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FE

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FRPO'S FAIR EXCHANGE OF
RENTAL INDUSTRY NEWS

The voice of the Federation of
Rental-housing Providers of Ontario

EDITOR: Lynzi Michal • x22
lmichal@frpo.org

A PUBLICATION OF:



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THE VALUE OF LEARNING

Tony Irwin and I recently had the opportunity to attend the 2019 Apartmentalize conference in Denver, Colorado. This is the National Apartment Association's marquee event. It was fantastic to see so many FRPO members and suppliers at Apartmentalize this year. Having attended for the last nine years, I have certainly learned a lot at these sessions, and met a lot of interesting people. It is an excellent way to learn, engage and meet others in the industry.

This year's programming was exceptional, and the sessions I attended were very informative. One session in particular, titled, "Targeting the Renter's Journey: A Researcher's Story" looked at critical new data on renter behaviour and the implications it has for rental housing providers. In it, presenters Jennifer Anderson and Holli Beckman looked at which channels and sources renters preferred, and thus where landlords should be maximizing their marketing efforts. They also shared valuable information related to the paths renters take towards signing a lease.

A few takeaways from this session:

- You don't need better leads, you need to treat leads better
- Single source attribution is irrelevant in 2019
- 74% of renters said their space should reflect their personal style
- 48% of renters said the aesthetics of the unit matter more than upgraded appliances
- 72% renters said that if you have less than

a 4 star rating on your reviews, they will not even consider your property

- 40% of calls go unanswered on-site! Renters need multiple ways to contact apartment communities with instant answers, otherwise they move on
- If you are still doing social media like you were in 2010, you might as well stop. Generic posts are passé. Renters want to see hyperlocal posts and real people at the community, both staff and residents

If you haven't attended Apartmentalize, I highly recommend you look into next year's conference, which is being held in Boston. It's a great way to spend a few days and come back with new ideas and inspiration. Providing professional development and learning opportunities to your staff is also key in increasing employee engagement and innovation.

This month's issue has a focus on staff and training topics, including highlighting the recent CFAA Award winners, as well as some of our winners from the 2018 FRPO MAC Awards. We also look at a pilot program that FRPO is running in conjunction with REIC, recruitment strategies, how to develop high potential employees, and much more. I hope that you enjoy this issue and please reach out to me if you have a story idea for an upcoming issue of FE. Enjoy the rest of your summer.

LYNZI MICHAL

Editor, FE magazine

Director of Membership & Marketing, FRPO



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ACHIEVING MEANINGFUL REFORM

Together change is possible



TONY IRWIN
President & CEO
FRPO

As I write this column, I am in Denver, Colorado attending my first National Apartment Association Annual Conference—Apartmentalize 2019. What a terrific week it has been. With 10,500 attendees and over 1,000 vendors, it's their biggest conference yet. FRPO was well represented and I am pleased to be here learning from dynamic speakers and passionate apartment industry professionals who are all committed to providing the best product and unparalleled customer service.

From the 85 breakout sessions, topics included: pre-construction marketing for empty and deep pockets; resident loyalty drivers; expanding to Canada featuring CFAA President John Dickie as moderator; crisis and disaster media management; trends that are powering the future of renting; smart home technology; 10 innovations that will change everything, and so much more. It's been both educational and inspirational!

My first nine months at FRPO have been extremely busy and incredibly rewarding. Since arriving last September, I have hit the ground running. The industry has welcomed me with open arms and given generously of their time and advice. Thank you. I am fortunate to lead a great team at FRPO who are committed to providing exceptional service and support to our members. We recently welcomed Asquith Allen as our new Director of Policy & Regulatory Affairs. Asquith has been a great addition to the FRPO team. His Queen's Park experience will be invaluable as we continue to work with government on regulations to support Bill 108. Please make a point of reaching out to Asquith or saying hello at an upcoming FRPO event.

FRPO has worked diligently with Housing Minister Steve Clark and his staff and Ministry officials over the past several months to achieve meaningful reform that will encourage the construction of new purpose-built rental in Ontario. We are pleased with what we

have achieved so far through the reinstatement of the exemption from rent control for units first occupied after November 15, 2018, and Bill 108 which provides significant LPAT reforms, addresses municipal fees and charges and the need to have more housing built where it makes sense. While there are still many details to be ironed out in regulation, these are positive developments for our industry. We expect discussions to continue with government over the summer and will keep you informed as they progress.

In addition, FRPO continues to advocate for much needed reforms to the Residential Tenancies Act and Landlord Tenant Board to improve the environment for those who own and manage existing rental stock. The government has indicated changes are coming, and FRPO will continue to advance our concerns and solutions.

Summer is in full swing. For many of us, it comes at the end of a busy time of year with exams, graduations, kids going off to camp or starting summer jobs. We all need time to rest and recharge and unplug from our busy lives. I am looking forward to spending some time in nature, on the water and in a hammock. Enjoy the summer and as always, I encourage you to reach out to me or anyone on the FRPO team with feedback, questions or just to say hello.

Happy Summer! 🌞



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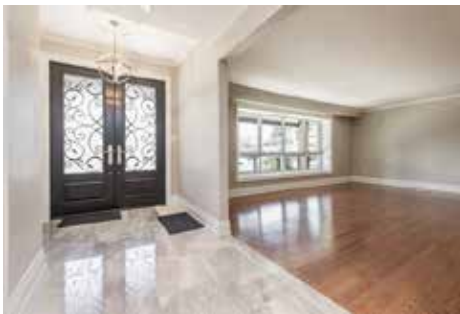
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UPCOMING INDUSTRY EVENTS

AUG
22**WOMEN'S LUNCHEON***August 22nd 11:30am to 2:00pm***Old Mill Inn, Toronto**

This annual event will take place at the Old Mill on Thursday, August 22nd. This is an opportunity for women in the industry to network, learn and inspire one another. For registration and event information, please visit our website.

Exceptional opportunities for networking will be available throughout this year's conference. Attendance at the Canadian Apartment Investment Conference may also qualify for various continuing education credits.

The Canadian Apartment Investment Conference is organized by the producers of The Real Estate Forums, in conjunction with a steering committee of apartment owners, lenders, brokers, and valuers. In keeping with the strong reputation of the Forums, the conference will present high quality speakers on very topical issues at a relatively low registration fee.

Due to the continued interest in the multi-unit residential sector from private buyers, pension funds, international investors, institutions, and publicly traded real estate entities, we are once again expecting a sold out event. We hope you will take advantage of this very informative event.

Expo, IIDEXCanada, PM Expo and World of Concrete Pavilion, and together they create the largest North American exposition for the entire industry. The Toronto Real Estate Forum also happens concurrently.

More than 30,500 trade professionals attend the Show annually to discover new innovations across the building industry and source the latest materials, products, tools and technologies from more than 1,600 Canadian and international exhibitors.

Through the Show's comprehensive seminar program, attendees can choose from 350+ seminars, panels, keynotes and roundtables led by a roster of 500+ industry experts and in addition tours, awards, parties and association meetings. Topics include: best practices, leadership, building codes and regulations, sustainability, new approaches to construction, technology and design trends in housing, healthcare, education, retail, workplaces, accessibility, hospitality and wellness.

The Buildings Show takes place at the Metro Toronto Convention Centre from December 4-6, 2019.

SEP
04**CANADIAN APARTMENT INVESTMENT CONFERENCE***Sep 4, 2019 8:00am to 4:00pm*
Metro Toronto Convention**Centre**

The Canadian Apartment Investment Conference brings together owners, managers, developers, investors and lenders to provide valuable insights into the multi-unit residential market: how to increase net asset values, and how this sector is performing. Last year's conference attracted over 700 executives interested in learning about major trends, issues, opportunities, and strategies in Canada's multi-unit residential market.

Uniquely tailored, the 2019 Canadian Apartment Investment Conference program offers the greatest possible value and flexibility to owners, managers, developers, investors and lenders. The program will provide valuable insights in major theme areas by key industry leaders including:

- The Condominium and Housing Market Impact
- Legislative Changes and Impacts
- Tenant Perspectives
- Economic Updates on a National Scale
- Capital Markets and Investment Activity
- Impact of New Developments & Intensification of Existing Sites
- Income, Operations and NAV Improvement Strategies
- New and Innovative Solutions in the Tech Space

OCT
02**HOUSING TOUR***October 2 & 3, 2019*
Washington, DC

This year's housing tour will take place in Washington, DC. It includes a networking event on the evening of October 3rd and a full-day property tour on October 4th. This is an excellent way to spend a couple of days with other FRPO members while learning about the Washington, DC rental market and trends. Please visit our website for registration and event information.

