



Andrew Fulcher

Message from the President

Well March is finally here...in like a lamb, out like a lion? Hopefully not. For the last two months I have been reading stories from our neighbours in strata land (BC) complaining that they have burned through their meager snow removal budgets and what should they do now. While this may raise a wry smile, the white stuff has been plaguing us in Alberta also. As a PM I wrote a cheque last month for over \$7,000 to truck snow from a commercial site. Ouch! How different this winter is from last year's! I hope that we are done with the snow because my budgets are now looking pretty depleted.

We were delighted to be chosen as the host chapter for the 2018 Spring Leaders' Forum. It has been over 15 years since CCI Southern Alberta has hosted this event.

We recently had a meeting with Service Alberta to go over phase I of the new Act's Regulations. This phase mostly concerns developer issues. Although I can't give specifics, I can say that there are some good changes coming concerning possession dates, budgeting requirements, and documentation

disclosures. Phase II is under way, and a consultation paper should be available by late spring. Phase II is a big one concerning such issues as maintenance, governance, and insurance amongst other things. In February our luncheon speaker Roxanne Davis made it known that the government is considering

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CONTACT US

PO Box 38107, Calgary, Alberta T3K 4Y0
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message from the president

(continuation)

a very broad implementation of the Human Rights Act. What does this mean to condominium owners? It means that the current accepted practice of allowing age restricted buildings will cease. This is a serious matter indeed. Many condominium owners rely upon articles in their bylaws which restrict occupancy of the building by means of an age requirement. Whether it be a 35+ building, a 50+ building, or a 60+ building, new legislation, should it pass, will make it illegal to discriminate on the basis of age. I can just hear the call now from one of my more senior Board members: "...Andrew! There are noisy hideous children running up and down our corridors!" All joking aside, the CCI would like to emphasize that this is not a done deal. This legislation has not yet been passed. There is still time for condominium Boards to write to the Minister of Service Alberta. And I would suggest that those of you who are concerned about this potential legislative

change should also write to your local MLA to express your opinion on this legislation. We will have sample letters on our website that condominium owners may use. It is the CCI Southern Alberta's opinion that current legislation restricting ownership on the basis of age should be maintained.

In closing, we were delighted to be chosen as the host chapter for the 2018 Spring Leaders' Forum. It has been over 15 years since CCI Southern Alberta has hosted this event. We are all very excited to be chosen as hosts! This will be a three day event held in Banff in June 2018 and will bring in CCI chapter Board members from across the country. These are the true movers and shakers in Canada's condominium industry. And many will stick around for the Saturday morning session, which is open to all CCI members and will feature a key note speaker. Watch this space for future updates. That's all from me for the moment...roll on Spring!

Andrew Fulcher

CCI South Alberta Chapter, President

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Calgary's new Building Maintenance Bylaw

New bylaw aims to protect condo owners, public

By Maria Bartolotti

Q: Maria, how does Calgary's new Building Maintenance Bylaw affect the Multi-Residential industry?

A: In all honesty, I am still learning about this relatively new bylaw. But, what I have read so far leads me to believe that this will be beneficial for the condo industry, and the public at large. It will help protect condo owners and even serve to forestall special assessments against their condos in the long run. It can protect the public from falling debris from condo high-rises.

The City of Calgary's Building Maintenance Bylaw will better protect the public by requiring the exterior of Calgary's buildings to be visually assessed for necessary repairs every five years. Calgary City Council approved the Bylaw on June 20, 2016.

According to the bylaw, the visual review needs to be completed by someone "with sufficient education, training, skill and experience relating to [building envelope] such that the person's visual assessment may reasonably be relied upon". The assessment doesn't need to be completed by a professional. However, it's important that the reviewer is aware of the importance of carrying out the assessment with diligence and the inherent liability that comes with completing an assessment.

The bylaw includes buildings that are five storeys or greater and over 10 years old, and will require visual assessments

on building exterior walls and roofs. This allows The City to focus on the highest risk issues on the highest risk buildings first.

