

NADLAN-HARRIS
PROPERTY MANAGEMENT INC.

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NADLAN-HARRIS PROPERTY MANAGEMENT INC. SUMMER, 2020 **NEWSLETTER**

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Message from the President

Dear Board of Directors,

The weather has warmed up and summer is finally in full swing. As things are slowly returning to normal, we must always remember to enjoy life responsibly within the parameters given to us by the experts. We, at Nadlan-Harris are doing everything we can to keep you safe.

In this issue of the summer newsletter, you will find articles related to Condominium living and COVID-19. Please take the time to read it while you are enjoying the warm weather.

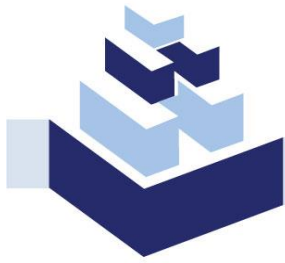
Sincerely,



Liron Daniels
President
R.C.M., P.P.L., B.E.S.

Company News

*We encourage all residents to log into your community website and use the fantastic features, as it is a great means of connecting with the community. **NEW features such as mobile access and consent to receive electronic communication have been implemented.** The platform will allow Nadlan-Harris Property Management Inc. to facilitate better communication, increase efficiency and allow residents an opportunity to provide their valued feedback. We look forward to connecting with you.*



OPENING AMENITIES – WHERE ARE WE NOW? ¹

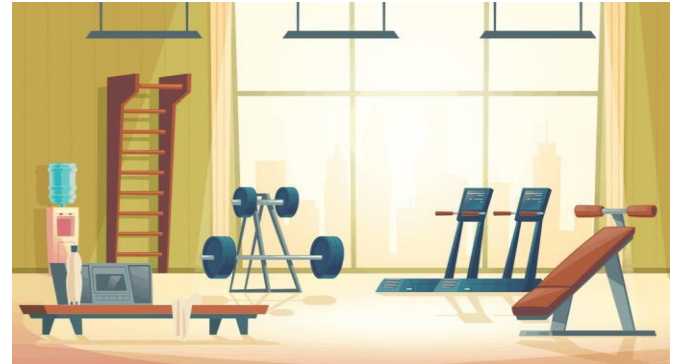
Where do condominiums stand now in terms of opening amenities? To answer this question, let us start with the following key points in terms of opening amenities:

1. Some amenities should stay closed.
2. Some amenities (previously closed) can now reopen *if the Board so decides based upon the Board's overall consideration of safety*. [NOTE: This applies only to regions in which the province's Stage 2 Re-opening will take effect.]
3. For all other amenities: *It's again up to the Board to decide (based on consideration of safety)* whether or not they should be open.
4. If the Board decides that an amenity should be open, it's important to follow the advice of health officials in order to control the transfer of the virus in connection with use of the amenity.

What amenities should currently stay closed?

- Amenities involving **indoor recreational activities**, with the exception of swimming pools (which can now reopen if desired). Here are some examples of indoor amenities that should currently stay closed:
- Locker rooms (unless connected with a pool and provided they can be adequately sanitized)
- Change rooms (unless connected with a pool and provided they can be adequately sanitized)
- Showers (unless connected with a pool and provided they can be adequately sanitized)
- Saunas
- Whirlpools
- Gyms
- Squash Courts
- **Outdoor recreational activities that are high contact or do not allow for two-meter physical distancing**. This includes:
- Playgrounds
- Play structures
- Outdoor fitness equipment
- Basketball games

What Amenities (previously closed) can now open (if the Board wishes)?