DEC
04**THE BUILDINGS SHOW 2019***Dec 4, 2019 8:00am to Dec 6, 2019 4:00pm*
Metro Toronto Convention**Centre**

The Buildings Show is the leader in sourcing, networking and education for the North American design, architecture, construction and real estate communities. The Show is home to Construct Canada, HomeBuilder & Renovator

DEC
05**2019 MAC AWARDS GALA***Dec 5, 2019 5:00pm to 9:00pm*
Metro Toronto Convention Centre

The MAC Awards Gala is the most important annual event for our members and is well attended by rental housing providers ranging from hands-on managers to third party management and holding companies. This event allows us to recognize excellence in the residential rental housing industry and to advance the high standards that the Federation of Rental-housing Providers of Ontario aims to promote. This year's gala will be held on Thursday, December 5th at the Metro Toronto Convention Centre in conjunction with PM Expo and the Buildings Show. Join us as we honour the "best in the biz". Registration will open this fall, stay tuned for more details.

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Please visit www.frpo.org regularly for newly added events.



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CFAA FEDERAL LOBBYING STATUS

Boosting supply to improve housing affordability

BY JOHN DICKIE, PRESIDENT, CANADIAN FEDERATION OF APARTMENT ASSOCIATIONS

By the time you read this, federal lobbying will be pretty much over until after the up-coming election, which is due to take place on October 19. CFAA looks forward to resuming its lobbying work once the shape of the new government (or renewed government) is known.

To varying degrees, the parties all support more rental housing development by the private sector, especially where it is needed. To varying degrees, the parties understand the impact rental

industry costs have on rental supply and affordability. CFAA conveys the interests of the rental industry on those two main areas at the federal level.

CFAA's proposals are pitched as ways of increasing housing supply in order to improve housing affordability. Some also address the benefits of changes to the environment, since that is also a key issue for all the parties.

Since January, CFAA promoted specific reforms which could be issues in the parties' election platforms. We

always need to be selective about what we ask for, since the Finance officials are adamantly opposed to any sweeping reforms which would cost the federal Treasury substantial amounts of money. However, various modest changes would improve the situation for many rental providers, and thus increase rental supply, addressing housing affordability.

CFAA is advocating what we understand are the three most promising tax issues. They are:



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1. Taking advantage of the move-up effect by reducing the GST/HST charged on new rental construction.

2. Gaining active business tax treatment for rental providers to allow some deferral of recapture on sale and reinvestment, to allow investors to access the standard corporate tax rate (rather than the current high rate, which is close to 50% in most provinces), and to allow small corporate landlords to access the small business tax rate.

3. Clarifying and expanding the ability to claim expensive building improvement work as repairs (rather than capital improvements), even though the work provides a better item at the building than the item that was replaced (e.g.

replacing mid-efficiency boilers with high efficiency boilers).

CFAA is still active on housing issues directly. For example, we are in contact with CMHC often about the programs to encourage and support for-profit rental housing development. CFAA is also involved in the work being done to roll out the Canada Housing Benefit through agreements with the various provinces.

All CFAA's proposals should benefit many landlords or developers directly, and benefit all landlords and developers indirectly by making rental housing a more attractive investment. 🏠

The Federation of Rental-housing Providers of Ontario is a founding member of the Canadian Federation of Apartment Associations, the sole national organization representing the interests of Canada's \$480 billion rental housing industry, which houses more than nine million Canadians.

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RAISING THE BAR

FRPO and REIC launch new property management training program

BY TED WHITEHEAD

A few months ago, the Real Estate Institute of Canada (REIC) approached FRPO with the opportunity to partner on its RES #201 Property Managers training program, aimed at interested FRPO member organizations. The week-long learning program covers off, in detail, the explicit roles and various responsibilities of multi-residential property managers.

The inaugural pilot RES 201 learning event took place the week of June 24th to June 28th. The course instructor was Mark Hughes—himself a seasoned multi-res property management professional—based in Saskatchewan.

Tony Irwin, FRPO's President & C.E.O., kicked off the event and welcomed the class. In his remarks, he articulated FRPO's ongoing goal to raise the level of professionalism across our industry through promoting education and learning opportunities like this pilot event.

For participating property management companies, it provided them the opportunity to examine firsthand the RES 201 training curriculum and to be able to judge for themselves its value in raising the level of knowledge/professionalism for their organizations. FRPO/REIC will issue a joint certificate of completion for successful participants in the course. Participating students will earn their official accreditation from FRPO rather than having to go through the expense of having to join REIC and pay ongoing annual dues.

At the time of writing this article, course participants were diligently writing the final course exam on the morning before the long Canada Day weekend. However, early feedback, from the course participants was that the week-long educational venture had been a great learning experience! All of them indicated they had a number of takeaways they could take back to their job. They enjoyed the opportunity to participate with a "like-minded" peer group and to network together.

OVERVIEW - RES. 201 CURRICULUM OUTLINE

Human Resources:

- Managing and leading teams
- Employment law and regulations
- Communication
- Conflict resolution

Accounting & budgeting:

- Functions, working with capital
- creating value
- planning

Physical property:

- Maintenance and inspection
- Components and systems
- Contractors management
- Sustainability

Residents & the Community:

- Attracting, showing, leasing

Administration:

- Policy making
- Record-keeping
- Reporting

THE CFAA EMPLOYEE COMPENSATION SURVEY

By John Dickie, CFAA President

Do you want to pay above, at or below the industry average? Where are you actually paying compared to the market? Now you can find out. The CFAA Employee Compensation Survey reports for 2019 will shortly be available for Greater Toronto, Ottawa, Waterloo Region, Hamilton/Burlington, London and numerous other areas across Canada. The survey reports on the average and range of compensation for both building-based and head office positions.

This survey is the ONLY survey that reports on rental housing employees separately from commercial employees or condo employees. The survey uses the position descriptions used in rental housing. Experts on rental housing staffing and compensation have checked and analyzed the data. If your company operates rental housing, you need to purchase and review this survey! For more information and pricing, see the compensation survey section of the CFAA website at www.cfaa-fcapi.org.



FRPO 2019 MAC AWARDS

**SAVE THE DATE
DECEMBER 5TH**

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HALL F**

The MAC Awards Gala is the most important annual event for our members, and is well attended by over 1000 rental housing providers, ranging from hands-on owners/managers to third party management and holding companies. Moreover, as a result of working together productively over the years on policy issues, there will be in attendance high ranking provincial housing policy officials and politicians. The 19th Annual Achievement Awards recognize excellence in the rental housing industry and the advancement of high standards that the Federation of Rental-housing Providers aim to promote.

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- Advertisement Excellence: Social Media
- Amenities Award of Excellence
- Best Property Management Website

CONSTRUCTION & RENOVATION AWARDS

- Best Curb Appeal
- Best Suite Renovation: Under \$20,000
- Best Suite Renovation: Over \$20,000
- Lobby Renovation of the Year
- Rental Development of the Year

FRPO MAC PINNACLE AWARDS

- Community Service Award of Excellence
- CRB Member Company of the Year:
Under 15 Buildings Enrolled
- CRB Member Company of the Year:
Over 15 Buildings Enrolled
- Customer Service Award of Excellence
- Leasing Professional of the Year
- Property Manager of the Year
- Environmental Excellence
- Resident Manager of the Year
- Community Service Award of Excellence
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A NEW VOICE FOR THE INDUSTRY

FRPO welcomes Asquith Allen as new Director, Policy and Regulatory Affairs

BY ERIN RUDDY

On April 29th, FRPO officially welcomed Asquith Allen into the role of Director of Policy and Regulatory Affairs—a position that demands a unique skillset, expertise in the political sphere, and the vision to boldly guide the rental housing industry on its continued campaign to bring fairness and balance to a historically lopsided and often stagnant playing field.



With a background in public policy and government relations, Allen's accolades speak for themselves. A political analyst with a Specialized Honours BA in Political Science from York University, he has served cabinet ministers in the Government of Ontario as a policy and stakeholder relations advisor, and has worked on election campaigns at all levels since 2010—all before the ripe age of 28.

With two months at FRPO now under his belt, Allen says he intends to make establishing good working relationships with political and ministry staff his foremost mandate.

"On the government relations side, one of my main functions is to get to know the key players and thought-leaders in this space," he says. "Since joining FRPO, I've taken some time to reach out and talk to members at different events across the province. This has allowed me to gain a grassroots perspective of the issues facing the industry, and what FRPO should be doing to advance their priorities."

Notably, it seems Allen has entered the housing conversation at just the right time. "Days after I joined FRPO, Minister Clark tabled Bill 108 — which is a great first step in getting shovels in the ground," he points out. "My understanding is that there is more to come with respect to the RTA and LTB, so this government is clearly looking to correct course on several housing-related files. The federal government is in the process of rolling out initiatives to incentivize home ownership and negotiating with provinces on portable housing benefits. What I've described only scratches the surface. The next three to five years will be transformative for the industry in one way or another. What a time to be alive!"

