporation

Peace Power is a competitive rate provider of electricity, natural gas, and green energy options, operating throughout the province since 2012. We provide service to condominium associations, as well as all types of residential, commercial, and industrial buildings.





HOW TO CREATE AWESOME BOARD MEETINGS

BY GORD SHEPPARD

What does the phrase "Condominium Board meeting" make you want to do?

1. **Smile** - Because you volunteer for an effective Board that is knowledgeable easily gets things done?
2. **Bite Your Lip** - Because you don't want to say anything bad about someone who said they would get something done after the last meeting and they didn't?
3. **Scream Out Loud** - Because the current Condominium Board that you are volunteering for is a total waste of your time?

Well fear not because whether you're a first year volunteer or a grizzled veteran, this article is your guide on "How to Create Awesome Condominium Board Meetings." Because as we can all agree, the quality of a Condominium Board meeting can directly affect your pocket book. So what will happen if you don't

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take action to improve your next meeting?

- You may miss important details that end up costing you more money in the end;
- Volunteers may quit and ultimately, all owners may suffer.

Effective Condominium Boards approach a meeting like it's a business:

- They define clear goals for each meeting and they connect those goals to their overall strategy;
- They know how to recruit the right Board members and they get rid of anyone who doesn't fit;
- They hold themselves accountable and they get real results that can be measured.

Ineffective Condominium Boards approach a meeting like it's a club:

- Where Board members just show up to socialize;
- Where Board members say they will take action, but they actually don't;
- Where everybody is too 'nice' – or too 'angry' – and nothing ever gets done.

So how do you want to approach your next Condominium Board meeting? You can start by asking the following questions:

- **Where are we now?**
- **Where do we want to go?**
- **How are we going to get there?**

And then you can use the following 10 steps to work out your answers.

Question: Where are we now?

Step 1: Rank the Performance of Your Current Condominium Board Meeting

One of the best ways to rank your current Condominium Board meeting performance is to use the following list to determine a number on a scale of 1-10.

1-4/10 - Low Score

Meeting behaviours include:

- Low trust
- Open conflict
- No agenda
- People are late
- Too much talking about personal issues

- *Checking phones during meeting*
- *Bad language*
- *People don't follow through on commitments*
- *Very little gets done*

5-8/10 - Average Score

Meeting behaviours include:

- *Basic level of trust*
- *Well organized with a proper agenda*
- *Everybody is nice*
- *There may be some conflicts but nobody talks about it*
- *Output of meeting produces average results*

9-10/10 - Outstanding Score

Meeting behaviours include:

- *High level of trust*
- *Healthy conflicts that lead to outstanding solutions*
- *Confident leader/facilitator*
- *Innovative ideas are shared*
- *People encourage each other*
- *People laugh out loud*
- *Everybody contributes (even the 'quiet' people)*

- *People can't wait for the next meeting*
- *What happens in these meetings helps the organization rapidly achieve its goals*

Once you determine your current score (___/10) then you can move on to the next question.

Question: Where Do We Want To Go?

Step 2. Decide What Board Meeting Performance Level You Want

So now that you know your current score you can use the same list to determine what you want your future Condominium meeting performance score to be (___/10). Once you determine this you can begin to answer the next question.

Question: How Are We Going To Get There?

There are many ways to improve the performance of your next Condominium Board meeting. Here are a few of my favourites.



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Step 3. Some People Gotta Grow & Some People Gotta Go

We all understand that having the right people on your team is one of the best ways to succeed. So why do Condominium Boards often struggle with this issue?

- **Desperation** - They are often so desperate to get volunteers that they recruit Board members who aren't a good fit and can't help the organization achieve its goals
- **No Limits** - How long should someone be a Board member? If the governance structure doesn't set limits you can end up with long-serving Board members who inevitably get involved in issues that are not Board related

So what can you do about it?

- **Some People Gotta Grow** - Some of the volunteers you have on your current Condominium Board only need a little bit of guidance to become awesome Board members. Don't wait to do something about this! Creating and executing a growth plan for each Board member will; deepen their commitment to your organization; help you recruit new Board members more easily because they'll hear about how much your current Board members are learning, growing and contributing.
- **Some People Gotta Go** - We all understand this. So stop being so nice and find a way to respectfully help your poor performing Board members to exit. Because if you don't get rid of the dead wood, then your high performing Board members may become frustrated and quit, and you'll continue to have unproductive Board meetings.

Step 4. Be Realistic

You would never expect a college football team to win the Superbowl. You wouldn't ask your eight year-old child to drive your car. So why would you expect a Board member with no experience to have the right answer? For example, if your current volunteers don't have the legal expertise to deal with a builder then you could hire an experienced lawyer. Regardless of what you are trying to do, you should always have the right people in place to achieve your goals.

Step 5. Listen & Be Heard

The most interesting people are those who are interested. So here are a few techniques that will help your volunteer Board members to listen and be heard more

effectively at your next meeting:

- **Talk Less**
- **Repeat what you heard** - After somebody finishes speaking you can summarize what they've said by briefly repeating back what you've heard to show that you truly understood what they said
- **Use their name** - To really deepen the connection with your fellow Board members, say their name after you repeat what they've said. Because the sweetest sound in the world that everyone loves to hear is their name
- **Acknowledge the 'Quiet' people** - So often it is the 'Talkers' who dominate Board meetings. So make sure that that you find a way for the 'Quiet' volunteers to be heard during each Board meeting

Step 6. Learn How to Fight So You Can Really Get Along

If you want to get things done you have to be able to disagree in a productive way and move on. But it is often the case that Condominium Board volunteers don't know how to fight effectively and their meetings get bogged down. So here are a few suggestions to help you learn how to fight well during your next meeting:

- **Figure out 'why' it's worth disagreeing** - For example, if you are dealing with an important issue it may be critical to hear all points of view so that you can make the most effective decision. If you understand this in advance then you can warn everyone that this discussion may get heated but that will be because people passionately believe in their point of view. This type of preparation will help you build the right level of trust in the meeting to allow everyone to feel free to fully express himself or herself.
- **Develop a 'fight' guideline** - For example you may all agree that in order to fight effectively you will; have one person talk at a time; stop the discussion if it gets personal; step out of the room if someone gets angry; ensure that once a decision is made that you and the entire Board of directors supports it and so on.
- **Acknowledge the benefits of fighting well** - For example, if people know they can speak their mind then there is a good chance that some of your most innovative ideas will get expressed during your Board meetings.

Step 7. Budget for Board Meeting Success

Getting better takes time and effort. Setting aside the appropriate amount of time, resources and money to improve your Condominium Board meetings is one of the



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best investments you can make in overall performance. If you don't do this then you can expect more of the same from your next Condominium Board meeting.

Step 8. Celebrate

Many Condominium Boards work hard at fixing things and then they forget to celebrate their success. So if you're going to put the effort into making your Board meetings more effective then here are a few suggestions about how you can celebrate your achievements.

- *Start by asking your volunteers for suggestions about how to celebrate*
- *Have a potluck meal at your next meeting*
- *The meeting leader can send hand written thank-you cards to each volunteer*
- *Praise the Board on social media including Twitter, Facebook, Pinterest, LinkedIn, Google and more*
- *Get a group portrait of the Board done and put it on the meeting room wall*
- *Have someone who benefits from the work of the Condominium Board write a testimonial letter and then read it out loud at a Board meeting*

Step 9. Get Awesome Resources

There are a ton of great resources to help you improve your Condominium Board meeting performance. Here are a few to get you started.

When 'Some People Gotta Go'

- **"Good To Great"** - by Jim Collins - This book will help you sort out who should be in/out of your meeting

For Fighting Productively

- **"Fierce Conversations"** by Susan Scott

Local and Regional Resources

- Edmonton Chamber of Voluntary Organizations (ecvo.ca)

Step 10. Take Action!

If you want your next Condominium Board meeting to be more effective then you have to take action now. You can start by answering these key questions.

- *Where are we now?*
- *Where do we want to go?*
- *How are we going to get there?*

Then you can use these steps to help formulate your answers.

1. *Rank The Performance Of Your Current Condominium Board Meeting*
2. *Decide what Board Meeting Performance Level You Want*
3. *Some People Gotta Grow & Some People Gotta Go*

4. *Be Realistic*
5. *Listen And Be Heard*
6. *Learn How To Fight*
7. *Budget For Board Meeting Success*
8. *Celebrate*
9. *Get Awesome Resources*
10. *Take Action!*

Do you know how much money and time is being spent on your Condominium Board meetings? What sort of results are you getting? What would happen if you made every one of those meetings awesome?

Gord Sheppard is a Professional Meeting Facilitator, Consultant, Author and Speaker who helps Associations, Corporations and Government organizations create more productive and profitable meetings. You can learn more about Gord at www.CreateAwesomeMeetings.com/about





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POWER PLAY

BY NIGEL GAMESTER

NAVIGATING VOLATILE ELECTRICITY AND NATURAL GAS MARKETS

Volatility remains the theme of Alberta's electricity and natural gas markets. But it is a different kind of volatility than has been seen over the last several years when Alberta's economy was running at full tilt. Prices for natural gas and electricity have nosedived over the last 12 months and have not been at current levels in the Alberta marketplace since Ralph Klein introduced deregulation back in the mid 1990's.

This means that Albertans are currently enjoying tremendous savings with respect to their natural gas and electricity consumption costs in comparison to prices experienced just a year or so ago. For example, the average spot price for electricity for 2016 (up to June 30/16) was \$16.57 per MWh (or 1.6 cents per kWh) compared to \$42.60 per MWh for the same YTD period in 2015. For natural gas, the average YTD price (up to June 30/16) is \$1.53 per GJ compared to an average price of \$2.56 per GJ a year ago.

A number of factors are impacting the current price of electricity and natural gas and it really boils down to basic economic fundamentals of demand and supply. First of all, demand is down considerably as a result of Alberta being mired in a deep economic recession, the likes of which have not been seen since the early 1980s. Couple this with a very mild winter, a moderately hot summer

and the overall result is decreased demand for electricity and natural gas placing considerable downward pressure on prices. A major force also impacting the situation is supply. There is an abundance of supply at the moment for both natural gas and electricity. In the electricity sector, more than 800 MW of generating capacity has been added to the grid with the completion of Enmax's Shepard generation plant along with continuing addition of new wind farms to the equation. With respect to natural gas, supplies have never been higher as result of more efficient exploration and capture methods and reduced demand. The combined result: record low prices.