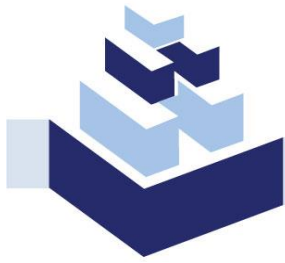
- Indoor and outdoor swimming pools, splash pads and wading pools. Associated change rooms and showers can also be opened as long as they can be “adequately sanitized and disinfected”.
- Also: See the province's Stage 2 Framework for details about protocols to be followed in relation to opening of pools. And see our separate blog of today's date dealing specifically with pool openings.
- Outdoor recreational activities that are LOW contact and allow for two-meter physical distancing. This includes:
- Tennis Courts
- Basketball shooting (by one's self)

What are some examples of OTHER Amenities that the Board could consider opening (if it wishes)?

- Guest Suites
- Meeting Rooms
- Offices
- Outdoor Barbeque Areas
- Car Washes
- Common Rooms or Lounges
- Card Rooms or Board Game Rooms
- Dog run areas

Keep in mind to always consider all of the relevant public health protocols and perhaps prepare helpful guidelines, signage and/or Rules to be followed by the

¹ James, D. (2020, June). Opening Amenities. Where Are We Now? *Davidson Condo Law*. Retrieved from <https://davidsoncondolaw.ca/opening-amenities-where-are-we-now/>



users of the amenities. Also: Gatherings of up to 10 persons are now permitted, as long as two-meter physical distancing is maintained between persons from different households.

Some Helpful Resources

The following are very helpful in terms of the “Protocols for Re-opening” (if you decide to open some of your amenities):

- *The Province’s Stage 2 Framework for Reopening*
- *CMRAO’s Reopening Guide for Managers* (which provides some very helpful ideas in terms of placing limits or restrictions on amenities that are to be opened).
- Other guidelines and sample signage available on the websites of most local health departments.

REOPENING ONTARIO AFTER COVID-19: A GUIDE FOR CONDOMINIUM MANAGERS²

Ontario is in the process of reopening following the coordinated response to the coronavirus outbreak. The approach to reopening will be gradual and introduced in stages.

Under advice from federal and provincial public health authorities, extreme measures were enacted to keep communities safe during the COVID-19 situation. This included enacting an emergency order under the *Emergency Management and Civil Protection Act* (EMCPA) that required the closure of certain

businesses and restricting public events, social gatherings, and meetings.

As providers of an essential service, condominium managers have an important role to play in keeping condominium communities across the province safe. As the Government of Ontario starts to ease restrictions on businesses and individuals, the CMRAO is providing some guidelines and information to support condominium managers as they transition to reopened operations during these constantly evolving times.

How Management Service Providers & Condominiums are Adapting

According to a 2020 Survey conducted by the CMRAO for a better understanding on how the emergency orders have impacted operations and the condominium corporation, the management service providers have adapted well to the new environment.

85% of respondents indicated that they have developed plans to help their clients adapt as the government begins easing restrictions

83% of respondents indicated that they have discussed these plans with the boards of their clients. To date, it does not appear that condominiums are having significant difficulties collecting fees from owners:

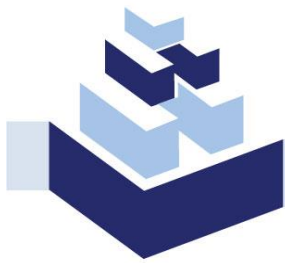
72% of respondents indicated that they had not observed any difference compared to before the emergency orders were put in place

27% believe there has been a slight increase in the number of owners who have defaulted on payments. Only one respondent indicated that they felt there has been a significant increase in the number of owners who had defaulted on payments.

Condominiums appear to be taking advantage of certain provisions related to the emergency orders:

61% of respondents indicated that at least some of their client condominium corporations had started holding, or plan to hold, owners’ meetings using electronic or telephonic means

² Reopening Ontario after COVID-19: A guide for condominium managers. *COVID-19 and the Emergency Order: A Guide for Condominium Managers*. Condominium Management Authority of Ontario



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21% of respondents indicated that more than 50% or their clients were taking advantage of this change

40% of respondents indicated that some, but less than 50% of their clients were taking advantage of this change

39% of respondents indicated that none of their clients were taking advantage of this change

Areas Where Management Service Providers Are Seeking Guidance

Management service providers identified the following as the top three areas where they are currently seeking guidance:

1. Holding Meetings
2. Entering Owners' Units
3. Use of Common Elements

In response to this, the CMRAO has developed the following guidance for licensees during this period when emergency orders and restrictions are gradually being eased.