DEEP ROOTS IN RENTAL

Born, raised and still living in the same mid-rise Toronto rental building he's called home for 28 years, Allen has the added benefit of being entrenched in the lifestyle shared by the thousands of FRPO member residents. "I understand implicitly that people like me want to rent with certainty and confidence," he says. "But I also know that many don't understand what I know today—that the costs and burdens placed on landlords have been unfair, and that the perception of rental housing providers has been tainted by years of bad publicity."


“Once tenants and building owners are on the same side, getting government to act in the interest of a balanced market becomes much easier.”

With his four years at Queens Park and lifelong experience as a Toronto apartment resident, Allen hopes to connect the dots and bring forward the behind-the-scenes details that many on both sides of the spectrum haven't been privy to. “My goal is to ensure our members' voice is heard by the thought-leaders and the residents who call FRPO buildings home. The conversation can't be one-sided.”

All that said, Allen is under no illusion that there won't be challenges in the months ahead—the loftiest being changing the public's negative perception. “Ensuring that the public's image of rental property owners and managers accurately reflects the way in which most of the industry manages their units, that's the main concern,” he says. “The practices of a few ‘bad apples’ in the rental-housing community have created the assumption that if you make money from the collection of rent, you are therefore evil. This needs to change.”

According to Allen, the spark of that change will come from meaningful tenant education. “The renting public needs to have a better understanding of where their rent money is going. They need to be aware of roughly what percentage of their monthly rent is allocated for property taxes, the mortgage, maintenance and upkeep, rather than assuming it's all profit. Whether it's through a social media campaign or infographics that show the real breakdown of costs, it's something we're going to be looking at,” he says. “Once tenants and building owners are on the same side, getting government to act in the interest of a balanced market becomes much easier.”

At the end of the day, Allen says it's all about achieving fairness and he's optimistic the tide of change has already turned. “Thank you to everybody in this industry for giving me such a warm welcome, at the CFAA conference and at the many meetings and events I've had the pleasure of attending since. I look forward to getting to know the membership and working with you to achieve our goals.”

Asquith Allen can be reached at 416-385-1100 ext21, or by emailing aallen@frpo.org 

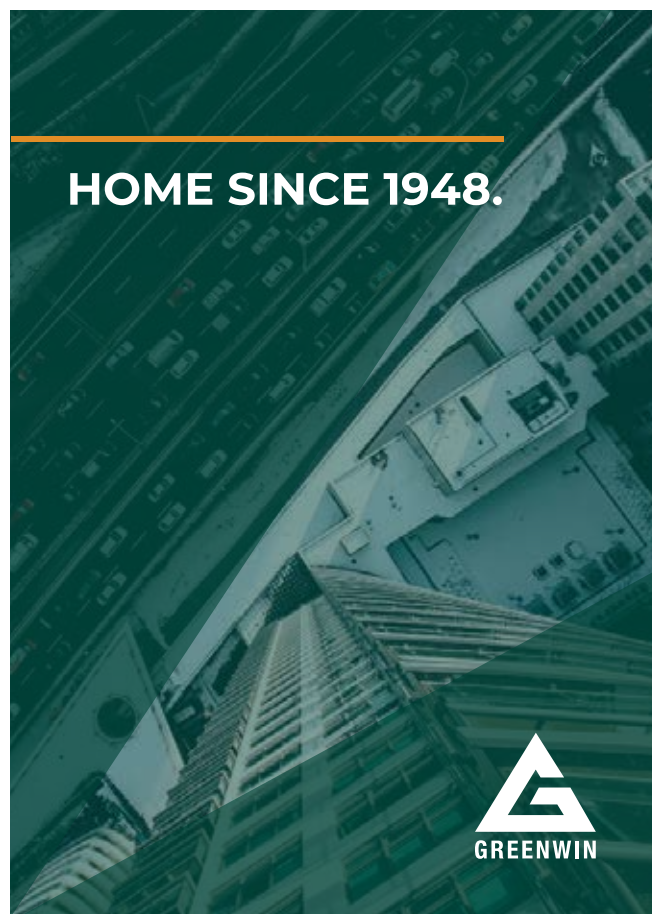


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When advertising and screening tenants, don't discriminate!

BY KRISTIN LEY

On May 3, 2019, an article authored by Donovan Vincent was published in the *Toronto Star* that described a Black Housing Directory (Renting While Black) created on Facebook aimed to counter discrimination faced by individuals in their search for housing because of their race. The experience of the founder of the forum and some of the group's members was that their rental applications were turned down based entirely on their race.

Recent cases before the Human Rights Tribunal disclose that prospective tenants are also being turned away from rental units based on other personal, immutable characteristics, such as disability, place of origin, and receipt of public assistance.

In Ontario, every person has the right to equal treatment with respect to the occupancy of accommodation, without discrimination because of prohibited grounds of discrimination — 16 in total.

It is unlawful to refuse someone an available rental unit because they are, for instance, receiving Ontario Works or they

use a wheelchair for mobility. Likewise, it is discriminatory to require that a prospective tenant have a guarantor because they are not a Canadian citizen.

While many landlords are aware of the Human Rights Code and their obligations with respect to ensuring equal access without discrimination, unfortunately, there are many who are not as knowledgeable or who choose to discriminate against prospective tenants based on protected characteristics.

Even the most sophisticated landlords who do not engage in direct discrimination (as identified above) and who use fair and lawful rental application procedures might constructively discriminate against prospective tenants through their advertisements.

The Code prohibits the publication or display of any notice or sign that indicates the intention of the person to discriminate. The

Ontario Human Rights Commission in its Policy on Human Rights and Rental Housing (2009) warns that certain language used in rental housing advertisements may be in breach of that prohibition. Statements such as: “a quiet building”; “not suitable for children”; “working people only” or “suits a working person” may be considered discriminatory against families with children or against individuals who are unemployed.

It is incumbent on all landlords to ensure their rental application processes and procedures, as well as their rental advertisements, are lawful and afford all prospective tenants equal treatment regardless of their personal characteristics. Landlords who elect to ignore their responsibilities under the Code will be held accountable by the Tribunal, with costly general damages to be paid to prospective tenants for injury to dignity and hurt feelings. ■

Kristin Ley practices in the administrative law group at Cohen Highley LLP. Her practice focuses on residential tenancies, human rights, condominium law and appellate advocacy. She works exclusively with housing providers and landlords with respect to all lease issues. Kristin appears before a number of boards and tribunals, including the Human Rights Tribunal and the Landlord and Tenant Board. As well, she has represented clients before all levels of Ontario courts.

ANNUAL GENERAL MEETING RECAP

Highlights from the May breakfast event



On May 9th, FRPO held its Annual General Meeting at 20 Upjohn Road. Over 40 members took part in this breakfast event and reports were provided by the Vice Chair, Ken Kirsh, President & CEO Tony Irwin as well as the Treasurer, Paul Chisholm.

A review of activities from the previous year was provided and financial health of the association noted as positive following FRPO's annual audit.

The election and appointment of Directors was also approved and we are pleased to

welcome Colin Martin of Realstar Management, Garrett Turcott of Oxford Properties and Todd Spencer of GWL Realty Advisors Residential.

FRPO wishes to extend our appreciation and thanks to departing Directors Tyler Seaman of Oxford Properties and Anne Morash of GWL Realty Advisors Residential for their time and dedication over the last several terms. Margaret Herd continues as Chair of the Board until May 2020. Thank you to those who attended, and to our sponsors for their support of this event.

The full board listing for the 2019-2020 term is as follows:

FRPO would also like to thank our generous sponsors of this event:

Platinum Sponsors:



Gold Sponsors:



CHAIR

Margaret Herd, Park Property Management Inc.
Vice-Chairs

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THE HUNT FOR GREAT EMPLOYEES

How to avoid common recruiting mistakes

BY BONNIE HOY

As a temporary and permanent staffing firm that specializes in the property management industry, we find we spend as much time counselling our clientele on how to keep a valuable employee as we do searching for them. This article will focus on some recommendations—and consistent

mistakes—employers should be aware of when trying to find the ideal candidate for their company.

At BHA Placement Network Inc. we work on four principles: trust, loyalty, honour, and respect. When we try to place people within the industry we are looking for candidates with these same qualities.

Finding them isn't easy. Here's the reality: only sixty percent of the people we hire, train and develop are suitable to work in this industry long-term. We recommend to the rest that they choose different paths. So, from our own experience we can tell you that landlords need to conduct thorough reference checks to



determine the long-term suitability of every candidate.

It should also be noted that if someone doesn't call you back, that could be as bad as a bad reference. Sometimes it's not what they do say but rather what they don't. Do your homework, because mistakes can be costly. It often takes six months to a year for a new employee to know their role thoroughly.

We also find that sometimes landlords discredit themselves with their constant advertising. Many companies assume that because they perceive themselves as a five star company, potential employees will as well. Recently, we interviewed a candidate for a client who asked that we not send their resume to a particular landlord because they perceived that landlord as having a revolving door. This surprised us, as we knew the landlord well and understood that they were growing — hence the continued

need. After researching the candidate's comments, we had to go back to the employer and show them that they were not keeping their job opportunities portion of their website up to date. They had several old job postings listed and it looked like they were hiring for every position in the company.