The question that is likely top of mind for Albertans is "how long will this price honeymoon last?" The simple and short answer is that no one knows exactly for sure where things go from here such that even the experts are divided. The Alberta Electrical System Operator (AESO) supports the notion that these fundamentals are unsustainable and cannot last, such that the long-term expectation is for prices to rise. In fact, in the forecasting document titled AESO 2016 Long-term Outlook (published May/16), the AESO is expecting demand to increase past 2015 levels by the end of 2017 and continue to grow by about 1.9% annually over the next 20 years. Other experts are not so sure as the debate with respect to energy demand stems from forecasts of when Alberta's economy will recover from its current funk and turn to the positive. In recent forecasts from the Bank of Canada and a number of the big 5 banks, speculation is that this recession will likely continue through 2017 with only a modest recovery coming in 2018. The impact of such speculation on energy demand and energy prices remains to be seen.

From a supply perspective, many questions remain with respect to how the Alberta Government's Alberta Climate Leadership Plan (ACLP) is going to impact the supply structures in the marketplace along with corresponding prices. Popular opinion suggests that long-term prices for both electricity and natural gas will most likely increase as the government phases out coal-fired electricity generation (currently the cheapest form of generation) and replaces it with higher cost renewable energy options. One challenge with renewable electricity generation is that it requires full redundancy backup generation to account for those times when the wind doesn't blow and the sun

doesn't shine. This redundancy backup will primarily be in the form of new natural gas generation which comes at a higher cost than the existing coal generation fleet. Plus, this will increase demand for natural gas, potentially putting further upward pressures on natural gas prices over the longer-term.

How can Condominiums manage energy expenses during uncertain times?

Uncertainty can cause panic resulting in poor decision making. But this does not have to be the fate of Condominium Corporations. There are strategies available to effectively manage the risks associated with volatile and uncertain energy market conditions. Developing the right strategy can have a profound impact on the utility costs incurred by a Condominium Corporation with the potential to realize thousands of dollars in savings, depending on their current arrangements.

The first step in developing a condominium utility strategy is defining clear objectives. Is the motivation to maximize short terms savings given the current low price



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environment? Or is the motivation to create cost certainty over the long term through a fixed price contract? Or perhaps, it is a combination of both of these objectives.

Once objectives are defined along with a clear understanding of the condominium corporation's appetite for risk exposure, one can begin to explore options around product selection, term length, desirable price points and any associated tradeoffs.

Understanding Your Product Options

There are different product options available in today's marketplace for both electricity and natural gas and each has its pros and cons. Here are some general product categories that are available:

Product Type	Details	Pros	Cons
Index Contract	Price based on "spot" market - allows customer to "float" with market conditions	<ul style="list-style-type: none"> Provides maximum flexibility as no long term commitment Usually offers the lowest price due to absence of any hedge premium 	<ul style="list-style-type: none"> Can be very volatile as price fluctuates hourly for electricity and daily for natural gas Requires management to contain cost and risks
Block Product	Customer purchases a set "block" of electricity usage or natural gas at a fixed price	<ul style="list-style-type: none"> Creates degree of cost certainty over term length Different hedge % amounts can be purchased based on risk appetite/needs – allows for multiple strategy approaches 	<ul style="list-style-type: none"> Price is higher than an index product due to hedging premium charged by the retailer Block will never perfectly match usage profile – can under/over utilize purchase contract Need to watch effective cost due to over/under utilization of block and related charges
Load Following	Customer pays a fixed price on all consumption within a set of contractual tolerances that allow for over and under utilization	<ul style="list-style-type: none"> Creates cost certainty over term length Allows for flexibility with respect to consumption levels without penalty within identified tolerances Various options available with respect to consumption tolerances 	<ul style="list-style-type: none"> Price is higher due to hedging premium charged by the retailer Costs can be higher if consistently outside consumption tolerances Removes flexibility with respect to taking advantage of decreasing prices should they occur due to contractual terms

The above chart represents a high level snapshot of the many product options available from a variety of suppliers. Strategy decisions should not just focus on price alone, as that is only part of the decision equation. Working with a reputable energy company that understands condominiums, are focused on client needs and can source multiple solutions is also critical to developing an approach that will help achieve desired outcomes.

Bottom line: energy markets are complex, ever changing and can be very difficult to navigate. A "one size fits all" approach is not the recipe for success so it is important to stay informed with respect to market conditions, the available options and to get sound, unbiased advice based on the specific needs and objectives of the individual condominium corporation.

Nigel Gamester is an Account Executive in the Electricity and Natural Gas department of 8760 (www.8760.ca) and can be reached at 780.499.1378.

Questions & Answers with Robert Noce



CCI member Robert Noce, Q.C. contributes a regular column to the Edmonton Journal, answering questions from readers about various aspects of condominium living. These are questions that tend to arise fairly frequently, so Mr. Noce and the Edmonton Journal have kindly allowed InSite to republish some of them for our continuing education on the condominium life.

Robert Noce, Q.C. is a partner with Miller Thomson LLP in both the Edmonton and Calgary offices. He welcomes your questions at condos@edmontonjournal.com. Answers are not intended as legal opinions; readers are cautioned not to act on the information provided without seeking legal advice on their unique circumstances.

Re-printed from the Edmonton Journal, with consent from the Edmonton Journal and Robert Noce, Q.C.

Q: I live in a bare land condominium development that started in 2006, and I took possession of my unit in 2010. The developer has run into financial difficulty and his lender is only advancing funds to continue the development as the units are sold. There are many lots without any signs of development. However, the developer is claiming that he has voting rights on each of these lots. Is this correct?

A: You have not provided me with enough facts to give you a definitive answer to your question; however, any owner of a unit will have voting rights, unless they are in arrears with respect to condominium fees or any special assessment. You need to look at the title of each unit to determine the name of the owner of that particular unit. Perhaps this would be an issue for the board to undertake and review.

Helpful hint: Owners of units in a condominium project have voting rights, which are subject to the provisions under the Condominium Property Act and the bylaws of the condominium corporation.

Q: My grandson has just purchased a condo in Calgary. According to the bylaws, there are two parking stalls assigned to each unit. There are no identifying marks on the stalls, but a board member verified which two stalls are assigned to his residence. I asked to see something in writing, in case there is a dispute in the future. Do you have any comments?

A: I am hopeful that the condominium board has a site plan of the parking stalls that identifies and links the stalls and accompanying units. This would and should eliminate any disputes. However, if there is a dispute, the owners and the board should communicate to find a solution to the problem. It is not worth going to court over the assignment of parking stalls.

Helpful hint: In my experience, when the board takes an active role in mediating an issue between disputing owners, a solution can be found sooner rather than later.

Q: Our condo building is getting to be of an age when suites are bought and renovated. In the last several years, a private development company has been buying condos, renovating them and then offering them fully furnished as short-term rentals. Most other residents of the building are owners whose suites are their homes, and feel that this trend diminishes the community and will lead to a reduction in property values. Currently, 15 per cent of the suites are owned by the rental company and individual resident owners are concerned that a single commercial entity may eventually control the building. Is there any action the resident owners can take to limit this trend?

A: The law is clear that the board and/or owners of the condominium corporation cannot implement any rule, policy or bylaw amendment

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that would limit the number of renters. Any owner of any condominium unit is entitled to rent/lease their unit to a third party. However, you may want to find out if short term rental is in compliance with your by-laws or the bylaws of the city where you live. This is something the board should investigate. It may be contrary to the bylaws of the city to allow for rental on a short-term basis in that particular zone. The board may want to engage a lawyer to provide a detailed legal opinion.

Helpful hint: Although many people believe that renters diminish the value of a condominium project, this is not necessarily the case if the units, and the building as a whole, are well-maintained.

Q: Some time ago, you had given me your thoughts about a builders' lien and it came up again in a recent gathering. This time, someone said that he has learned that it is possible for homeowners to apply in court to have the related lien quashed after seven years if no legal action has been taken because the court wishes to clear the backlog. Is this true?

A: The question you have asked me is not a condominium law question, but rather a builders' lien question. There are rules under the Alberta Rules of Court that talk about parties moving their action on a timely basis. I would encourage you to speak to a lawyer to determine your next step.

Helpful hint: The rules with respect to builders' liens are all set out in the Builders' Lien Act of Alberta.

Q: Following an audit of our condominium corporation, the Canada Revenue Agency recommended that our bylaws be updated to include a dissolution/winding-up clause to avoid losing our tax-exempt status. Our board has chosen to ignore this advice. What do you think?

A: There is a section under the Condominium Property Act that allows a condominium corporation to apply to court and obtain an order for the winding up of the affairs of the corporation. Therefore, the Condominium Property Act already provides a process for a condominium corporation to follow to wind up its affairs.

Helpful Hint: When the

Canada Revenue Agency takes a position on a particular issue, it is wise to seek legal advice sooner rather than later.

Q: I purchased my condo unit a couple of years ago, and I was careful to look for a pet-friendly building, as I have two cats. Our condo does not have its own set of bylaws, but follows the Condominium Property Act bylaws. The board recently decided at a regular board meeting that no future pets would be allowed. As an owner, I am upset that a board can suddenly decide that pets are not allowed. Is this legal? Do I have any

recourse?

A: I will assume that the bylaws found in Appendix 1 of the Condominium Property Act apply to your condominium corporation. Section 36(2)(e) of the bylaws indicates that an owner cannot keep an animal in or on his/her unit or the common property after a date specified in a notice given to the owner by the board.

This is a legal and enforceable bylaw provision that gives the board the power to give notice to an owner with respect to his/her pets. Perhaps you

should have been more careful when you bought your unit, given how important this is to you, as your bylaws clearly give the board a lot of discretion on this issue. Without knowing more of the facts, it would appear that you will have to follow the notice of the board.