The visual review will provide building owners with a report and a green/yellow/red indication system of potential hazards. Building owners will need to hang on to the reports for the life of the building, even passing them off to future owners. The report should identify any elements that are not securely attached, thereby causing a danger to people or property if it were to detach or collapse. The report will

help you determine whether hazards require immediate attention. You may need to work with a consultant to address the hazards and find the underlying cause of the problem, which may not be immediately obvious to the untrained

eye. If there are any hazards, building owners will need to report them to The City and follow up to ensure they're addressed adequately.

The cost of the visual review is going to vary depending on factors like the size, age, and complexity of the building. Some consultants may take the assessment further by doing an interview with building operations and reviewing past reports on any work that was completed.

There will be a phased approach to bylaw implementation, where the oldest buildings must complete their visual

assessments first. This will enable an efficient use of resources. Please note that it comes into force on January 1, 2017. See the implementation plan below for full details and timelines.

This bylaw will fill the gap left after the final inspection when a building is first constructed or renovated, and address safety issues before they happen. While the Alberta Building Code states that a building owner may not allow an unsafe condition to be maintained, there is no clearly articulated requirement to maintain buildings. The bylaw aims to make that clear in Calgary.

In recent years, there have been several incidents of building materials and debris falling off of buildings in Calgary, particularly in the downtown core. The City has investigated many incidents related to falling debris, building cracks or collapse, and injury due to falling from windows. From these investigations, the City knows they can do more to help prevent safety issues connected to building maintenance.

If you would like to learn more about the new Building Maintenance Bylaw, please visit www.calgary.ca and type in Building Maintenance Bylaw on the search tab.

Thank you to The City of Calgary and Brian Shedden, Senior Associate, Entuitive, for contributing to this column.

Until next time...

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Water, water everywhere

By Rick Adam, P.Eng., PE, CRP, Loss Control Engineer at BFL Canada

Water is virtually everywhere on this planet. Enough of it to fill three Olympic swimming pools flows over Niagara Falls every second. The human body processes 2.3 liters of water per day. Per person consumption in Canada reaches roughly 300 liters every day. With all this water moving about, it is little wonder there are so many leaks. And believe me, there are lots of leaks!

Water damage now outranks fire as the leading source of claims among residential insurers. Commonly quoted claims statistics put water damage at approximately 44 per cent of total claims dollars, well ahead of an average fire claims rate of 30 per cent. Aviva, a major Canadian insurer, shows water claims escalating at a rapid rate. Average per incident water claims rose 37 per cent from \$11,709 in 2004 to \$16,070 in 2014.

All the damage comes from a variety of effects. Direct erosion, swelling and peeling of finishes being one result. Biological contamination occurs easily from gray water, sanitary lines and even from fire sprinkler discharge due to stagnant, foul water in those systems. Mold, a spore common to every interior surface, rapidly grows in the presence of moisture and warm air on almost every type of wall and floor finish. Restoration is obviously possible

following a loss; however, prevention and mitigation of water incidents is the key to a good claims history.

Water damage protection systems are plentiful. There are elaborate digital control systems with interlocks to detect leaks and isolate water supplies. Moisture detection with local alarms can be installed around water tanks. Mechanical overflow protectors for water lines (toilets, washing machine) are common and quite cheap. Multi-layer braided water hoses are available at every hardware store. So then what's the problem?

Most often the issue is the lack of forethought and planning. Million dollar condos are constructed while washing machines are hooked up with dollar store quality rubber hoses that last five to seven years and burst catastrophically at the connection point. Heat pump systems are installed with no way to check or clear the condensate drain pan. Water isolation valves are hidden behind wall panels and covered with full length mirrors to be completely forgotten. None of these things are even a passing consideration for the average homeowner until 2 a.m. on Christmas Eve when the washer line explodes,

flooding three floors of apartments.