What's even worse is hiring the type of head hunter that calls everybody and their dog to solicit candidates to jump from one company to another. In fact, this tendency makes companies look desperate at times. Our recommendation: choose one path and go with it. Once you exhaust that path go with Plan B and so on. The problem is that people are often using every angle possible from the start and all it does is make people feel like you're screaming for help from inside a dark abyss and nobody wants to be in the abyss with you.

Let's face it, for good employees this is an employees market! As an industry few companies have invested in developing new talent. For example, BHA Placement Network Inc. has a university program where we invite students to work summers for us with a reasonable raise each year. They often find themselves wanting to work in the industry when they finish university and they already know the ropes so they can walk into a fairly suitable position upon completion. We have numerous success stories utilizing this philosophy. In-house training programs are also great avenues for larger landlords to initiate. It encourages promotion from within and offers an employee an opportunity to grow and flourish.

When all is said and done if you want stability in your company you need to look at how to make people want to stay. Recently, a person who had worked with a company for over fifteen years resigned giving that company ample notice. On the

resigning employee's last day they never even received a comment, email, card or handshake with as much as a 'thank you for your service' from the company. In fact, the company even introduced the new replacement a week early and never asked the departing employee to help with any training. The impression left was hardly one of gratitude and respect, after years of committed service. Don't kid yourself, everybody talks. Once you lose the human element you're not a valued employer.

In a recent study we conducted of over 1,000 potential employees for our industry we found that people chose jobs based on the following:

- Distance and travel time from home
- Working hours, and more importantly if the company offered summer hours
- Opportunity for advancement
- Reputation of employer
- Holiday and time-off policies
- Salary

For the record, people almost always were willing to take less pay if the other criteria were met.

And finally, on the subject of superintendent couples we can say openly it is now the most difficult position to fill and to retain. Every landlord needs to look at alternatives or use agencies to help them find viable candidates. More importantly, given the demand, a landlord needs to be open to hiring people with related experience but not necessarily direct experience. Look at the background, the experiences in other areas of employment and consider paying better. It's the hardest job in the company. At some buildings and companies it's also the lowest paid position in the company. You can't win with a losing strategy. 📌

Bonnie Hoy & Associates is a multi-unit housing marketing and public relations firm that services major landlords throughout Canada. With major clients located in Ontario, British Columbia, Alberta, Saskatchewan and Nova Scotia, Bonnie represents some of the largest and most profitable property management companies in the industry.

#RENTON: WHAT'S NEXT?

Bringing relief to Ontario renters

BY LYNZI MICHAL

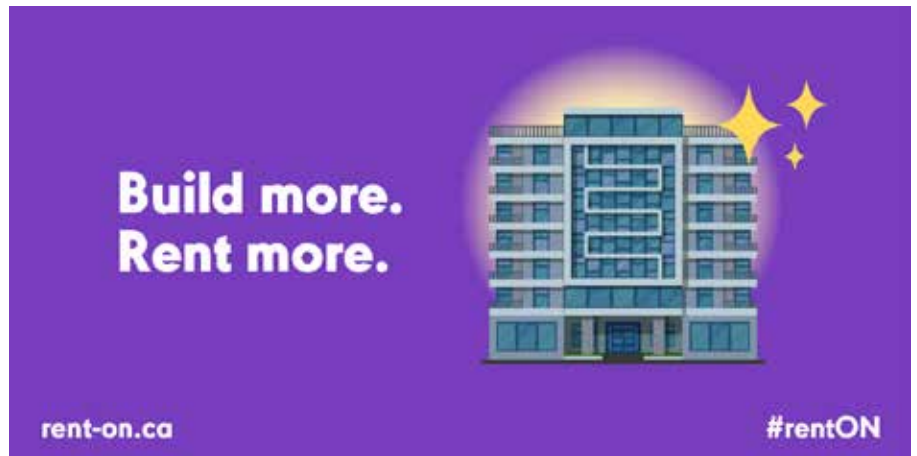
As rental housing-providers, we've seen first-hand how policy barriers have restricted purpose-built rental housing development and fueled the rental housing supply crisis. But finally, help has arrived for both renters and providers. The Ontario government's new Housing Supply Action Plan – More Homes, More Choices – outlines major policy changes that will increase supply by making it easier to build and operate rental housing, bringing some relief to renters and closing the supply gap.

FRPO President and CEO Tony Irwin echoed this sentiment in an interview with the *Toronto Star*: "From our perspective anything that makes it easier for developers to build will go a long way towards filling that deficit and any efforts by the province to fast-track that process was welcome news."

The proposed changes include freezing development charge rates at the time of the application to provide more certainty for developers, and defer the payment of charges until occupancy – and make those charges payable over five years. Smaller landlords who choose to add a secondary suite will be exempt from development charges altogether.

The plan also includes measures to streamline the development approval process to remove unnecessary duplication and barriers, and simplify the process of getting new purpose-built rental units to market.

As Tony said in *Building* magazine, "The Ontario government deserves credit for taking dramatic steps in the right direction. With these kinds of changes, the conditions to create more purpose-built rental housing are starting to



come within reach. Although more is needed to meet demand, there is hope that sanity is being restored to the rental market. The rental housing industry is ready, willing and able to work with all governments to get us the rest of the way."

The rentON campaign has achieved great success over the recent years, and it continues to give us an opportunity to advocate for more rental supply to better serve Ontarians. While the provincial government has made great strides towards improving supply, there is still work to be done to continue to provide Ontarians with more rental choice, particularly at the municipal level.

If supply is to meet demand, "we need municipal government to expedite approvals because land is no longer abundant," said Irwin, in an interview with *Mortgage Broker News*. "If those sites can be leveraged to build another tower, government should be supportive and expedite approvals."

We also need to change the image of rental in Ontario. Long-term rental is increasingly becoming the preferred choice for many people wanting to live in urban centres. Too often in Canada, it is seen as the housing option of last resort, rather than one of choice, convenience, financial wisdom, environmental consciousness or urban lifestyle. Many people, especially millennials, enjoy the flexibility and convenience of renting near where they work or in desirable neighbourhoods. With this shift, it is important to ensure Ontarians across every age group and socioeconomic background continue to have the choice to rent – and that rental is seen as a valued option for all.

We invite FRPO members to continue promoting the rentON movement and help us get the word out as we continue to drive our message on the need for more rental housing. 🏠

Visit www.rent-on.ca or join the conversation on social media using the hashtag #rentON.

THE MANY BENEFITS OF E-BILLS

Why paperless billing is here to stay

BY STAFF WRITER PMI

Online billing is no longer a new idea, or even a new technology. Payment processor Fiserv reports that over 50 percent of US customers receive some bills electronically, and 78 percent of households are receptive to the idea. In fact, the majority of consumers receive at least a mix of paper and paperless bills. The clear conclusion: Paperless billing is here to stay.

The impact on the environment is even greater. For every person who switches to online billing, six pounds of paper and 23 pounds of wood are saved annually. And this is important to consumers. Sixty percent say that environmental impact played a part in their decision to move to electronic billing.

THE IMPACT OF PAPER BILLING

Paper billing, alternatively, has a much different fiscal model. The cost to a business (where most of the cost in creating paper bills usually lands) has continued to grow in the background, creating yet another rising overhead expense.

Every paper bill created and sent costs, on average, an estimated \$1, according to a *New York Times* article. While that might be considered the cost of doing business, it is also lost revenue. A dollar for every bill, times every customer, adds up when the number of customers reaches the millions.

Where should the cost of paper bills land? During the Great Recession, some businesses began passing this cost forward, charging customers for the privilege of receiving a paper bill in the mail. This caused, not unexpectedly, a market recoil.

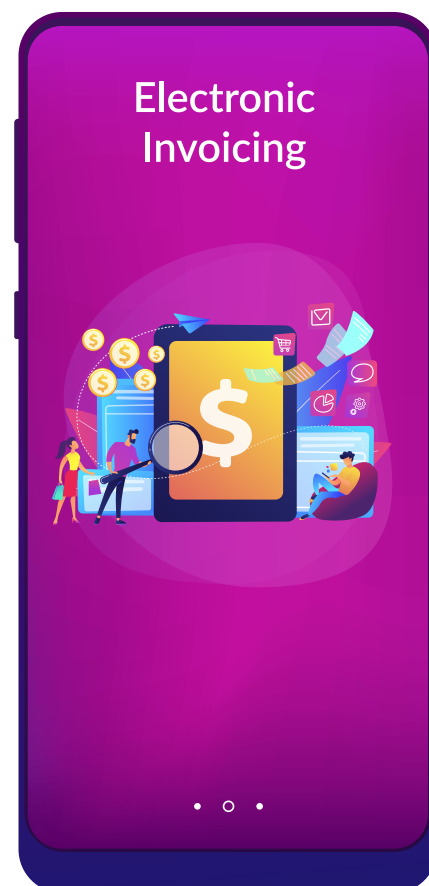
Suddenly charging customers for something they have received free for decades—especially in the form of a request for payment, doesn't connect well. Social media can be a harsh way to learn the consequences of such a decision.