Helpful Hint: If pets are important to you, you should take the time to review the bylaws of the condominium corporation to ensure that you will be able keep your pet in your unit, and verify that the bylaws do not give the board discretion on this issue. While any pet provi-

sion in the bylaws can be changed, it requires 75 per cent of the owners and unit factors to happen.

Q: I live in a townhouse complex where, from time to time, various owners have problems with noisy neighbours. What can an owner do about this, and what is the responsibility of the board and/or property manager in this regard?

A: When dealing with a noisy neighbour, it is important to document the type of noise and the date and time at which it occurred, so that there is some evidence to support

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As an owner, you can bring your concerns to the board and ask the board to investigate this matter and determine whether or not they need to take steps to resolve the issue. As well, instead of engaging the board, you may want to call a bylaw officer to investigate the matter and determine whether or not a charge under the relevant noise bylaw of the municipality is warranted.

Helpful Hint: Noise complaints are subjective. If the board and/or neighbour are able to communicate with the offending owner/tenant, the issue should be resolved without the involvement of bylaw officers and/or a lawyer. This comes down to basic politeness; for example, do not assemble furniture after 10 p.m., and people with garage bands should probably not live in condos.

Q: As president of our condo board, I am often faced with the question of who is responsible for what expenses – the board or the owners. Recently, one of the units had a clogged sink. The management company was

called and sent a plumber to unplug the sink. The condo corporation was asked to pay for the plumber's time. The unit owner claimed that the last time this happened, a plumber came and the board paid the bill. The current board takes the position that a decision made by a previous board does not bind the current one. What do you think?

A: First, a current board is not bound by any decision made by a previous board. If the previous board took a position on a particular issue, then the current board can change it, provided there are no issues of law or contractual obligations. With respect to who is responsible for the cost of the plumber – that depends on who owns the sink and the pipes to the sink. In your case, the bill is too low to warrant a lawyer's involvement. Hopefully, the board and the owner will be able to resolve this issue.

Helpful Hint: Issues of responsibility do arise, and the board will require the assistance of a lawyer to provide some insight as to who is responsible for the cost of a particular repair. It is important to understand the provisions of the Condominium Property Act and the bylaws of the condominium corporation.

Generally, the corporation has the obligation to maintain the common property and other property it owns, and each owner has the obligation to maintain his or her own unit.

Q: At the end of our condo AGM, there is always time allotted for new business. At the next AGM, I would like to put forth a motion to allow any owner or renter to attend any monthly board meeting, and to ask questions during a 10-15 minute period. Our board currently forbids owners and renters from attending their monthly meetings. Is my proposed motion legal?

Does my proposed motion have to be passed by way of ordinary or special resolution at an AGM?

A: Certain votes require a special resolution, which means 75% of the owners and unit factors must agree to the motion. For example, you require a special resolution to change/amend a bylaw. In your case, the owners could pass a resolution at the AGM directing that the board allow for an open session during regular board meetings. If the motion passes, the board will be required to follow the direction of the owners.

Helpful Hint: The Condominium Property Act gives owners some powers in terms of providing a board with direction on many issues, and it is important for owners to be aware of this power and use it effectively to improve the quality of life in their building.

Q: I have been trying to sell my condo, and although there has been a lot of interest, offers have fallen through because there is a very low reserve fund. I have written to the board, asking them to make a special assessment to bring the reserve fund to an acceptable level. What legal recourse

do I have if the board won't issue a special assessment to replenish the reserve fund? The low reserve fund renders my condo worthless because nobody wants to buy a condo with little or no reserve fund.

A: Every condominium corporation is required to establish and maintain a capital reserve fund that can reasonably be expected to provide for major repairs and replacement of property owned by the corporation or the common property. With respect to your scenario, I would urge you to request a copy of the reserve fund

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study and plan and determine whether or not your condominium corporation is complying with the direction provided under the study and plan. Unfortunately, there are not a lot of options available to you if, in fact, your condo board is not following the study and/or plan.

You could, at the next AGM, elect a board to put forward an agenda that would increase monthly condo fees to a point that would address the low reserve fund, or you could go to court and allege that your condominium corporation is not complying with the Condominium Property Act and regulations.

This would be an “improper conduct” court application. In this case, you would require a lawyer, and the costs of such an application would be significant.

Helpful Hint: People often think that there is value in keeping condo fees and the reserve fund low. Effective boards ensure that there are sufficient funds on hand to meet the day-to-day needs of the condominium corporation, and that sufficient funds are raised to deal with future maintenance and repairs costs. Some owners ask why they should

pay into something now when they do not plan to be there 10 years later, which is short-sighted because you will be able to attract a higher resale value if your condominium corporation is in financial order.

Q: Our registered Condominium Plan states that the front balconies are part of the unit. Does this mean that the front balconies are owned by the unit owner?

A: You are correct in referring to the Condominium Plan in determining what is or is not common property, but I would need more information to fully answer your question. The balconies are either common property or property owned by the unit owner. You will need a surveyor and/or lawyer to provide you with a definitive answer to your question, which will have

a significant impact on the condominium corporation or the unit owner.

For example, if the balconies are common property, then it will be the responsibility of the condominium corporation to maintain and/or repair them.

Helpful Hint: Every condominium corporation in Alberta has a condominium plan which includes a drawing illustrating the units and defining their boundaries, as well as a schedule specifying the unit factor for each unit in the parcel. This will assist you in helping you understand who owns what in a condominium.

Q: I am the president of a condominium complex in California, which consists of one- and two-bedroom units varying in square footage

from 700 to 2,000 square feet. We all pay the same monthly condo fees. Some owners in the smaller units feel this is unfair and that the condo fees should be based on square footage. What do you think?

A: I am unable to provide you with my thoughts on California law. In Canada, each province has its own laws with respect to condominium living. You will need to determine what laws are applicable to you in the state of California. In Alberta, condominium fees are generally imposed in proportion to the unit factors of the owners' respective units. However, if the bylaws of a condominium corporation in Alberta provide for a different method in calculating condominium fees other than in proportion to the unit factors of the owners' respective units, that would



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be permitted. In other words, if the bylaws allow for a different method of calculating condominium fees, you could charge each owner the same amount each month in condo fees regardless of the size of their units.

Helpful Hint: The ability of condominium corporations to charge condominium fees on a basis other than in proportion to the unit factors can be helpful in situations where you are replacing an item that costs the same for each owner. For example, if it was the responsibility of the condominium corporation to replace each owner's door, then one could make the argument that those costs should be based on a per door basis as opposed to unit factors. The key document in determining this is the bylaws.

Q: Does any provincial or federal regulatory department or agency require a condominium complex to have its financial statements audited or reviewed by an accounting firm? Do we have to hire an accountant?

A: The Canada Revenue Agency (CRA) has been conducting countrywide audits on condominium corporations, focusing on income-generating activities such as leasing cellphone tower space, unused property and

parking spaces. They have occasionally concluded that these activities preclude the condominium corporation from maintaining its non-profit status. In such cases, a condominium corporation's entire income would be considered "for profit."

Helpful Hint: Condominium corporations should hire a professional, such as an accountant, to ensure that their filing requirements are satisfied.

Q: Over the past few years, many units in our condo complex have started having foundation problems due to the ground shifting. Mine has suffered the most damage in the upper two floors. Since the board appointed engineer inspected my unit and found it not in danger of collapsing, they won't address the damages. My unit needs renovation, but it does not make sense for me to get the work done unless the foundation is stabilized.

A: If, as you say, a number of units have the same problem, there is strength in numbers to encourage the board to take active steps to rectify the foundation problems, assuming that the foundation is the responsibility of the condominium corporation. If the board is ignoring its legal responsibility to maintain

and/or repair condominium corporation property, the owners can take the corporation to court and get an order directing them to take proper care of the property. Court applications are expensive and time-consuming. However, given the fact that your unit may be the most expensive asset you own, taking legal steps may be worth your effort.

Q: I own a condominium that recently sustained water damage and leakage due to a neighbouring unit's negligence. The occupants left the water running,

which flooded their unit and mine. Who is responsible for repairing the damage?

A: Generally, the condominium corporation has the obligation to maintain the common property, and each owner has the obligation to maintain his or her own unit. If an owner fails to maintain his unit, he is responsible for damages to both other units and common property.

The condominium corporation must obtain insurance to cover damage to both the unit and the common property caused

by major perils. Owners also have the responsibility to insure the personal property within their unit. In your case, you could make the argument that your neighbour's failure to turn off the tap constitutes a failure to maintain their unit.

Helpful Hint: Insurance and water-related issues are complicated. If you feel that the condominium corporation has not acted within the law, then you should hire legal counsel to get an opinion as to whether or not the corporation must cover additional losses.



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CONSIDERATIONS FOR CONDOMINIUM FITNESS ROOMS



BY KEN LUCKI

In the past, many facilities included home quality exercise equipment that really wasn't made to handle multiple users, especially when you consider the differences in size, fitness level and overall ability that exercise equipment has to be able to handle.

One of the common concerns that we used to hear is "we really don't want to invest more money on our exercise equipment because very few people are using the equipment". Truth be told, one of the main reasons the equipment could be under-utilized is because of the quality and it not made to handle all sizes of potential users. Furthermore, residential fitness equipment is not warrantied for commercial use and finding replacement parts is almost next to impossible. Therefore, improper exercise equipment is out of service more often than not.

That was then and this is now! Most Property Managers and Condo Associations realize the dependability and long term financial benefit of purchasing light commer-

cial and/or commercial grade fitness equipment. You also get “peace of mind” knowing that your Association is much less liable for any potential problems when you have exercise equipment that is made to handle the strains of multiple users.

It is important to know the difference between commercial and light commercial exercise equipment. Light commercial equipment can be used in non-dues paying facilities with less than eight (8) hours of overall use per day; whereas, commercial equipment is in facilities/clubs that have membership paying patrons and is warrantied for continued use throughout the day. If a Condo Association purchases either type they are assured that they have exercise equipment that can handle the workload they would be subjected to.

Because most condo fitness rooms are unsupervised, it would be prudent to arrange regular Preventative Maintenance (“PM’s”) to make sure your equipment is safe and operating properly. How often you have them serviced is dependent on the level of use in the facility as well as demographics. Typically because of the weather we have in Alberta the highest level of exercise equipment



use is in the fall and winter. With that in mind, it is always best to have the exercise equipment checked over in late summer/early fall and then again in February after it has had lots of use over the winter. That said, for insurance purposes it is recommended to do quarterly maintenance. If the demographics are more of senior housing, we would recommend bi-annually or annually.