So what can be done by the average owner/property manager/strata council member? First off, have a plan. Imagine various scenarios in your building: sprinklers have been hit in the gym and are spraying wildly; your toilet is broken (don't ask me how, but it happens) and water is pooling in your bathroom; a pinhole leak in your copper piping has burst and water is coming out of the wall. What can you do? What valves or isolation points are needed to turn the water off? Where are these valves? Who do you tell about the damage? Who is going to call restoration services to begin fixing the damage?

If you don't have definitive answers to all of these questions, please don't worry about web enabled, Wi-Fi controlled, water flow detection and interlock systems. Please figure out where your condo unit isolation valve is so that at 2:02 a.m. you can leap from bed and deftly close a single valve, avert major damage, save Christmas and become a hero to the seven condo owners below you.

Water damage protection systems are plentiful. There are elaborate digital control systems with interlocks to detect leaks and isolate water supplies.

“Regrets, I’ve had a few...”*

By Brian Shedden, BSSO, Principal at Entuitive Corporation

*(Paul Anka – My Way)

Do you remember that old Cher song from a few years ago...“*If I Could Turn Back Time...*” One of the biggest challenges facing a Board of Directors at any condominium corporation is how to save money on the big repair projects that regularly have to be done. Whether it is roofing, the parkade, windows and doors, balconies or the entire cladding, the urge to figure out a way to do it for less is one of nature’s strongest forces.

Unfortunately, all too frequently, decisions are taken to negotiate directly with a contractor.

Here is the problem: While it may seem to be a simple project of replacing roofing at first, it is never simple. Here are some of the typical things that need to be considered for the “simple” roofing project:

- Does the Contractor have Workers Compensation?
- What insurance should be required? What are the insurance limits? Who is covered under the insurance?
- Should the project be bonded? What bonding should be required?
- Who is the Prime Contractor? (OH&S Requirement)