E-BILLING A WIN-WIN FOR RESIDENTS AND PROPERTY MANAGEMENT COMPANIES

What approach should multifamily take? First, present e-Billing to residents as the win-win that it is. Extoll the benefits of e-Billing from quick bill delivery, to the set-it-and-forget-it of autopay, to the potential for fewer late fees and a better environment. Remind residents that big physical file folders virtually disappear if they choose e-Bills—replaced by a new space-friendly virtual file folder on their PC.

Or, if they choose, they can forgo the process of physical filing altogether. Many providers keep a record of customer billing activity for at least a year, available and viewable at any time. It makes light work of billing questions, payment activity and other financial record keeping when everyone can easily compare information from the same location. It also means better transparency and greater retention.

Consumers have already embraced technology in virtually every facet of life. It's time to fully embrace e-Billing.



CFAA RENTAL HOUSING CONFERENCE 2019

Working together to help you succeed

BY JEREMY NEWMAN, CFAA DIRECTOR OF EXTERNAL RELATIONS

From May 13 to 15, CFAA held Rental Housing Conference 2019 in downtown Toronto. Over three days and 25 sessions, the Conference explored working together and sharing knowledge to help the rental housing industry succeed.

STEVE CLARK, ONTARIO MINISTER OF HOUSING

Just before the conference, the Ontario government released its new “Housing Supply Action Plan: More Homes, More Choice”, a major reform of the development process. CFAA, FRPO and other Ontario apartment associations have applauded this plan, as it will help make much needed rental housing available across Ontario. On Education Day 2, Minister Clark spoke about the new plan, providing clarity and updates. The audience gave him a standing ovation. Delegates found Minister Clark’s remarks

“refreshing” and called it “good news for our industry.”

THE ECONOMICS AND POLITICS OF RENTAL HOUSING DEVELOPMENT

One of the keynote speeches at CFAA-RHC 2019 focused on “The Economics and Politics of Rental Housing Development.” Murtaza Haider delivered the main presentation after an introduction by Stephen Moranis. They are the co-authors of the Haider-Moranis Bulletin, which appears weekly in the Financial Post and other Post media. The session covered two main areas: the reasons rent control is bad public policy, and the driving forces affecting housing development, including demographics and planning rules. (See the sidebar for more on rent control.) Delegates raved about this session, commenting that the “speakers were fantastic” and that it was an “excellent presentation on the pitfalls of rent control” and a “very worthwhile session.”

CORPORATE SOCIAL RESPONSIBILITY

In current media, some landlords receive negative publicity, which can result in a negative public perception of landlords in general. While many landlords prefer not to publicize their good works, sharing positive stories with others can strengthen one’s corporate identity. R. Jason Ashdown, Co-founder and COO of Skyline Group of Companies, and Jeremy Jackson, Vice President, Marketing & Program Development, at Killam REIT spoke about the importance of community initiatives and social responsibility. Jason discussed Skyline’s new tenant support program while Jeremy described the work Killam does in providing rental units to those with mental health issues and formerly homeless youth. Delegates were impressed with these ideas, and the value they bring to the companies, the tenants and the industry.

Steve Clark



R. Jason Ashdown



Jeremy Jackson



OTHER EDUCATION SESSIONS

Other sessions throughout the conference included: Benjamin Tal's Keynote; Artificial Intelligence; Influencing Government; Energy and Building Retrofits; Developing a Strong Corporate Identity; Benefits of New Purpose-Built Rentals; Serving the Tenants of Today; the Internet of Things; Digital Marketing Trends; Employment Law, and much more.

CONCLUSION

Many delegates took advantage of networking opportunities, such as the Building Innovations Bus Tour, the Welcome Reception, the Awards Reception, the Trade Show and the CFAA Rental Housing Awards Dinner, honouring some of the leading people, developments and renovations in the rental housing industry.

Tony Irwin, President of the Federation of Rental-housing Providers of Ontario, said this about the conference: "CFAA Rental Housing Conference 2019 was a great forum for rental housing providers to network, share experiences, and learn about best practices for responding to natural disasters, the current housing market, and other important topical issues. Speakers and panelists addressed the challenges and opportunities resulting from technological change, market trends, and other developments. I urge you to attend CFAA – Rental Housing Conference 2020 in Halifax! 📺"

CFAA thanks all sponsors, speakers, moderators and attendees who made CFAA- Rental Housing Conference 2019 such a success. We especially thank Yardi Canada Inc, the Principal Conference Partner. We hope to see you at the CFAA-RHC 2020 in Halifax! Stay tuned for more details. To receive updates about RHC 2020, email events@cfaa-fcapi.org.

CFAA Rental Housing Awards - 2019 Winners



Rental Development of the Year – Low-Rise

Carrington Ridge | by Skyline Living



Rental Development of the Year – High-Rise

Vision at Pay Bayly Square | by Medallion

Renovation of the Year – Building Makeover

Lougheed Village | by Starlight Investments

Rental Housing Provider of the Year

Hollyburn Properties Limited

Renovation of the Year – Common Area

*High Park Village | by Minto
77 Parkwoods Village Drive | by Starlight*

Investments Renovation of the Year – Suite

30 Clark Avenue | by Starlight Investments

Marketing Program Excellence of the Year – Lease-Up

Cinque | by Drewlo Holdings

Marketing Program Excellence of the Year – Social Media

Sifton Properties

Off-Site Employee of the Year

Danielle Cannon of Skyline Living

On-Site Employee of the Year

Line Poulin of Skyline Living

Property Manager of the Year

Jennifer Bateman-Hatch of CAPREIT

Suppliers Council Member of the Year

National Efficiency Systems

New Product of the Year

Sumpie Sump Pump Sensor | by Alert Labs

New Service of the Year

Rental Inspection Service | by CTI Services Ltd.

Congratulations to all finalists and winners!

CFAA thanks the judges, and everyone who applied for the CFAA Awards Program this year. For the full Awards article, please see the next issue of RHB magazine. If you don't currently receive RHB, please contact CFAA to learn more about your associate membership benefits. To find out more about CFAA's Awards Program, please email awards@cfaa-fcapi.org

Why rent control is not a cure for housing shortages

Haider-Moran's Bulletin's presentation to CFAA on May 15, 2019

- Soon after the Wynne government applied rent control to new construction in April 2017, many planned purpose-built rentals were converted to condos in the GTA.
- According to Nobel laureate (and left-wing) economist Paul Krugman: The "analysis of rent control is among the best-understood issues in all of economics, and — among economists, anyway — one of the least controversial."
- 93 per cent of members of the American Economic Association believe that "a ceiling on rents reduces the quality and quantity of housing."
- Rent control regulations discourage developers from building purpose-built rentals
- Restrictions on rent increases reduce the value of rental properties, thus, the rental housing stock shrinks.
- The scarcity hurts renters because a larger number of renters will compete for a shrinking supply of rental units.
- Rent control results in reduced maintenance and fewer upgrades.
- In Massachusetts, rent controls were eliminated in 1995. That released a torrent of conversions to rental uses. The stock of condominiums increased by 32 per cent over 6 years. Decontrol increased the value of housing that had not been subject to controls.
- If market rents for new units rise enough, new units will be built under rent control, but why force tenants to wait on significant rent increases before investment occurs?
- What the government can do to increase rental supply:
 - Reduce capital gains tax on rental housing
 - Streamline municipal approval processes
 - Eliminate rent control regulations

EXCEEDING EXPECTATIONS

How to cultivate high-potential property management employees

BY JOANNA ELLIS



High-performing property management employees stand out. They consistently exceed expectations, take pride in their accomplishments, and are often the go-to person because of their track record. We look out into our ocean of employees and can quickly spot those “high profile” high-performers who stand out in the crowd.

But what about high-potential employees? You know the type. They are hired, trained (maybe), and given attention when it is convenient, but they are often low maintenance so they fall under the radar. But don't be mistaken – low maintenance does not equal low potential, as these professionals are often simply doing their jobs and going unnoticed.

When we mistake a high-performing employee for a high-potential one, we are making a costly error in property management and risking the loss of real talent.