At Lucki’s we have entered into Preventative Maintenance Programs (“PMP’s”) with a lot of our clients which they have found to be very beneficial as it maintains and preserves the life of the equipment. As well, it gives them peace of mind when it comes to any liabilities issues when dealing with insurance companies as

you will have service records on the equipment.

Ken Lucki is the owner of Lucki’s Exercise Equipment Ltd. and can be contacted at ken@luckis.com or www.luckis.com.



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THE DONKEY SERENADE

by Eustace Mousehabbit

The following story is true. Names and locations have been altered to protect privacy and avoid embarrassment to those involved ...

It is usually only when a problem arises, or something goes badly amiss that many condo boards and owners start paying serious attention to their by-laws. Disputes between boards and irate residents who discover that installing a hot tub on their 3rd floor balcony without first checking with the by-laws or the board is a total no-no, are not that uncommon and usually end in expensive tears for the unfortunate resident.

The subject of by-laws came up in a pleasant chat I was having on her patio with my old friend, retired Property Manager Agnes O'Weary. It was a fine day and the inevitable cooking sherry was flowing freely. "Why is that subject so problematic?" I asked.

"The best example I can give you," Agnes replied, "is best illustrated by something that happened many years ago, when I was fairly new in the business".

The story revolved around an older low-rise building which had been converted from a rental apartment structure to a condominium. The conversion had been very well done and the owners were quite happy.

However, in due course a number of residents became somewhat disturbed during the nights and complained of strange loud noises which to some, sounded extremely odd, rather as though there was some kind of monster lurking somewhere in the building. Needless to say, no one actually got up out of bed and went looking – after all, it wasn't every night.

The sensible thing of course, was to call the Property Manager and ask that the matter be investigated. Agnes did drop in, have a good look around, but could find nothing. Complaints continued to come in every few days until Agnes got a call on her emergency line in the middle of the night and a plea to come and check it out NOW – it seems the noise was getting to be just too much.

Unsurprisingly, Agnes was not that keen on going over to the building in the middle of the night by herself so she called her boss and after some heated discussion, he agreed to meet her out in front of the building and the two of them would investigate together.

She was also a little concerned about being on her own due to the fact that some residents had become a little nervous about a resident on the second floor who seemed rather intimidating. He was a large young man with an affinity for prolific tattoos, a surly manner and a collection of metal appendages through lips, nose and ears and in particular, a massive safety-pin through one cheek. The sort in fact, who could not possibly be mistaken for a professor of comparative literature. He also seemed to have rather a lot of visitors, most of

whom did not stay for more than a few minutes and were mostly of what appeared to be a sullen disposition.

Even the most unworldly resident was of the opinion that he was likely dealing in drugs and although the local police had been made aware, he never was at home when the nice police persons would pop round.

So, Agnes and her boss met at the front of the building and decided to go round the back and enter from there. Immediately, strange noises were heard, noises of a rather disturbing nature, a sort of braying sound. Gingerly, the two of them cautiously ascended the stairs to the second floor – and got the shock of their lives.

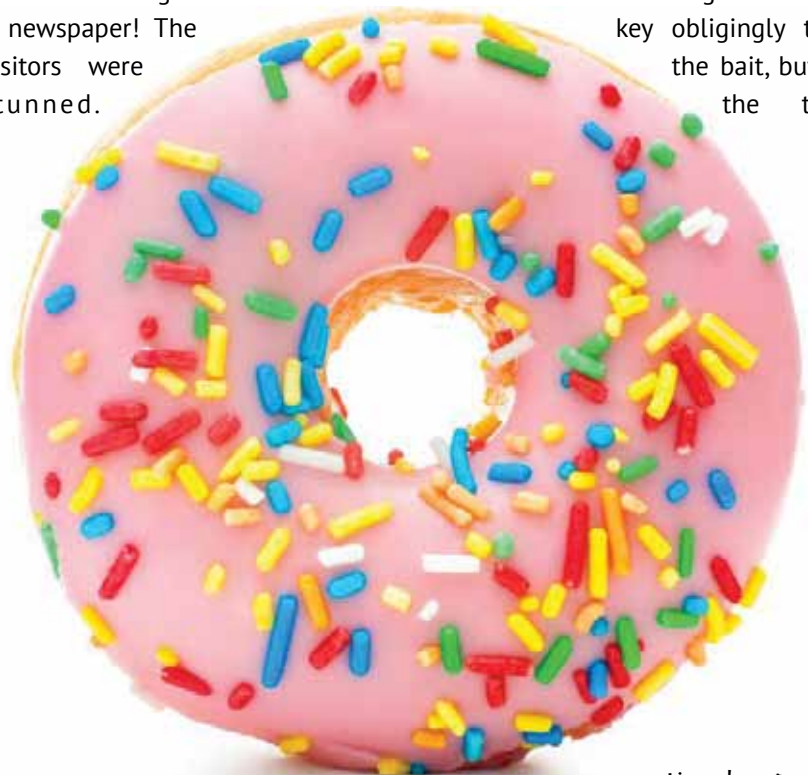
There, at the other end of the corridor, sitting comfortably on a step, its hind legs on the floor, was a donkey! The only thing missing from this picture was a mug of tea and a newspaper! The visitors were stunned.

The donkey greeted them with a braying noise and attempted to get to its feet, prepared to attack.

Our intrepid pair immediately reversed frantically out of the building and figuring this was a matter for the police, dashed to a phone box on the corner (this was before cell phones were the normal thing) and contacted the local police station.

The duty officer thought it was hilarious and between laughing, suggested they tempt the creature out with sugar lumps. Where does one obtain sugar at what was now 4.30 in the morning?

Fortunately, the boss was a tea drinker and knew he had a few packets in his car for emergencies. He went and got them and the two intrepid explorers returned to the second floor with hands full of sugar. The donkey obligingly took the bait, but by the time



>>> CONTINUED ON PAGE 35



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>>> CONTINUED from page 33

they got to the head of the stairs, they had run out of sugar, and retired outside to consider options.

In the meantime, the police had arrived on scene and seeing their car, Agnes knew their problems could be over. In those days, the one thing you could be sure of finding in police hands in the middle of the nights was, doughnuts!

These were promptly commandeered and administered to the donkey in pieces while moving back down the stairs and out the front. Tim's best had done the job and from the donkey's point of view, the ones with the pink frosting on were the favourite.

The donkey was, of course, a guard donkey kept in the suite during the day and evening, but let out into the hallways during the night. In due course, it was sent to the zoo where it led a pleasant life. The drug dealer and owner was not quite so fortunate. He had not heard the commotion due to the headphones he was wearing and the police found more than sufficient evidence of dealing for him to be arrested. The suite's second bedroom had to be completely stripped out right to the studs and all traces of donkey evacuations removed before it could be refurbished.

But why, one may ask, have a guard donkey? Well, he thought he was being quite smart. Feeling he needed protection in his dealing, he thoroughly read the condo by-laws and learned that small dogs had to be leashed when in the common areas, no exotic pets were allowed such as flamingos, monkeys, snakes, wildebeest and pot-bellied pigs. But, they didn't say anything at all about donkeys!

*Read and digest
your by-laws!*



-E.M.

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BUDGET PREP FOR CONDO MANAGERS

TIPS FOR FULFILLING ANNUAL FINANCIAL PLANNING REQUIREMENTS ON TIME

BY SCOTT NEWHOUSE

Each year, every condominium corporation requires a budget to be prepared, approved and circulated to unit owners. This is both for information and transparency purposes, but also to notify owners of any increase (or decrease) in common element fees necessary for the next fiscal year. Budgets are truly the basis for every condominium's operations, from a financial perspective. In this respect, timing is everything when it comes to budget prep.

Should a budget not be properly constructed and approved by the board prior to the fiscal year-end, a corporation will not only be in contravention of the Condominium Act, which requires annual budgets, but the corporation will not have a proper financial plan to follow, thus risking consequences such as over-spending. Plus, owners will not have a sense of how their common element fees are calculated. For good practice, budgets should refer to the eighth or ninth month financial statements of the existing fiscal year (and include data from those statements). Budgets should be ready to present to the board of directors by the tenth month and, indeed, is typically a requirement of most management contracts. The budget should be accompanied by budget notes outlining to what each account line refers — such as power, landscaping and reserve fund contributions — and the budget cover letter to owners.

Many managers will call a special board meeting to present a budget. A board will likely have feedback or qu-



estions that the manager will need to address. A recommendation: Have the board review the budget notes and the cover letter to ensure it is in line with their expectations. For example, the board may wish to have a specific note added to the letter. The budget cover letter should include the unit owners' names, the new common element fee, commentary on how the budget is unique this year, management contact information and information on how to pay the common element fees.

Once the board approves the budget, accompanying notes and letter, the manager will need to have his or her accounting team prepare the proportionate share per unit as per schedule D of the declaration. Cover letters

should be customized to have the new common element fees included in the body of the cover letter.

Once the customized unit letter is prepared, a copy needs to be mailed to units owners, together with the budget and notes. Some management firms also include a copy of the pre-authorized payment (PAP) form, instructions on how to pay, and the owner information form. This should be in the mail no later than the fifth day of the eleventh month to allow owners time to receive, digest and make necessary arrangements to pay the new amount.

Following this timeline will help managers and corporations ensure they deliver their annual budgets on time.

Failing to deliver annual budgets on time breaches the Condominium Act and comes with a variety of risks, including arbitrary fees and over-spending. It's important to refer to recent financial statements and leave time for discussion with the board to get the budget right. After all, budgets provide the foundation for a condominium's operations.

Scott Newhouse, BA, RCM, is president and CEO of Harmony Management, a boutique management firm with a speciality in condominium property management.

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Paul Whitman, FCIP - President



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BY ALICE SINIA, PH.D

Today, in the building and property management industry, sustainable practices are the norm. It's not enough just to recycle anymore. From water and electricity to pest management programs, businesses must consider their impact on the environment and how to implement environmentally conscious practices.