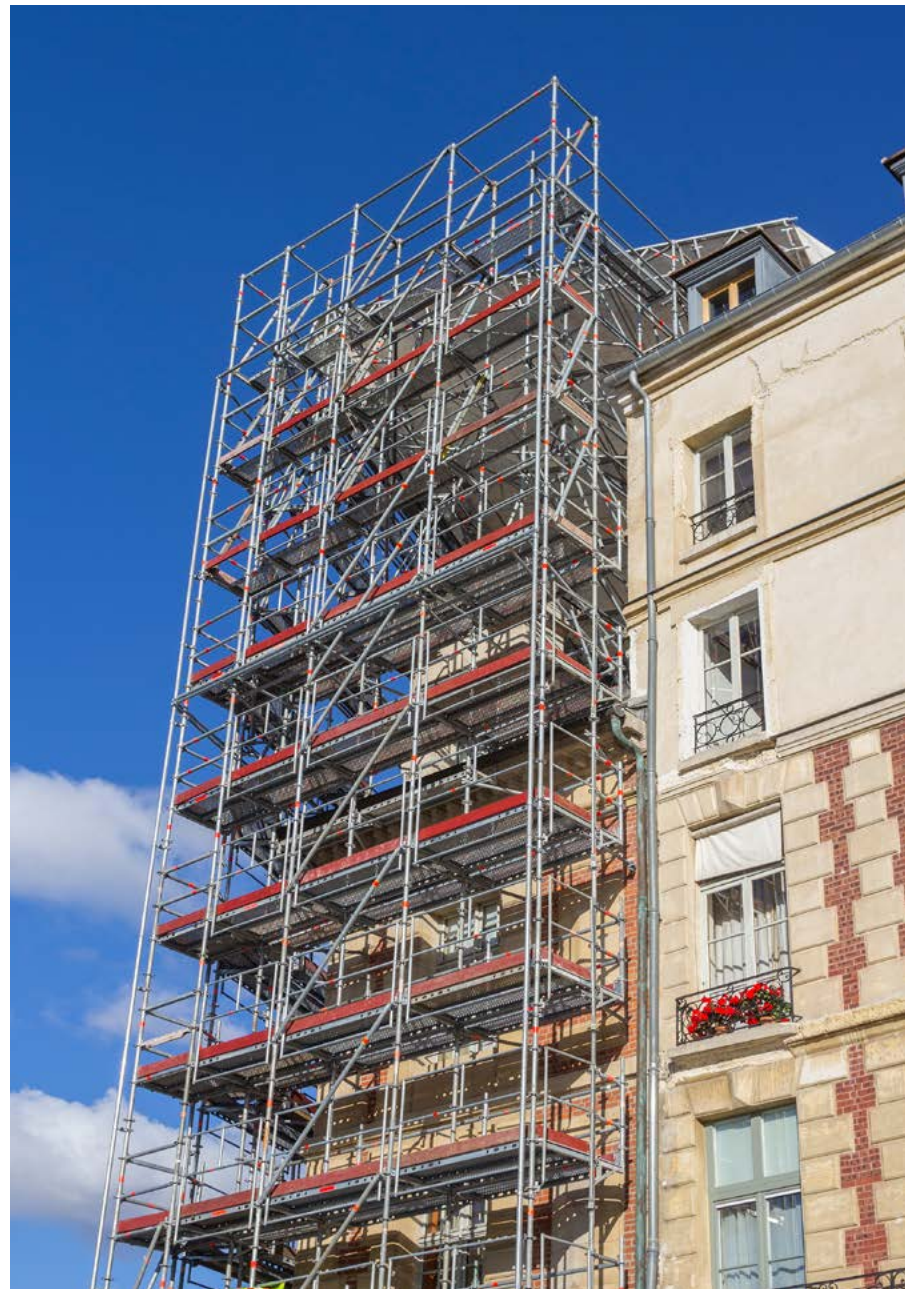
- What is the full agreed upon scope of work and how is it documented?
- Are tender documents required?
- What references should the contractor provide?
- What is the total cost or Labour and Material rates plus Mark-up per cent?
- What are the start & finish dates?
- Is there a signed and dated letter of agreement (signed by both parties)?
- Will torches be used or allowed on the roof and by extension, what are the fire watch requirements if used?
- Who supplies the materials, the contractor or the condominium?
- How is the preparation work to be done?
- Is the roofing manufacturer required to inspect and provide a written guarantee?
- What length of time is the contractor to warrant the labour and the materials components?
- Against what perils is the warranty provided? By whom?
- Under what conditions can the contract be terminated?
- Is preparation work to be inspected and approved before the contractor may proceed to start roofing?
- How, when and who will inspect the work in progress?
- Who will cover the damages of a leak during the roofing project?



The pity of it all is that it doesn't cost more for the contractor to do the work correctly... they just need a proper scope of work, contract and the adult supervision afforded by and experienced consultant.

- Is removal of debris to be at the end of the job or daily?
- Are there to be progress payments? If so how much?
- Is there to be a hold back? If so, how much?
- On what conditions may the hold back be released?
- Will a statutory declaration be required to state that all wages and material costs have been paid prior to releasing funds?
- Will a clearance letter be required from the Workers Compensation Board prior to the final release of funds?

When a Board decides to save some money by not retaining a qualified professional to design and lead the project on their behalf, the risk of problems with the project and sub-



standard work is great...and then so is the risk to the Board and the Corporation. As we all know too well, hell hath no fury like a resident scorned or special assessed!

All too often we are called to a condominium to look at a project that a previous Board had undertaken. Let's say it was new membranes that had been put on the balconies of a wood framed building, say five years ago. The Board had hired a contractor and paid in full, but now, we find that the columns supporting the balconies have decayed...all because the membranes were not installed correctly and

now the damages caused by water infiltration are worth hundreds of thousands.