RISK FACTOR: OVERLOOKING HIGH-POTENTIAL EMPLOYEES

While high-potential employees are a different kind of employee from high-performers, they can be difficult to identify. Why? For one reason, high-performers often drown out the less obvious attributes and behaviours that characterize high-potential employees. Think about your high-performing leasing professionals:

- They often receive more training and other opportunities to grow and develop their knowledge, skills, and experience
- They are eligible for more lateral moves and considered first when a promotion is available
- They are asked to head up special projects and invited to attend important meetings
- Their supervisors spend more time mentoring and coaching them

Sometimes we create our own high-performing “monsters” that tend to plow over the rest of their team. They keep rising while a leasing professional with high-potential will merely keep plodding at their daily tasks without recognition or advancement opportunities.

Property managers don't always know precisely what to look for to assess employee potential. Yet, we are all guilty at some point of doing this because it's an easy mistake to make.

OBJECTIVE: CULTIVATE HIGH-POTENTIAL EMPLOYEES

So what would happen if we as supervisors invested more time with employees who aren't high-performers? Can those hidden gems on our team realize their potential and accomplish amazing feats? Of course!

A few of these amazing industry success stories I've been witness to over the years are:

- A leasing consultant who eventually becomes the vice president of marketing and training
- A groundskeeper who climbs the ladder to vice president
- A leasing consultant who is promoted to national marketing director after 10 years

HERE ARE THREE TIPS FOR IDENTIFYING AND NURTURING HIGH-POTENTIAL PROPERTY MANAGEMENT EMPLOYEES:

1. LOOK BEYOND “SUPERSTAR” PERFORMANCE

When performance is the only criteria employees are evaluated on, high-performers will move up, while high-potential employees will move out. This doesn't mean that we should not value and reward performance. However, if we want to build a more robust talent pipeline, performance should not be the only point of entry. High-potential employees are typically defined as employees who have the ability, motivation, and commitment to move to the next level. However, not all property management companies take the time to identify these employees in a purposeful and organized manner, yet these are the individuals who will be taking their organization into the future.

Begin by asking yourself some very fundamental questions:

- Do they work hard and accomplish a lot as a result?
- Do they exhibit fundamental integrity in all of their actions and in their outlook?

- Do they take responsibility for themselves and their actions and decisions?
- Do they foster teamwork?
- Do they willingly help other employees who fall behind?
- Do they take on additional responsibilities and opportunities to add value to their position?
- Do they seek out ways to do their jobs more effectively and efficiently?

This can be a difficult step to take because we are naturally drawn to great performance, and it takes time – something many of us lack – to identify these traits. However, asking good questions and moving beyond obvious ‘superstar’ performance can reap incredible rewards for you and the employee down the road.

2. OFFER OPPORTUNITIES IN YOUR PROPERTY MANAGEMENT ORGANIZATION

High-potential employees can become bored and complacent if left in their original work environment. Once you identify high-potential leasing professionals, present them with an opportunity to change their environment – offer them a bigger or different challenge. Sometimes this means stretching their responsibility or even relocating them to another location. The workplace environment influences to a great extent error rate, level of innovation and collaboration with other employees, absenteeism and, ultimately, how long an employee stays in the job.

Changing their environment can inspire your high-potential employees and it could save you from an unfortunate headline like, “High-potential employee quits their company because of their boss and moves on to become someone else's superstar.”

Do you know that research shows that most employees quit their company because of their relationship with their immediate supervisor? It's sad but true.

Here are two ways to avoid boredom, complacency and high-potential employee attrition:

FEATURE

1. Offer high-potential employees a new challenge.
2. If you suspect you have a high-potential employee in your company and their immediate supervisor disagrees—do your own homework. Don't solely rely on what others have to say.

3. PRESENT PROFESSIONAL CHALLENGES

It is scientifically proven that the brain changes in response to challenges. Setting the right challenges for your high-potential leasing professional will help them develop a growth mindset and enhance their ability to learn. Develop challenges together with the

employee—give them a stimulating assignment to mull over and complete, allowing them total ownership of the challenge.

1. Assign them something that they have never done before that will magnify their insights and abilities. Tell them you are expecting great things from them and they will rise to meet your expectations.
2. Let mistakes be transparent and become shared opportunities to learn together. If you don't let employees make a mistake, they won't learn and they won't grow.
3. Career advancement opportunities have long been correlated with improved performance. In our industry, management or corporate positions are not readily available. It can be

very discouraging for an employee when they realize that their dream job is already filled by someone who intends to stay until retirement. That's why career enhancement is important. Help your employees lift their current job to new heights—stretch their job description and then wrap it with a new title.

By allowing high-potential employees to determine how they can improve the job they already have, they can build their own challenges and design work for the future.

DEVELOPING PROPERTIES BEGINS WITH EMPLOYEE DEVELOPMENT

Managers play a big role in building a pipeline of thriving talent at a property management company, and it's increasingly important that we do this successfully. While employee development is no cakewalk, failure to assess potential versus performance is a very real leadership problem. The good news is that it's solvable. It simply takes dedication to identifying your high-potential and high-performing employees, assessing their competencies, attributes, and training needs, and then putting them on the right path to success. It's time well spent. ■■

Originally published in Property Management Insider



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SET SAIL WITH FRPO

Touring the Toronto Harbour in style



Over 75 FRPO members braved the rain on the evening of Thursday, June 20th to join us on the first annual FRPO Boat Cruise. "The Showboat" toured us through the Toronto harbour and island waterways.

This sold out event included cocktails, light dinner and a chance for members to network. Thank you to those who attended and we look forward to better weather next year! 🍷



FRPO 2018
MAC
AWARD WINNER

CUSTOMER SERVICE

THE NEW CURRENCY OF RENTAL LIVING

BY JESSICA MCINNIS, DIRECTOR, MARKETING & TENANT EXPERIENCE
AND RYAN MCDERMOTT, DIRECTOR, EDUCATION & TRAINING



Traditionally, many in the rental housing business would argue that our value is the many assets that we manage. However, increasingly, the true value is in the service our employees provide to our residents.

In a marketplace with fierce competition from condominium rentals with top-class amenities and personalized service, multi-family residential is under increased pressure to not only compete, but differentiate its offering. Compounded with the type of rentals we offer – typically older stock with fewer amenities – and combined with skyrocketing rents in urban areas, renter expectations are growing. Finally, a new category of renter is adding its voice to this mixture. Previously, renting might have been a pit stop on the way to homeownership. With homeownership becoming increasingly unattainable, and more baby boomers looking to downsize, more and more are adopting rental as a permanent lifestyle. Now they are looking to multi-family residential landlords to provide all the amenities they previously enjoyed in their family home.

Not to be left out of the conversation on service is the number of tools that consumers have at their fingertips. Instagram, Twitter, Facebook and Google Reviews are often used as a battleground to arbitrate the best and the worst of customer service.

This past November, CAPREIT was honoured to win the MAC Award for excellent customer service. As an organization, we strive to put in place the programs and proactive measures to ensure our residents receive a great experience at our buildings. We are continuing to mature our initiatives and introduce new ones. We do have some best practices that we can share that exemplify the type of customer service we offer:

KNOW YOUR RESIDENTS

How well do you actually know your residents, their preferences and their expectations? Whether you manage a building of 20 or 200 units, the practice of surveying is crucial to opening up dialogue with residents. In 2018, CAPREIT launched its first national survey of residents which will continue annually. We also undertook lifecycle surveying based on

move-in, work order completion and move-out. Understanding what drives satisfaction and where service can be improved at the various lifecycle touchpoints allows CAPREIT to adapt our service to regions, building types and demographics to remain competitive in a given market.

OFFER EASY ACCESS

At CAPREIT, we are excited to be launching a resident portal that will allow residents to self-serve at their convenience or receive service notifications, anytime and anywhere. Especially for our young professional and technologically savvy residents, the ability to see how work is progressing on their request and the ability to give feedback promotes transparency and accountability in staff members and our brand. It also allows our organization to control the user experience our residents have by using technology to streamline our processes. Similarly, CAPREIT also offers an ombudsperson program called CAPCares that facilitates escalation between our residents and our management team. If a resident does not feel they are receiving an answer to their issue, we offer a third-party managed solution that escalates and resolves the issue.

ENGAGE WITH RESIDENTS

While resident engagement may seem like the cost of doing business, a well-thought out, focused engagement program is key, especially in urban markets where rents are as high as resident expectations. In this case, we have partnered with local businesses to offer corporate partnership opportunities with discounts and free items to our residents. It helps to introduce them to the community and highlights a perk of living in a CAPREIT building.

Alternatively, resident engagement programming is also a compelling strategy in markets where there is socio-economic hardship. CAPREIT offers programs like the Breakfast Club that provides healthy breakfasts for our young residents who may not start the day with food otherwise. Similarly, our successful SummerPalooza programming focuses on buildings with children and offers a half-day day camp dedicated to engaging activities and literacy. These are all volunteer-led initiatives run by our staff and go a long way to building trust in our communities.