Pests can damage a building's or property management company's reputation, cause costly structural damage and negatively impact the health of residents and staff. Pests, and the risks they pose, are often overlooked until there is an infestation. This leads to short-term reactive measures that can be costly and impact normal operations. More importantly, these steps often fail to treat the main cause of pest pressures. Therefore, it is important to empower property managers and their staff to identify pest hot spots and continuously monitor for early signs of pest activity. The key to an effective pest management program is to take preventative steps.

An Integrated Pest Management (IPM) program is one of the most environmentally conscious approaches to pest management. It focuses on sanitation, habitat changes and facility maintenance. These proactive measures help prevent pest activity and minimize dependency on harmful products that can endanger the health of building oc-



cupants, making IPM a crucial step along a building's road to sustainability.

Put prevention first

Some of the biggest headaches for property managers stem from ants, cockroaches and flies. To combat these pests, start by making a facility air-tight. Potential pest entry points include cracks in a building's foundation, damaged windows or vent screens, and gaps around doors and windows.

- *Start by assessing potential pest entry points around the building.*
- *Check gutters for leakages and debris, which can cause moisture and attract carpenter ants.*
- *Trim any tree branches that have grown against exterior walls.*
- *Seal cracks and crevices throughout the building with weather-resistant sealant.*
- *Use weather-stripping around windows and install door*

sweeps on all exterior doorways.

- *Implement and follow strict garbage management and sanitation measures to limit access to food and water.*

Ants

Because of their strong survival instincts, ant colonies can be difficult to control once they have gained access to a building. One reason is that they leave an invisible pheromone trail for others to follow once inside. An infestation may require treatment, but the treatments for controlling these crawling pests can be targeted, using the least toxic products.

Baits are the safest and least toxic option. They come in different forms including gels, granular and bait pucks, and feature a combination of attractants. Ants not only eat the bait but also share it with their colony. A pest management provider can apply these directly into infested areas, away from the public, offering a safer way to



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control and monitor these pests.

Cockroaches

Approximately 350 million years old, cockroaches are one of Earth's oldest and most common pests. They can carry a number of disease-causing pathogens on their bodies, including salmonella and E. coli. Repeated exposure to cockroach allergens such as shed skins and droppings also can exacerbate respiratory problems such as asthma in at-risk individuals.

The most common structure-infesting species in Canada is the German cockroach, which is typically 13 to 16 millimetres in length and can be identified by its light brown, oval-shaped body with two dark long, parallel stripes on the thorax. German cockroaches reproduce extremely quickly, with a pair of cockroaches producing as many as 400 offspring in six months. This rapid reproduction is another reason to prevent an infestation from occurring in the first place.

While a strong IPM program should reduce the risk of cockroaches, the following monitoring tools are advised and available:

- **Baits** – Available in gels or puck formulations, non-volatile baits can be placed in specific locations to target cockroaches, such as in cracks and crevices and high-traffic areas. Since they do not become airborne, non-volatile baits can be safely incorporated into your pest management efforts when used correctly.
- **Glue monitors** – Glue traps offer an environmentally friendly and efficient way to trap cockroaches when placed in areas likely to attract the pests. In addition to trapping crawling cockroaches, they also serve as a monitoring device that allows a pest management professional to track the number and type of pest present.

Flies

Flies are not just a nuisance to residents, but they pose a serious health threat, as they carry dangerous microorganisms on their bodies and leave them behind every time they land. There are proactive and green tactics building staff can use to ground flies as well.

Environmentally responsible strategies for managing

flying insects include:

- **Air Curtains** – Fans can be mounted on top of entrances, creating a wall of air that impedes flying insect pests from getting inside. Keep entrance doors shut at all times.
- **Fly Baits** – These baits, when applied on the exterior areas, can be highly effective as a means of reducing fly population. Flies are attracted to and eat the baits, which can be in granular or liquid form.
- **Insect Light Traps (ILTs)** – Commonly known as fly lights, ILTs use ultraviolet light to attract and draw flies to a non-toxic sticky board trap. In addition to managing flies, these traps can also be used to help monitor and identify the types of flying pests you're dealing with. A pest management professional can help a property manager determine strategic locations to place ILTs throughout a property.
- **Fly Traps** – Much like ILTs, fly traps draw insects in and trap them. A pest management professional can determine the specific species of flies plaguing a facility and choose the most appropriate traps and placements, out of view from building occupants.
- **Eco-friendly cleaners** – These cleaners use naturally occurring enzymes and beneficial micro-organisms to break down dirt and grime that can attract flies and provide breeding grounds. Consider using the professional cleaning solution (as per label requirements) on floors, around and in drains, and on sinks and garbage disposals to eliminate sludge that can attract and provide breeding grounds for a variety of fly species.



It is important to note that IPM is not a one-time event, but an ongoing process to maintain a green pest management program. Pests are in constant search for the three survival elements – food, water and shelter. This puts all buildings at risk, but taking proactive sanitation and facility maintenance measures can significantly reduce the likelihood of their presence. With these tactics, it's possible to manage crawling and flying pests while making a building a little

greener.

Alice Sinia, Ph.D. is the Resident Entomologist – Regulatory/Lab Services for Orkin Canada focusing on government regulations pertaining to the pest control industry. For more information, email Alice Sinia at asinia@orkincanada.com or visit www.orkincanada.com.

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			\$1,414.35		\$2,828.70
Back Cover	7.62"w x 8.48"h	gst	\$1,375.00	gst	\$2,750.00
		Total	\$68.75	Total	\$137.50
			\$1,443.75		\$2,887.50

Please note: Advertising prices are subject to change at the beginning of each fiscal year. We will endeavour to notify all advertisers of any rate changes in a timely manner.

Note to Advertisers:

Submit your artwork in a digital file, or provide camera-ready copy. Digital files are accepted in .EPS, .AI, .PSD formats, or high quality PDF or TIF (minimum 300dpi).

All artwork must be produced in CMYK colour.

*Please check the ad dimensions above to be sure your ad size is correct. If in doubt, consult with your editor or production team to be sure your files are acceptable.

All advertising requests will be subject to approval and space availability. Advertising copy and payment MUST be received by CCI - NAC prior to the submission deadline

Please use the form on the facing page to book your ad and provide payment details.

It is the advertiser's responsibility to provide the correct version of the ad for printing by the Advertising and Submission Deadline.

If edits are required to your artwork after submission, we reserve the right to charge a nominal fee for our magazine designer to make the requested changes (if applicable).

Advertising & Article Submission Deadlines	
ISSUE 2	Nov 7, 2016
ISSUE 3	Feb 6, 2017
ISSUE 4	May 9, 2017
ISSUE 1	August 8, 2017

Creative services available! Please contact insite@ccinorthalberta.com for more info.

InSite 2016/2017 Advertising Booking

Issue#	ISSUE 2 WINTER	ISSUE 3 SPRING	ISSUE 4 SUMMER	ISSUE 1 FALL	TOTAL
Submission Deadline	Nov 7, 2016	FEB 6, 2017	MAY 9, 2017	AUG 8, 2017	
Business Card					
¼ Page					
½ Page					
Full Page					
Inside Back Cover					
Back Cover					

Back cover is on a first come, first serve basis.

Total Payable with GST

Enter the cost for each issue you wish to advertise in using the Advertising Rates 2016/2017 page. You may order advertising for one issue at a time, or for the entire year. Invoices will be sent quarterly. Submit this page and artwork, if it has changed, to: insite@ccinorthalberta.com.

BILLING INFORMATION

Company: _____ Submitted By: _____

Mailing Address: _____ City: _____

Prov.: _____ Postal Code: _____ - _____ Phone: _____ - _____ - _____ Fax: _____ - _____ - _____

Email: _____

PAYMENT

Payment may be made by cheque, Visa, or MasterCard. Do NOT send cash through the mail.

**** Make all cheques payable to the Canadian Condominium Institute.**

All ad payments must be received by CCI-NAC prior to the submission deadlines as indicated above.

Choose either:

____ A) To have an invoice forwarded to you for payment by: ☐ mail, ☐ email, or ☐ fax (Please choose one)

____ B) Pay by credit card and:

mail to:

**CCI - North Alberta Chapter
#37, 11810 Kingsway Ave NW
Edmonton, AB T5G 0X5**

or

fax to:

**CCI-NAC Office
780-452-9003**

If paying by credit card, please enter the required information: ☐ Visa ☐ Mastercard Expiry Date MM/YY _____

Card # _____ - _____ - _____ - _____ Amount to be charged \$ _____

Total Payable with GST from above

Name on card: _____

Signature: _____

GST Registration # 899667364 RT0002

Thank you!



Registration Form

Seminars, Luncheons, Condo 101 and Condominium Management (CM) 100, 200, & 300 Courses

ADVANCE PAYMENT IS REQUIRED!

Register on line www.ccinorthalberta.com, mail or fax – NO CASH!

FOR CM 100, 200, & 300 Courses

Canadian Condominium Institute
#37, 11810 Kingsway NW
Edmonton, AB T5G 0X5

**Register Early to
Avoid
Disappointment**
(Events may have limited seating)

Space is limited, so please confirm your attendance by registering a minimum of one week prior to the course.

Price includes GST	CM 100, 200 & 300 Courses			Condo 101 GST Included	Luncheons GST Included	Evening Seminars GST Included
	Member Price GST Inc.		Non-Member Price GST Inc.			
Location	First Attendee	Additional Attendees/person*	Each Attendee			
Edmonton	\$288.75	\$210.00	\$577.50	Paid Individual & Paid Condo Members FREE	Member \$35.00	Member \$45.00
Out of Town	\$341.25	\$262.50	\$682.50	Business Partner, Professional, Complimentary or Non-member - \$50.00	Non-Member \$45.00	Non-Member \$65.00

*Members must be from the same condominium corporation or business. GST Reg No: 899667364-RT0002

All paid attendees will receive course material.

Cancellation Policy: If cancellation is received by the CCI office seven days or more prior to the course date, you will receive a refund. Cancelling seven days or less will result in no refund.