The pity of it all is that it doesn't cost more for the contractor to do the work correctly...they just need a proper scope of work, contract and the adult supervision afforded by and experienced consultant.

Yes, the consultant costs are real. They may add five to seven per cent to the cost of the project, but that is really cheap peace of mind.

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Year at a Glance

LUNCHEONS

March 23, 2017

April 27, 2017

May 25, 2017

June 22, 2017

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Condominium Management 101 Course

May 18, 2017

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Condominium Management 200 Course

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Condominium Management 300 Course

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Are we any good as a Board of Directors:

Co-Creating A Shared Vision

*By Wayne Boss, BA, BEd, MSc
President, Board of Directors, Holly Park Condominium*

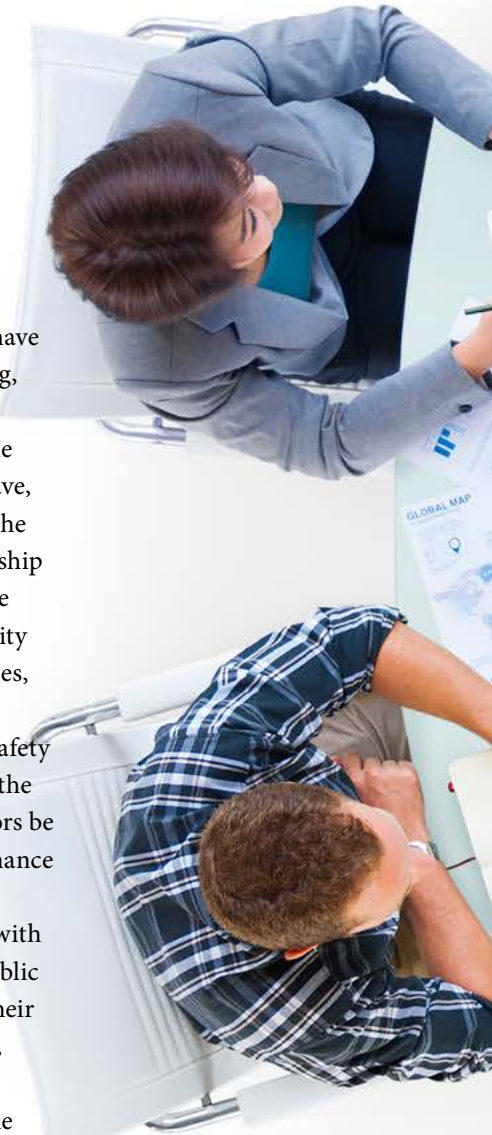
So, the annual general meeting date was set, you let your name stand as a candidate for a Board of Director's position, you were a successful candidate, your Board of Directors has been operating for 6 months - here are the questions, is your Board of Directors any good and as a director are you any good?

Condominiums are multi-unit dwellings governed by a Board of Directors operating under the jurisdiction of the legislation of a provincial government (Alberta: Condominium Property Act – Section 28 and Condominium Property Regulation). The legislation clarifies the roles, responsibilities and authority of a condominium's Board of Directors as well as those of its unit owners. Board of Directors are generally condominium unit owners that care for the condominium's finances, building, infrastructure, and landscaping and the well-being of owners/renters. They are generally skilled people in particular professions, trades, disciplines, career roles, etc.. Every director has skills that add value to the director's role. Some may have skills that are technical and directly applicable such as engineering,

accounting, architecture, construction, plumbing, electrical, painting and landscaping. Others may have soft skills that are indirectly applicable like nursing, psychology, community planning, public service.

Whatever background, skills and experience the directors of a condominium Board of Directors have, they collectively constitute the governance body of the condominium. In other words, they are the leadership team that has been given, by the legislation and the condominium unit owners themselves, the authority and responsibility to oversee the care of the finances, the internal and external physical structures and systems of the condominium and the health and safety of the condominium unit owners as they relate to the condominium. It is critical that a Board of Directors be able to discriminate the difference between governance and management.