INVEST IN TRAINING YOUR STAFF

Saving the best and most important for last – training your staff and allocating resources for resident customer service is the most critical point of differentiation. At CAPREIT, we have an extensive Training Department that not only teaches the fundamentals of our processes and procedures to front-line staff, but they also teach how to effectively communicate to residents, conflict management techniques, building trust and customer service best practices. We prioritize empathy, asking for help and providing our staff the knowledge of where to seek help. Staff engagement is directly related to service improvement. Our front-line staff are the face of CAPREIT and ensuring they are empathetic, empowered, accountable, professional, and regionally supported, are some of the keys to our success. We also have a mystery shop program that regularly monitors the level of service our employees are providing – this in particular allows our managers to have teaching moments with our employees to recognize great performance and coach to improvement.

While there is not a one-size-fits-all approach to great customer service, and we have even more work to do as an organization in optimizing our service, great service starts and ends with great people and a focused intent on meeting the needs of our valued residents. ■

As one of Canada's largest residential landlords, CAPREIT is a growth-oriented investment trust owning interests in 50,869 residential units, comprised of 44,277 residential suites and 32 manufactured home communities comprising 6,592 land lease sites located in and near major urban centres across Canada and The Netherlands.

MAKING A DIFFERENCE IN THE LIVES OF TENANTS

Metcap staff honoured for going the extra mile

The rental housing industry in Ontario is fortunate to be made up of countless individuals who are dedicated to making a real difference in the lives of those who call apartment buildings home. Each year, FRPO recognizes some of the year's top-performing professionals who have demonstrated a commitment to serving their rental communities with caring, competence and leadership.

In 2018, FRPO named Saffia Hassan Dewan its Resident Manager of the year, while Nina Rastegorec took home top honours in the Property Manager category. As one of Canada's leading rental housing providers with more than 100 apartment communities in the Greater Toronto Region, Metcap Living is known for going that extra mile to ensure tenant satisfaction—and a lot of it begins with hiring the right people.

"MetCap Living has a 'families taking care of families' approach," says MetCap Living President, Brent Merrill. "In keeping with the diverse communities we serve, we are happy to say we speak more than 30 languages. We love what we do and we are proud of how we do it. Most importantly, we strive to provide great living experiences of our valued residents."

Metcap is proud to have the following award-winning staff members on its team.

SAFFIA HASSAN DEWAN, 2018 RESIDENT MANAGER OF THE YEAR

Relative newcomers to the rental housing



industry, Saffia and her husband Arif have been overseeing Metcap's 45 Greencrest community in Scarborough for a little over three years.

"My husband always thought that together we could do a great job," Saffia says of their joint-role as Resident Managers. "Still, it was a surreal feeling to be nominated for such a big award—and then to go on and win it was something I never expected. Being recognized for your efforts is wonderful."

Saffia attributes her professional achievements to having well-honed customer service skills. "Being good with people is a requirement, given the job involves interacting with so many individuals on a daily basis.

Computer literacy and reconciliation skills are an added bonus," she says.

But, as everyone in the rental-housing knows, working where you live can bring about some challenges. Serving others, requires patience, resilience and a healthy dose of perseverance at times. Luckily, Saffia happens to be good at it. In fact, if she were to offer some advice to any newcomers to the role, her advice would be to "remember that there are hurdles to overcome in every position," and to "treat each problem that comes your way as a new opportunity to make things right."

Inspired by the notion of family and what it means to have a happy home, Saffia and her husband are examples of Metcap's vision, and a testament to their values as employees. "Home is where your heart is, so making a positive difference in your neighbour's lives is a rewarding feeling."

NINA RASTEGOREC, 2018 PROPERTY MANAGER OF THE YEAR

An 11-year rental industry veteran, Nina joined Metcap Living in the spring of 2016 as Property Manager. Nina was deeply honoured to have been even considered for the prestigious award given the stiff competition she faced in her category. "The contenders were all first class and outstanding," she says.

An achievement indeed, and a great testament to her commitment to always putting her best foot forward. "It is such an honour to be recognised by experts in the property management industry, as well as by your peers, for excellence in service to our industry,"



“To me, what truly sets working for MetCap Living apart is that every individual in this company is fully and unreservedly committed to managing each property while providing our residents with safe, clean and friendly communities to live in.”

she says. “The award reaffirms my resolve to always strive for excellence.”

But striving for excellence is one thing; consistently achieving it is another. Nina attributes all her professional success

to patience, hard work and having an understanding of the properties, clients, staff and resident needs. “These are the things that allow me to do my job the best I can.”

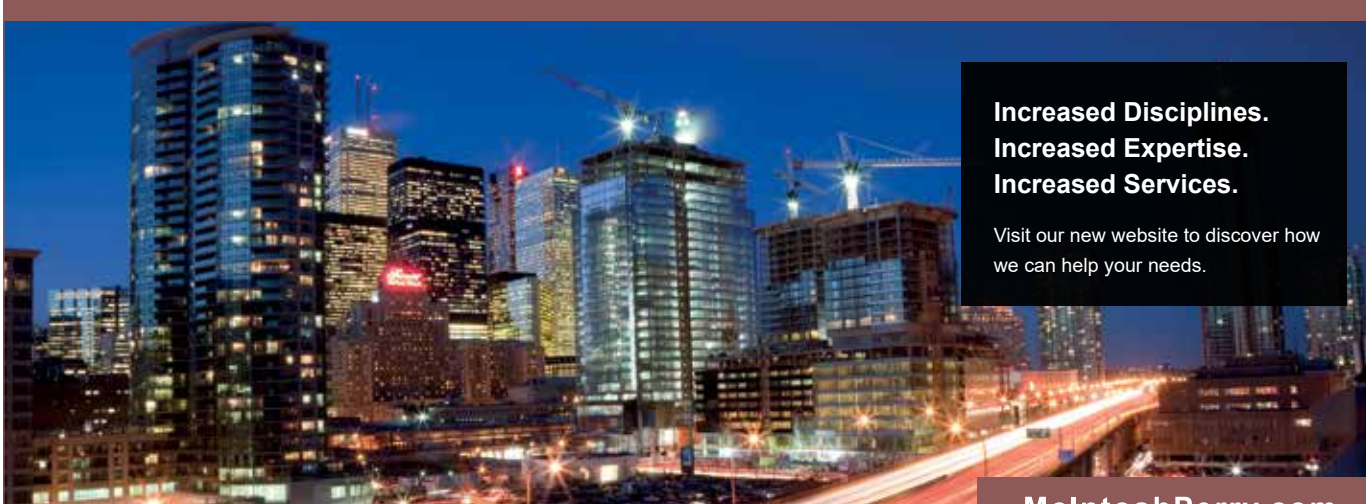
And she also insists that none of it would be possible if it weren't for the support of her managers, staff and colleagues. “To me, what truly sets working for MetCap Living apart is that every individual in this company is fully and unreservedly committed to managing each property while providing our residents with safe, clean and friendly

communities to live in,” she says. “It is truly a privilege to be part of this team.”

As for what she's learned and what she would advise anyone considering a career in her field, Nina says: “Learn....always. Write down what you see, know, and observe about what works and what doesn't. It's very beneficial to have your notes as a resource to refer to as you progress in your career. Also, identify people you admire and learn from them. And be patient...your work will speak louder than your words.”

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THE CRB 6 DISCIPLINES

Parts 2 and 3 explained

BY TED WHITEHEAD AND MARK DAVID

Membership in the Certified Rental Building Program (CRBP) is an effective means of maintaining a high standard of quality when managing your building and working with residents. When prospective or existing tenants see the familiar green CRBP logo and checkmark on your property, they will immediately know that they will be able to “Rent With Confidence.”

In Part 1 of the series, we discussed the importance of Building Operational Standards and of demonstrating prudent property management practices. A proactive maintenance approach is key to keeping your building operating smoothly while addressing any resident issues that may come up from time to time.

While prudent building management practices are certainly a significant aspect to the CRBP’s quality and service guarantee, none of it happens without having staff members that are trained and committed to carrying-out their duties in a professional and courteous manner. Happy, motivated employees exude their confidence in their daily dealing with your residents. To that point, CRBP’s Human Resources Management (HRM) discipline was developed to ensure that frontline property management employees understand their

importance in representing their building, their company, and CRBP professionally.

DISCIPLINE 2: EFFECTIVE HUMAN RESOURCES MANAGEMENT

The HRM discipline contains benchmark standards that focus on those human resource practices that ensure employees are treated fairly; are encouraged to learn about the industry; and have opportunity to grow professionally on the job. They include the following, plus much more:

- Human Rights
- Employee Performance Assessment
- Workplace Violence & Harassment
- One-Up Escalation Policy & Process
- Continuing Education
- Staff Development

A sample Human Resource Management SOP and related requirements:

Human Rights Code SOP – HR01 Human Rights

- **Policy:** Employees are made aware of their obligations
- **Mission Statement/Code of Ethics:** Documented evidence of commitment to fair and equitable commercial conduct. (Electronic or hard copy)

- **Resident Selection Process:** Criteria used as part of the are permissible under the terms of the Ontario Human Rights Code
- **Code Card/Poster:** Posted where visible to residents and prospective tenants

CRBP’s Training & Education Component

One of the goals of the CRBP is to raise the level of property management professionalism across the industry. Education is also a key component of the HRM discipline, and member employees are expected to complete and attend a number of training courses, including: the CRB Technical Training course; AODA/IASR Training; Environmental Awareness & Leaders course; and the new CRB Ambassador’s course. All CRBP educational offerings are run on a cost recovery basis only.