CM Courses (Circle one)

CM100 Condo 101
CM200 Luncheon
CM300 Seminar

Event Date

Date Submitted

Month Day 20 Month Day 20
Year Year

Attendee 1 Name: _____

Daytime phone: _____

Email: _____

Attendee 2 Name: _____

Daytime phone: _____

Email: _____

Attendee 3 Name: _____

Daytime phone: _____

Email: _____

Attendee 4 Name: _____

Daytime phone: _____

Email: _____

Condominium or Business Name: _____

CCI Membership Category _____ Membership Year _____

Luncheon or Evening Seminar Registration

If attending a luncheon or evening seminar, please indicate the session name and date below. Please complete the attendee information above.

Name of Session: _____

Date of Session: _____
Month Day Year

CK # _____ Amount \$ _____
Visa/MC # _____
Expiry Date Mo _____ Yr _____
Name on Card: _____

CCI NORTH ALBERTA
2016 - 2017 EDUCATION SCHEDULE
Pre-Registration with Payment Required
via Visa, M/C or Cheque – No Cash!
(Dates and Topics subject to change)

Annual General Meeting – Tuesday, October 4, 2016

7:00 pm to 9:00 pm Chateau Louis Conference Centre – 11727 Kingsway, Edmonton

CCI Luncheon Presentations

11:30 am to 1:00 pm Chateau Louis Conference Centre – 11727 Kingsway, Edmonton

Luncheons will include a light meal (soup & sandwiches), networking, 30-40 minute presentation, and question time.

Cost \$35.00 includes GST Non-Member \$45.00 includes GST

Pre-registration with payment required! Limited Seating!

Thursday, September 29, 2016	Parking Bylaw Enforcement
Thursday, November 17, 2016	Flood Prevention Program
Thursday, January 26, 2017	TBA
Thursday, February 23, 2017	Bio Medical Cleanup
Thursday, March 23, 2017	Bareland Condos

Topics will be determined on an ongoing basis. Please check our website or call the office for exact monthly topic.

CCI Evening Seminars

7:00 pm to 9:30 pm Chateau Louis Conference Centre – 11727 Kingsway, Edmonton

Seminars will include coffee & desserts, networking, two hour presentation & question time.

CCI Members \$45.00 includes GST Non-Members \$65.00 includes GST

Pre-registration with payment required! Limited Seating!

Wednesday, October 19, 2016	Finance and Budgeting
Wednesday, November 9, 2016	Ask the Experts- Insurance Topics
Wednesday, February 8, 2017	By-Laws & Enforcement
Wednesday, March 8, 2017	TBA

Condo 101 “Board Basics and Best Practices”

Chateau Louis Conference Centre – 11727 Kingsway, Edmonton

Wednesday, September 14, 2016	7:00 pm - 9:30 pm
Saturday, November 26, 2016	9:30 am - 12 noon
Thursday, February 16, 2017	7:00 pm - 9:30 pm
Tuesday, March 14, 2017	7:00 pm - 9:30 pm
Monday, June 12, 2017	7:00 pm - 9:30 pm

CCI Members (Paid Condo and Individual Members only) Free

Non-Members/Business Partners/Professionals/Complimentary \$50.00 includes GST

Pre-registration required! Limited Seating!

Seminar will include coffee & desserts, networking 2.5 hour presentation & question time.

Condo 101 is an introductory course for Condominium Board Members and Owners. The course will cover such topics as; the basics of Board Governance, Financial and Maintenance Responsibilities and Legal Obligations. This course is complimentary to all paid individual or condominium members only (maximum of four (4) members from the same complex). Registration in advance is important as space is limited.

Condominium Management 100 (CM100)

Saturday & Sunday- October 15 & 16, 2016

Saturday & Sunday- February 25 & 26, 2017

9:00 am to 4:00 pm (each day) Chateau Louis Conference Centre – 11727 Kingsway, Edmonton

CCI Members \$275.00 + GST

Additional attendees

\$200.00 + GST

Non-Members \$550.00 + GST

Pre-registration with payment required!

CM 100 is the initial level of detailed study on condominium, which offers an introduction into the responsibilities and liabilities of managing condominiums. CM 100 is addressed to owners, Board Members and new professionals. This level deals in detail with several issues fundamental to condominium, including management styles and everything you need to know about meetings. This course also addresses the basic principles of governance, administration, dealing with people, finances and maintenance and repair, each of which is presented in more detail in the CM 200 & CM 300 levels.

Register on line!

www.ccinorthalberta.com

Condominium Management 200 (CM200)

Saturday & Sunday, March 25 & 26, 2017

9:00 am to 4:00 pm (Sat & Sun) Chateau Louis Conference Centre – 11727 Kingsway, Edmonton

CCI Members	\$275.00 + GST	Additional attendees	\$200.00 + GST
Non-Members	\$550.00 + GST		

Pre-registration with payment required!

CM 200 Practical Management Principles – is a work intensive, hands on level of condominium study designed for directors and managers, responsible for the day to day activities associated with the control, management and administration of a Corporation. Topics include: enforcing & amending Bylaws; record keeping, disclosure requirements, contracts; dealing with rentals, dealing with difficult people, conflict resolution; financial records, budgets, setting condo fees, special assessments, collections, audits, Estoppel certificates and information statements; maintenance & repair, reserve fund studies; types of insurance coverage, appraisals, deductibles, bonding, brokers & trustees; complete with the resource materials, samples and examples.

Condominium Management 300 (CM300)

Saturday & Sunday, May 27 & 28, 2017

9:00 am to 4:00 pm (Sat & Sun) Chateau Louis Conference Centre – 11727 Kingsway, Edmonton

CCI Members	\$275.00 + GST	Additional attendees	\$200.00 + GST
Non-Members	\$550.00 + GST		

Pre-registration with payment required!

CM 300 is a specialty designed management level course for condominium managers, professionals and directors who oversee the self-management of a Corporation. Topics include dealing with the developer, bare land condominium, enforcing Bylaws using sanctions and Court action; handling insurance claims and using insurance claim proceeds; collecting condo fees after caveats, investing and borrowing money; disaster planning; evicting tenants, employee/employer relationships; and human rights matters.

CCI Spring Conference

Spring 2017 – Date & Location TBD

CCI is having their 8th annual Conference and Trade Show. Seminar topics will be determined and schedule will be published soon. Due to the number of sold out events last year we recommend you register sooner than later once details have been confirmed. If you are interested in being a trade show presenter or wish to volunteer, please contact the CCI office.

Are you registered to connect to our website?
www.ccinorthalberta.com

BUSINESS PARTNER DIRECTORY

<i>Company</i>	<i>Full Name</i>	<i>Phone</i>	<i>E-mail</i>
ACCOUNTANTS			
Barbara L. Surry, CMA	Barbara L. Surry, B. Comm, CMA	(780) 467-0562	blsurry@blsurrycma.com
Colin Presizniuk & Associates Partnership	Luu Ho, BCom, CGA, CFE	(780) 448-7317	luu@hocpa.ca
KBH Chartered Accountants	Mohini Kumar, CA	(780) 463-8101	m.kumar@kbh.ca
Lim & Associates	Cheng S. Lim, CGA	(780) 484-8803	cheng@limcgas.com
Scott Dalsin, CPA, CGA	Scott Dalsin, CPA, CGA	(780) 439-9646	scottdalsinpc@telus.net
Seniuk and Company, Chartered Accountants	Laura Marcato	(780) 482-3431	laura@seniuk.com
ARBITRATION, MEDIATION & CONSULTING			
HRS Condominium Consulting	Helena R. Smith ACCI, FCCI	(780) 433-8058	helenarsmith1@gmail.com
Rosetree Mediation, Arbitration and Consulting Services	Gerrit Roosenboom, DSA	(780) 982-4355	rosetree_g@hotmail.com
BUILDING INSPECTIONS			
Associated Home & Building Inspections Ltd.	Gaylene Patko	(780) 444-7639	abi4444@telus.net
Excel Bldg. Inspection & Consulting	Stuart Schechtel	(780) 464-5634	excelins@telus.net
CONDOMINIUM MANAGEMENT			
ACRM Alberta Condo Review & Management	Yvonne Harris	(780) 750-9951	acrminfo@gmail.com
	Fatima Salvador	(780) 750-9951	acrminfo@gmail.com
AIM Real Estate Corporation	Dan McDaniel	(780) 424-0397	dmcddaniel@aimrec.ca
Alberta Property Management Solutions Inc.	Colleen Bruce	(780) 714-8889	pm@apmsi.ca; admin@apmsi.ca
Alternate Realty and Property Management Ltd.	Jean-Paul Noujaim	(780) 705-3245	jean-paul@alternaterealty.ca
Aspire Group Realty Inc.	Bruce Fisher	(780) 566-4525	bruce@aspirerealty.ca; bruce@fisher.ca
AV8 Solutions	Brett Binnie	(780) 352-9277	brett@av8solutions.com
Ayre & Oxford Inc.	Gail Chekowski, ACM, ARM Candidate	(780) 448-4984	gailchek@ayreoxford.com
	Roseanne Evans, AMO,CPM, ARM, ACM, Broker	(780) 448-4984	roseevans@ayreoxford.com
Bella Management and Realty Ltd.	Alison Pon	(780) 444-2665	info@realtybella.com
Braden Equities Inc.	Robert Paquette	(780) 429-5956	Pma4@Bradenequitiesinc.com
Bridgegate Property Management Group Inc.	Tamara Langille, ACM	(780) 266-2778	tamara@bridgegate.ca
CAM Management	Christa Marimo	(780) 504-1741	info@campropertymanagement.com
Canwest Management & Realty Inc.	Arvind Kapur	(780) 461-2447	canwestmgmt@gmail.com
CasaWise Management	Brennan Whitehouse	(780) 413-0275	info@casawise.ca;bwhitehouse@casawise.ca
Celtic Management Services Inc.	Keri Ramirez	(780) 449-5655	keri@celticmanagement.ca
CondoPro Property Management	Jennifer Nestman	(780) 757-6066	jennifer@condoproedmonton.com
Converge Management Inc.	Bruce Fisher	(587) 462-6762	bruce@convergecondo.com
Core Realty & Management Group Inc.	Don Brown	(780) 651-1577	don@coremanagement.ca
Cornerstone Management	Carolyn Flexhaug	(780) 701-7264	carolyn@csmanagement.ca
CS Management Inc.	Curtis Siracky	(780) 760-6197	info@csmgmtinc.ca
Economy Management 2012	Jen Martin	(780) 453-1515	info@economymanagement.ca; jen@economymanagement.ca
Estate Properties Inc.	Chester Quaife, ACM	(780) 433-2345	chester@estategroup.ca
FirstService Residential Alberta Ltd.	Dean Dunbar	(403) 299-1817	dean.dunbar@fsresidential.com