Here's the thing. In my experience in working with leaders and leadership teams in the private and public sectors, what I commonly see is the leaders with their various roles such as, President, VP of Operations, VP of Finance, VP of Human Resources, VP of Information, etc. come to meetings to deal with the important issues of the organization. They provide their input regarding the issue at hand from the perspective of their particular function, then alternative solutions are identified and debated, and a decision is made. Then they go back to their respective functions. Seldom have I seen a leadership team, without coaching, focus on the fact that they are the leadership team and ask, "Are we any good as a leadership team?" →





This perspective, 'Are we any good as a leadership team', or, in the context of condominium leadership, 'Are we any good as a Board of Directors', enables a Board of Directors to get better. It enables increasing effectiveness and efficiency, learning to take place.

From here on when I refer to the 'Board of Directors' I am speaking about a condominium's leadership team.

Boards of Directors, if they focus on:

- developing a shared understanding of their governance role,
 - developing a shared vision of how they will work together to be the best Board of Directors they can be, and
 - developing operating principles that guide the behavior of the directors individually and collectively
- can increasingly become better Boards of Directors.

I have found that implementing the following process with follow-up reviews, helps a Board of Directors appreciate that they are in fact a leadership team. With individual and shared willingness they can co-design a process towards becoming an increasingly better Board of Directors.

Before I describe the process I'd like to share what I believe to be a foundational understanding upon which the process is built.

Individually, through our choices, we create our unique circumstances and together, through the accumulative, interactive effect of our individual choices we co-create our team's capabilities, our corporate culture, our community conditions.

There is no external power that lays hands on a Board of Directors and magically blesses it to be a great

Board of Directors or a lousy one for that matter. A Board of Directors is great or lousy as a result of the choices individual directors make with respect to their thinking and their behavior and the collective thinking and behaving of the Board of Directors.

The process I am about to describe is based on my understanding of Kurt Lewin's force-field analysis. The process is simple but not simplistic. Fundamentally, it involves Boards of Directors asking each other seven questions and paying attention to the answers. There are two components to a Board of Directors shared vision: the shared vision and the operating principles

Developing The Shared Vision

The outcomes of the first 2 questions are: a shared understanding of each director's individual thoughts and feelings about their governance role and an agreed to shared vision of the Board's governance role which captures the intentions of each individual director's perspective.

1. When you envision an excellent Board of Directors in operation, what do you see and hear them doing?

Each director records his/her thoughts and feelings on a flip chart

paper that is eventually posted on a wall for all to see. When all the flip charts are posted each director reads his/her own chart, makes comments and answers any questions asked by another director.

2. What can we agree upon as the best description of an excellent Board of Directors that takes into account the comments of each of us — what is our shared vision?

The Board then selects one of the flip charts to be the base for the development of a shared vision. Additions and deletions to this base are made by other directors. The origin of the additional suggestions are the thoughts and feelings recorded on the other flip charts posted on the wall and other comments and ideas that emerge. This process of suggestion, discussion, agreement to include a word, a phrase continues until there are no more suggestions and everyone is satisfied. Ultimately, the directive to the directors is 'don't vote to accept the final statement unless you can see the intentions of your own vision included in it'. The Board of Directors doesn't have a shared vision until everyone on the Board sincerely accepts the proposed vision.





Developing The Operating Principles

The outcomes of the next five questions are the operating principles that clarify the behaviors the Board of Directors will individually and collectively enact to make the shared vision a reality. The process to be used in reaching agreement about the operating principles is the same as above: suggestion, discussion, agreement to include a word, a phrase continues until there are no more suggestions and everyone is satisfied.

3. What am I personally doing and what are other directors doing that enables the outcome we've all chosen? We need to do more of this.

4. What am I personally doing and what are others doing that interferes with the outcome we've all chosen? We need to stop doing this. What alternative behavior will we substitute?