In today’s property management world, having educated and professional frontline employees is critical to maintaining your company’s reputation and image. It is a highly effective means of practicing effective frontline corporate governance, along with reducing risk.

Just like a well-oiled machine, a multi-family property is greater than the sum of its parts. Effective human resources management ensures your building is being managed in a professional manner that combines common

“Consistently residents, living in CRB-approved buildings, rate the quality of service provided by staff with an 8 out of 10 average score.”

courtesy with the swift resolution of on-site operational issues.

DISCIPLINE #3 – RESIDENT OPERATIONS

One of the primary drivers of resident satisfaction is how they view the “quality” of service provided by building management staff and their employees. It probably goes without saying, but highly satisfied residents make for easier-to-manage apartment communities and can be an excellent source of referral business. As a result, a critical aspect of a professional property manager’s job is to ensure that caring and effective customer service is provided to residents on an ongoing and consistent basis.

CRBP Resident Operations discipline was designed to promote providing good quality of service to residents, and to ensure respectful communications with them at all times. As with all CRBP standards, Resident Operations contain a number of best practice benchmark requirements that were designed to ensure front-line building staff can apply professional and caring service in meeting the service needs of their residents. They include the following standards and much more:

- Ensuring renter leasing practices are being carried out in a manner consistent with the Human Rights code, and as established within the confines of Ontario Residential Tenancies Act (RTA). Additionally, that a Standard Lease is in use that is consistent with the requirements set out in the RTA;
- Ensuring residents have 24/7 access to a company representative for Emergency contact purposes;
- Ensuring that a list of all residents who may require assistance in case of an emergency is being maintained and updated for first-responder personnel;
- Resident information is maintained in accordance with principles, rules and guidelines set out in The Personal Information Protection and Electronic Documents Act (PIPEDA);

- Ensuring that all new residents are provided with a satisfactory “move-in” inspection prior to taking possession of their new rental home;
- Ensuring that resident maintenance requests and resident inquiries/complaints are properly documented and acknowledged within two business days or less;
- Ensuring there is a “one-up” process for residents to use if they are not satisfied with any maintenance work that has been carried out on their behalf, or if an inquiry or complaint is not being dealt with in a professional and courteous manner;
- All staff have successfully undertaken the Accessibility for Ontarians with Disabilities (AODA) training and the Integrated Accessibility Standards & Requirements (IASR) training;
- All staff have taken CRBP’s Technical and/or Ambassador’s Education programs.

MANAGING YOUR COMPANY’S IMAGE

Providing professional quality service and caring for residents is a vital component in how a property management company is publicly viewed in the market place. Too often, we hear stories in the media about landlords who own buildings and fail to deliver an acceptable level of service or product to their residents. Their properties and units are often in dire need of repair, and tenants’ complaints or inquiries are left unresolved for long periods of time.

This results in an atmosphere of negativity and uncertainty; left unchecked government regulators soon jump in and impose costly regulatory administrative requirements that the whole industry must adapt to. This is why FRPO’s CRBP uses a designation of “professional” property management, and seldom ever refers to its members as simply landlords. It seeks to differentiate those professionals in the industry that care about their residents from those landlords who simply cannot nor ever will meet the “quality” benchmark set-out in CRBP.

The multi-res industry is in the business of providing apartment homes for rental-housing consumers. For many apartment renters, paying their monthly rent represents their single biggest monthly expense. They have a right to expect courteous, caring and professional service. CRBP seeks to assure that living CRB-approved apartment community provide them with a quality-assurance “peace-of-mind” mindset. Consistently residents, living in CRB-approved buildings, rate the quality of service provided by staff with an 8 out of 10 average score. This speaks highly to the commitment of CRBP members, and their staff to provide their customers with positive level of quality of service.

Maintaining a high rating of resident satisfaction with their rental home, and with the quality service provided by front-line staff is paramount to ensuring any property management company is judiciously carrying out effective corporate governance measures. FRPO’s CRBP is an excellent cost-effective manner to benchmark your service quality standards while offering a strong comfort level for investors and shareholders alike. Equally important, it helps to build strong and positive relationship with residents. Existing resident referrals are still one of the main sources of new business across our industry. Your residents will always recommend a CRB-approved building because they know you can always rely on Renting with Confidence™.

For further information about the CRBP and how to apply for the certification, please contact the Federation of Rental-housing Providers of Ontario (FRPO) or visit our website today at www.frpo.org. 📍

FRPO’s CRBP provides a sound footing for large & small property managers to develop an effective Corporate Governance CSR culture for their organizations. For literally pennies a day, a property management company can enrol their organization and buildings in FRPO’s CRB program. For more information on FRPO’s CRBP please contact Ted Whitehead, Director of Certification – 416 302-4842 or twhitehead@frpo.org

PUT THE “SOCIAL” BACK INTO LEARNING

5 steps to improve staff training

BY GUY LYMAN

A learning management system can revolutionize the acquisition of new knowledge and skills at your property management company, making your staff a continually improving asset. As your first line of learning, an LMS is loaded with industry, software and company-specific knowledge

for everyone from your maintenance tech to leasing staff and the property manager.

Through a learning management system, there are many ways to leverage online courses and social channels to accelerate learning even further. With in-person training gradually giving way to online training and certification, and teams

often geographically dispersed, it's more important than ever to complement your LMS with learning activities that leverage the internet and its opportunities for social engagement.

Here are five suggestions to put the “social” back into learning:

1.

SET UP LEARNING GROUPS

When users support one another in their learning, everyone learns more. That's why you see study groups in graduate schools, for example (think of the famous hotel cram session in “The Paper Chase”). You can manage study groups based on peers, roles or regions, adding competitions to spice up the interaction. The Activity Feed can act as a social network, allowing the ability to “like” and comment back and forth. Leaders can jump in to encourage learners and add their expertise.



2.

ENABLE LEARNING CIRCLES

Related to learning groups are “learning circles,” where the participants choose others to follow online in order to see what they are learning, how they are progressing and how they compare on the Activity Feed on a day-to-day basis. By viewing themselves in relation to their peers, employees gain motivation to excel.



3.

FOSTER MENTORSHIPS

For all but a few top people in your company, there's someone in a higher position whose knowledge can be critical to their acquisition of new skills. By formalizing a mentorship program you can deepen these relationships, leveraging the Internet as the conduit for interaction. These can take the form of one-on-one relationships between an entry-level employee and a senior employee, or group mentoring. Points of discussion can include education related to multifamily as well as soft skills.

4.

START A READING CIRCLE

Choose books related to your company's core values or rental housing industry issues and initiate a reading circle to discuss it online. You can select a new book on a quarterly or semi-annual basis, for example. This not only imparts new knowledge, it also builds team solidarity. Award participation badges through your LMS online to increase interest.



5.

HOLD NEW-HIRE ROUNDTABLES

You might consider hosting interactive online sessions for new hires at 30, 60 and 90 days. These sessions allow them to bring up areas of confusion or challenge and share hands-on solutions with one another and with managers. Subjects can include common software issues, internal policies, real estate industry matters, property issues such as compliance or customer service, and more. New hires feel much better knowing they're not the only ones struggling in one area or another. By using online meeting technology, you can ensure all employees have a seat at the table.

Together, your LMS and the internet represent a remarkably powerful duo for motivating and delivering knowledge to your people in all sorts of creative, engaging ways. Start with this list and take a few minutes to think of ways you could be utilizing social engagement to complement the property management training you're already enabling!




JUNE BULLETIN

In January, ECNG Energy Group announced the merger of Enbridge Gas and Union Gas. Below are some important details for customers regarding new payment instructions for contract rate accounts in the Union Gas rate zones.

Vendor Set Up:

If you require more information for your company's accounts payable process, please forward the relevant form to ugladvice@enbridge.com. All invoices are required to be paid on time.

Customers with Existing Enbridge Gas Distribution accounts:


































No changes are required to your banking and payment directions for accounts in the Enbridge Gas Distribution rate zone. In order to ensure your payments continue to be credited to the correct accounts, continue to pay each invoice (historical Union Gas/historical EGD) separately. 

For complete and current payment instructions:

Please visit www.uniongas.com/business/account-services/unionline/invoice-and-payment

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For more information on the benefits of Corporate Membership contact: Chloe Hill at chill@frpo.org or 416-385-1100 ext. 30

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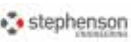














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