<i>Company</i>	<i>Full Name</i>	<i>Phone</i>	<i>E-mail</i>
FOCHAUS Management Inc.	Corina MacKinnon	(780) 988-1947	corina@fochausmgmt.com
Fort Management Ltd.	Kathy Bowers	(780) 791-3948	kathybowers@shaw.ca
	Jerrica Ross	(780) 791-3948	jerrica@fortman.ca
Group Three Property Management Inc.	Michele Curtis	(780) 641-0222	mcurtis@groupthree.ca
Hallmark Management	Darcie-Lee Rea, ACM	(780) 819-2108	darcie@hallmarkmanagement.ca
Harvard Property Management Inc.	Tony Prsa, CET, RPA, CPM, Broker	(780) 413-7059	tprsa@harvard.ca
Homestead Property Management	Shirley & Ted Appelman	(780) 203-4105	ted.hpm@hotmail.com
JLR Property Management Inc.	Lisa Wallbridge	(587) 521-2090	lisa@jlrmgmt.ca
KDM Management Inc	Brian Fischer A.C.M.	(780) 460-0444	bfischer@kdmmgmt.ca
Key Investment Property Management Inc.	Karen Schoepp	(780) 830-1331	info@keyproperty.ca; karen@keyproperty.ca
Larlyn Property Management Ltd	Michael Holmes, MBA, CPM, RCM, ACCI, CMOC	(780) 424-7060	larlyn@larlyn.com
Mac's Realty Ltd.	Liz Frieser, Broker	(780) 875-9449	liz@macsrealty.ca
Magnum York Property Management Ltd.	Ron Gauvreau	(780) 482-1644	rgauvreau@magnumyork.com
Maxom Condominium Management Inc.	Donald Gray	(780) 974-8427	don@maxomcondomanagement.com
Mayfield Management Group Ltd	Edith O'Flaherty	(780) 451-5192	edith@mmgld.com
Meyers Management Consulting Group	Tracy Meyers	(780) 748-2500	info@mmcg.ca
On-Site Solutions Inc.	Lyalla Ironside	(780) 790-2077	info@on-site-solutions.ca
Parterre Property Services Inc.	Dwayne Ropchan	(403) 241-2162	dropchan@parterreproperty.ca
Pinnacle Realty & Management Inc.	Rick Murti, ACCI, ACM, e-PRO	(780) 758-4434	rmurti@pinnaclemgmt.ca
Pivotal Property Management Inc.	Jamie Shima	(780) 701-4300	pivotal@pivotalpm.ca
Premier Asset Management Inc.	Elaine Smith	(780) 414-0297	info@premierassetmanagement.ca
Premiere Property Management Services Inc.	Pierre Bellini	(780) 756-2840	pierre@premierepm.ca
Prime Property Management	Mark Rousseau	(780) 538-0214	mark@grprime.net
Prince Property Inc.	Sandi Danielson	(780) 416-9098	sandi@princeproperty.ca
Rancho Realty (Edmonton) Services	Pauline Findlay	(780) 463-2132	pfindlay@ranchogroup.com
Re/Max Commercial Central Property Mge.	Scott Hughes, MBA, AACI, CCIM, SIOR	(780) 447-6979	admin@rccpm.ca
Real Canadian Property Management Elite	Lorna MacNeil	(587) 275-4663	lorna.macneil@realpropertymgt.ca
Realty Executives Progressive	Tracey Stevens	(780) 989-1330	tracey@yegpropertymanagement.com
Simco Management (Edmonton) Inc.	Ray Pratt	(780) 455-4111	simcomanagement@telusplanet.net
Star Property Developments Ltd. (o/a Star Property Managers)	Dianna Morris	(780) 488-5401	office@starpropertymanagers.com
Stellar Condominium Management Ltd.	Alicia & Bernard Jentner	(587) 990-4583	contact@stellarcondos.com
Strategic Property Management	Diane Drew	(780) 739-6619	dianedrew@shaw.ca; leducpropertymanagement@shaw.ca
TEGA Property Management Ltd.	Susan Milner	(780) 757-7828	smilner@tegapm.ca
The Property Shop Inc.	Judy Martin	(403) 346-6970	judy@thepropertyshop.ca
TRC Realty Management Inc.	Richard Kayler	(780) 962-9300	rkayler@trcmanagement.ca
Veritas Management Services Inc.	Tarek Merhej, RPA, FMA, CIM, ACM, ACom	(780) 328-3929	tarek@veritasms.com
Victorian Property Management Ltd.	Brian Newbert, ACCI, ACM	(780) 463-0066	brian@victorianmanagement.ca
	Jules Leclercq	(780) 463-0066	jules@victorianmanagement.ca
Western Realty Group Inc.	Sarah Henkel	(780) 437-2900	sarah@realtygr.com
ENGINEERING			
Aegis West Engineering Inc.	Garett Cochrane, B.Sc., P.Eng.	(780) 238-3418	garett@aegiswest.ca
C3 Engineering Technology Inc.	Cliff Swain	(780) 940-5578	C3Engineering@Shaw.ca
CVL Engineers	Mike Tokar	(780) 239-5403	info@cvl-eng.ca

Company	Full Name	Phone	E-mail
DesignWorks Engineering & Inspections	John Lehnert, P.Eng	(780) 814-5533	johnl@designworkseng.com
Entuitive Corporation	Brian Shedden	(403) 879-1270	brian.shedden@entuitive.com
Morrison Hershfield Limited	Billy Huet, P.Eng.	(780) 483-5200	bhuet@morrisonhershfield.com
Read Jones Christoffersen Ltd.	Nick Trovato, B.Sc., M.Eng., P.Eng. FEC, GFC (Hon)	(780) 452-2325	ntrovato@rjc.ca
ReNu Building Science	Jen Carroll, P.Eng.	(587) 782-5078	jcarroll@renubuildings.com
TCL Engineering	Ted Hagemann, B.Sc. P.Eng.	(780) 907-5554	thageman@telus.net
Wade Engineering Ltd.	Allan King, P.Eng., ACCI, FCCI	(780) 486-2828	aking@wadeengineering.com
Williams Engineering Canada Inc.	Dan Mitchell	(780) 424-2393	dmitchell@williamsengineering.com
FINANCIAL SERVICES			
BMO Bank of Montreal	Lorraine Schmidt	(780) 408-0105	Lorraine.Schmidt@bmo.com
Condominium Financial Inc.	Jim Wallace	(780) 952-7763	jim@condominiumfinancial.com
Manulife Securities Inc.	Kevin Rendek, FICB	(403) 230-3909	kevin.rendek@manulifesecurities.ca
Morrison Financial Services Limited	Graham Banks	(416) 391-3535	gbanks@morrisonfinancial.com
Pacific & Western Bank of Canada	Karl Neufeld	(604) 984-7564	karln@pwbank.com
William J. Rhind & Associates Ltd.	Will Pozzo	(403) 283-1378	will@wjrind.com
INSURANCE			
Arthur J. Gallagher Canada Limited	Michael Boisclair, FCIP, CRM	(403) 299-2465	michael_boisclair@ajg.com
BFL CANADA Insurance Services Inc.	Tony Reed & Greg Cortese	(888) 451-4132	treed@bflcanada.ca; gcortese@bflcanada.ca
Diverse Claims Adjusters Ltd.	Paul Whitman, FCIP	(780) 756-4222	paul@diverseclaims.ca
Excel Insurance & Risk Management Inc.	Brittany Smith, CIP, CRM	(780) 732-9912	bsmith@excelrisk.ca
	Jason Ploof, FCIP, CRM	(780) 453-9840	jploof@excelrisk.ca
	Kevan Letourneau, FCIP, CRM	(780) 453-8420	kletourneau@excelrisk.ca
	Trinity Player CAIB, CIP, CRM	(780) 732-6880	tplayer@excelrisk.ca
HUB International Phoenix Insurance Brokers	Dawn Mitchell, FCIP, CRM, CAIB, ACCI	(780) 453-8407	dawn.mitchell@hubinternational.com
Insight Insurance & Risk Management Ltd.	Alexis Harke	(780) 453-3412	aharke@insightinsurance.ca
Lundgren & Young Insurance - Ironstone	Ryan Fowler	(780) 439-5927	ryan.fowler@landy.ca
Marsh Canada Limited	Anniesa Henkel, FCIP, CRM, Vice President	(780) 917-4850	anniesa.henkel@marsh.com
MHK Insurance	Carly Gartner	(780) 920-8515	cgartner@hotmail.com
PRIMELINK Insurance Brokers Ltd.	Murray Dadswell	(780) 435-3632	Mdadswell.prim-01@insuremail.net
Stevenson Douglas Insurance Services	Dave Douglas, CIP	(780) 758-4144	dave@stevensondouglas.ca
Westgate Perma Insurance Ltd - The Co-operators	Gregory Clark	(780) 448-7137	gregory_clark@cooperators.ca
INSURANCE APPRAISERS			
Reliance Asset Consulting Inc.	Harold Weidman, ACCI, P.App., CRP, DAC	(780) 702-7068	info@relianceconsulting.ca
SPECS	Maeve Duggan	(780) 489-5417	mduggan@specs.ca
Suncorp Valuations Ltd.	Sami Dib	(780) 421-7300	sami.dib@suncorpvaluations.com
LAWYERS			
Biamonte Cairo & Shortreed	Scott D. Belland	(780) 425-5800	sbelland@biamonte.com
Coutts & Associates Inc.	Peter C. Coutts	(780) 756-9222	pucoutts@myibocs.com
Field LLP	Paul H.W. Girgulis	(780) 423-3003	pgirgulis@fieldlaw.com
	Jennifer Oakes	(780) 423-7662	jjoakes@fieldlaw.com
Gledhill Larocque	Victoria A. Archer	(780) 465-4852	archer@gledhill-larocque.com
Miller Thomson LLP	Roberto Noce, Q.C.	(780) 429-9728	rnoce@millerthomson.com
	Erin Berney	(780) 429-9733	eberney@millerthomson.com
Ogilvie LLP	Robert Assaly, QC, ACCI	(780) 429-6243	rassaly@ogilvielaw.com