5. What do we need to start doing that will contribute to the outcome we've all chosen?

6. The answers to questions 3, 4 and 5 are the implementation strategy. How are we going to monitor the strategy's implementation?

7. What is our recovery strategy when we see the implementation strategy not working, when we see another director not implementing the strategy?

The shared vision and operating principles are documented and dated. They become the Board's guide for clarifying how it is going to work together to fulfill its accountabilities and responsibilities. They also become the criteria for generating the data that enables the Board to answer the question, "Are we any good as a Board of Directors?"

Basically, the point that I'm making is if a Board of Directors wants to be a good or even better an excellent Board of Directors, it has to be willing pay attention to how it functions. It needs to develop a shared vision of what it wants to be, clarify how it is going to function and identify a process to measure its progress. To continue learning the Board needs to repeat a process of vision and operating practices review annually.

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MAKE A DIFFERENCE: Join a CCI Committee

As the CCI South Alberta chapter moves toward a more committee-based structure we are encouraging our members to join one of our exciting committees. Six committees are currently seeking new faces. If you feel you have the time, drive and commitment to join our committees, please contact our administrator Melanie at 403.253.9082 or administrator@ccisouthalberta.com.

Awards and Recognition.

The Recognition committee oversees and reviews the national ACCI, FCCI and DSA award submissions, as well as local chapter awards and implementing the new Chapter of the Year award.

Communications.

The Communication committee oversees and implements new initiatives in media communications, including the newsletter and website.

Education.

The Education committee is involved in all educational aspects of the chapter, such as our 101, 100, 200 and 300 courses, seminars and monthly luncheons. The committee is responsible for new course development and all educational material.

Membership.

The Membership committee is responsible for recruitment,

membership growth incentives and retaining memberships.

Government Communications Initiative.

The Government Communications Initiative committee is responsible for building relationships with local, municipal and provincial government bodies, as well as responding to their needs.

Trade Show.

The Trade Show committee is working on a joint venture with ACMA and REIC to organize a trade show for the CCI South Alberta chapter and other organizations.

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| CP 1312609 | Park Place | The Renaissance at North Hill |
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| Country Lane RV Park | Pencross Condominium | The Windtower Lodge & Suites |
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| Courtyards | Prince of Peace Village | Varsity Villas |
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403.873.3703 | hbonnycastle@mcleod-law.com

Jamie Polley, Counsel
403.873.3709 | jpolley@mcleod-law.com

Laurie Kiedrowski, Partner
403.225.6413 | lkiedrowski@mcleod-law.com

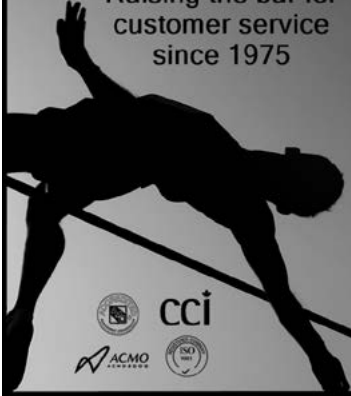
Stephanie Whyte, Associate
403.254.3687 | swhyte@mcleod-law.com

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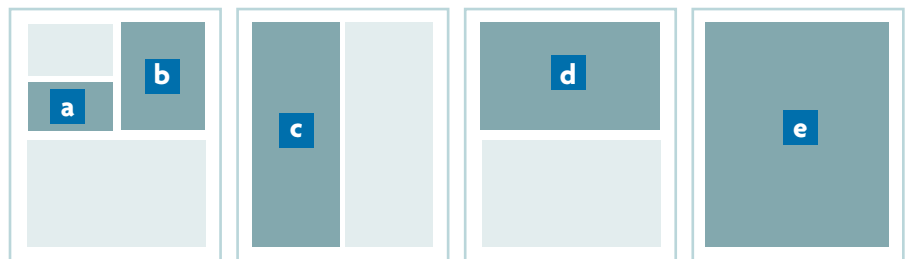
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