<i>Company</i>	<i>Full Name</i>	<i>Phone</i>	<i>E-mail</i>
Reynolds Mirth Richards & Farmer LLP	Emmanuel Mirth, QC, ACCI, FCCI	(780) 425-9510	emirth@rmrf.com
	Todd A. Shipley, BA, LLB	(780) 497-3339	tshipley@rmrf.com
	Heidi Besuijen	(780) 497-3327	hbesuijen@rmrf.com
Sharek, Logan & van Leenen LLP	David van Leenen	(780) 413-3100	dvanleenen@sharekco.com
Shourie Bhatia LLP	Arun Shourie	(780) 438-5281	ashourie@sb-llp.com
Willis Law	Hugh Willis	(780) 809-1888	hwillis@willislaw.ca
	Natasha Sutherland	(780) 809-1888	nsutherland@willislaw.ca
Witten LLP	John M. Frame	(780) 428-0501	jframe@wittenlaw.com
PROPERTY SERVICES			
8760	Nigel Gamester	(780) 499-1378	ngamester@8760.ca
@Assist	Audrey Charles	(888) 593-2778	audrey@atassist.com
AAA Striping	Dorian Andrews	(780) 435-2214	info@aaastriping.ca
Abris Construction Inc.	Nathan Kawulka	(780) 906-8055	nkawulka@gmail.com
Alberta Beverage Container Recycling Corporation	Chelsea Webster	(403) 264-0170	cwebster@abcrc.com
Alberta Lock Solid	Paul Cassidy	(780) 479-5522	paul@albertalocksolid.com
Alberta Roofing Contractors Association (ARCA)	Kevin Kramers	(403) 250-7055	kevin@arcaonline.ca
All Reach Glass Services Inc.	Blaine Adams	(780) 483-9561	office@allreachglass.com
All Weather Windows Renovation Div.	Trevor Derewlanka	(780) 451-0670	efradsham@allweatherwindows.com
Andreas Builders Ltd.	Frank Andreas	(780) 800-9649	frank@andreasbuilders.com
Best Choice Painters Ltd.	Patrick Aubert	(780) 465-2378	bestchoicepainters@shaw.ca
BHP Mechanical Ltd.	Robert Pallister	(780) 482-2334	info@bhpmechanicaltd.com
C3 Engineering Technology Inc.	Cliff Swain	(780) 940-5578	C3Engineering@Shaw.ca
Chateau Louis Hotel & Conference Centre	Nigel Swarbrooke	(780) 453-6503	nigel@chateaulouis.com
Christensen & McLean Roofing Co.	Phil Roy	(780) 447-1672	phil@cmroofing.ca
CK Condominium Consultants Ltd.	John Setterlund	(780) 729-0031	johns100@shaw.ca
Condo-Check	Bernie Winter, ACCI, FCCI, CEO	(403) 509-2250	bernie@condo-check.com
D & B Contracting	Doug Dobush	(780) 717-2033	dobogo@telus.net
DF Technical & Consulting Services Ltd..	Sabrina Heathcote	(780) 468-3131	sabrinah@dftechnical.ca
Durabuilt Windows & Doors	Harmandeep Singh	(780) 982-6156	harmandeeps@durabuiltwindows.com
E & L Custom Homes and Renovation Ltd.	Pio Patrizi	(780) 461-2558	eandlcustomhomes@xplornet.ca
Ebert & Company Construction & Renovation Ltd.	David Ebert	(780) 983-9222	david@ebertco.com
En-Pro International Inc.	John Kiemele	(905) 686-6400	jkiemele@en-pro.com
FirstOnSite Restoration	James Leonard	(780) 733-3399	jleonard@firstonsite.ca
G & J Parking Lot Maintenance LP	Grant Wall	(780) 454-0700	services@gjparking.com
Garland Canada Inc.	Richard Lucid	(780) 485-7612	lucid@garlandcanada.com
GeniePad	Rafal Dyrda	(800) 274-9704	rafal@geniepad.com
Great Canadian Sundeck & Railing Ltd.	Mike Buwalda	(780) 490-5539	gcdecking@telus.net
H & M Carpet Care	Dean Assiff	(780) 456-3644	hmcarpetcare@shaw.ca
Harlow Pest Control Ltd.	Carly Olcen	(780) 757-2999	info@harlowpestcontrol.ca
Jetco Mechanical Ltd.	Blaine McMurdo	(780) 451-2732	blaine.mcmurdo@jetcomechanical.com
Karlen-Elecom Ltd.	Mickie Poon	(780) 453-1362	mp@elecom.ca
Keytech Water Management	Richard Gadoury	(780) 939-5545	richard@keytechwater.com
Lucki's Exercise Equipment Ltd.	Lori Lucki	(780) 423-1155	lori@luckis.com
Lumenix Inc.	Jarrod Murray	(855) 586-3649	jarrod.murray@lumenix.com
Lydale Construction	Ryan Presakarchuk	(780) 822-1200	rpresakarchuk@lydale.com
Magic Wand Cleaning & Restoration Services	Scott Utas	(780) 991-7847	magicwandcarpet@shaw.ca

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Method Energy Corporation	Gord Neis	(780) 757-2828	gord.neis@methodenergy.ca
Middlemen Services Ltd.	Moir Quirke	(780) 918-6331	mqtralee@gmail.com
Nordic Mechanical Services Ltd.	Shaunalee Boyle	(780) 469-7799	shaunalee@nordicsystems.ca
O Canada Contractors Ltd.	Reg Lymburner	(587) 336-7742	ocanadacontractors@gmail.com
Peace Power Corporation	Chad Mielke	(780) 668-9493	chad.mielke@peacepower.ca
Pop-A-Lock of Edmonton	Ron Murray	(587) 672-5625	ronmurray@popalock.ca
Resort Development Funding Corp.	Randy Westergaard	(403) 728-3010	randy@mylakeresort.com
SafewithUlli o/a Safe With Ulli Inc.	Ulli Robson	(780) 288-2986	ullirobson@shaw.ca
Seasonal Impact Contracting Ltd.	Keegan Andreas	(780) 504-1317	estimating@simfact.ca
ServiceMaster of Edmonton	Sarah Papove	(780) 930-4356	sarah.papove@svrmstore.ca
Shaw Communications Inc.	Jason Speers	(780) 490-3427	jason.speers@sjrb.ca
Smartfix Asphalt Infrared Repair Ltd.	Greg Lindgren	(780) 488-9688	greg@smartfixasphalt.ca
Solution 105 Consulting Ltd.	Chris Vilcsak	(780) 429-4774	vilcsak@solution105.com
SuperGreen Solutions	Francis Gough	(780) 438-0292	alberta@supergreensolutions.com
Urban Systems Surveys Inc.	Bruce Drake, ALS, P.Eng	(780) 430-4041	bdrake@urbansystems.ca
VETS Group	Erin Rayner	(780) 434-7476	erayner@vetsgroup.com
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Royal LePage, Summitview Realty	Rich Potter	(780) 852-5500	rpotter@royallepage.ca
Royal LePage, The Realty Group Grande Prairie	Angie Peters	(780) 539-5771	broker@royallepagegp.com
SEVEN Corporation o/a Seven Real Estate	Austin Dang Nguyen	(780) 628-2777	austin.broker@gmail.com
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Associated Home & Building Inspections Ltd.	Gaylene Patko	(780) 444-7639	abi4444@telus.net
Dynamic Reserve Fund Studies Inc.	Colin Jackson	(587) 881-0100	info@dynamiccrfs.com
Excel Bldg. Inspection & Consulting	Stuart Schechtel	(780) 464-5634	excelins@telus.net
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Read Jones Christoffersen Ltd.	Nick Trovato, B.Sc., M.Eng., P.Eng. FEC, GFC (Hon)	(780) 452-2325	ntrovato@rjc.ca
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Reserve Fund Planners Ltd.	Richard McDonell, CPM, CRP	(403) 348-5444	reservef@telusplanet.net
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Fort Management Ltd.

Residential and Commercial
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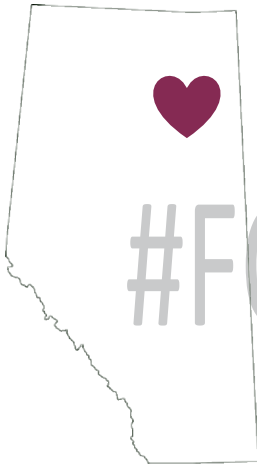
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Property Management Services...

*...that will make renting your property a stress
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Get to know us...



For Fort McMurray owners affected by the recent wildfires, please note: As an owner, you are required to contact your insurance provider as soon as possible. You should start a claim for alternative living expenses while you are displaced from your homes in Fort McMurray. Once

permitted, Fort Management will work alongside insurance adjusters to have the common areas of the properties assessed. We are working diligently to ensure that our owners have the most up to date information as possible and are putting forth our best efforts to ensure the most seamless transition back into our properties. We do appreciate your patience during this trying time for our community.

Locally owned and operated, Fort Management was established in 2007. Over the years we have continued to grow in both size and credibility within the management industry. We work hard to ensure the day to day operations of your corporation run as efficiently as possible. Our management team is proud to offer the following:

- Condominium Property Management- Commercial & Residential
- Full Services- Administration, Financials, Daily Operations, Estoppels.
- Caveats
- Bookkeeping service
- In-house commissioner of oaths
- 24-hour emergency after-hours service

Our office is open Monday to Friday 8:00AM-5:00PM, however we are always available to assist you. Should you have an inquiry outside of office hours, do not hesitate to call or email us, as we are ready and willing to help. Our service fees are based on your Corporation's needs, so please, don't hesitate to contact our office for a personalized quote!

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