In all instances, individual managers are encouraged to seek support and guidance from their employer (the condominium management provider) and to communicate and discuss plans with their clients' boards. Managers should also refer to the CMRAO website for updates.

When in doubt, managers should seek legal advice. The CMRAO recognizes that these are exceptional circumstances. Condominium managers should act in accordance with current government directives (including emergency orders) regarding the decisions they make and the advice they give to condominium boards during the declared emergency period.

Holding Meetings



Whether for board meetings or owners' meetings (including AGMs), there are obvious challenges with regard to holding meetings at this time. From booking space to maintaining the appropriate physical distance, in-person meetings will continue to be challenging for some time, even as government restrictions are eased. If your clients' condominium boards are not already holding meetings electronically, managers should consider whether doing so would now be appropriate for the particular condominium corporation.

There are a number of platforms available for conducting meetings of this nature. For example, the CMRAO has transitioned to a telework environment without disrupting its ability to hold staff and board meetings, and meetings with vendors and external partners.

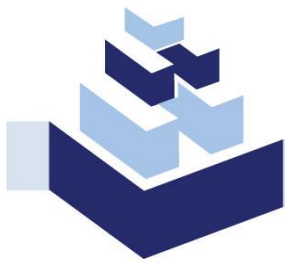
Search the internet and discuss with industry counterparts to find a platform that works best for your management business and your clients. Owners' meetings are more complex than board meetings. The ability to host meetings virtually with potentially dozens or even hundreds of participants may seem like a daunting task. That said, there are electronic platforms that can be used to handle these meetings, although there may be associated costs depending on the size of the meeting.

Amendments to the *Condominium Act, 1998*, under the EMCPA extend the period of time in which condominium corporations must hold an annual general meeting (AGM) as a result of the emergency. Although this provides condominiums and management providers some flexibility, it is foreseeable that there may be a resource crunch when the order expires, and management providers will have to make accommodations for multiple clients at the same

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time. This challenge may be compounded by the fact that when the emergency order does expire, condominiums will likely continue to operate under new protocols, such as physical distancing and increased use of personal protective equipment (PPE). Please refer to CMRAO's guide [Use of Proxies and Proxy Forms](#), available on the CMRAO website to ensure you are following the CMRAO's existing policies on this topic. Remember that the manager's role is to be a neutral administrator of the meeting and voting processes and should not favour (or appear to favour) any particular outcome. To reduce the appearance of conflict, managers should discuss this topic with their clients' boards and suggest that any communication to owners is sent from the board, with questions directed to management.

The Condominium Authority of Ontario has published useful information about condominium meetings. Please [visit the website](#) for additional information.

Entering Units



Understandably, individual unit owners may be more hesitant to allow managers and contractors into their units during these difficult times. This puts managers in a challenging position as they must balance the need to treat owners fairly, while ensuring that they continuously act in the best interest of the condominium corporation.

If you are required to enter a unit for any reason, always take reasonable steps to ensure that:

1. The unit owner has been provided with reasonable notice and given a fair opportunity to prepare themselves for when you will attend the unit
2. You and the owner maintain a safe distance from one another
3. You properly use personal protective equipment (PPE) to protect yourself and the owner
4. You are following any other rules and guidelines issued by the government and Chief Medical Officer of Health.

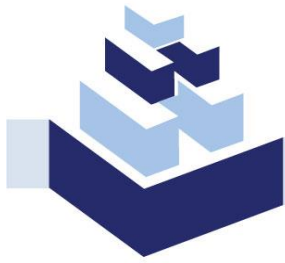
If you are overseeing a contractor who is required to enter a unit, be sure to communicate these principles to the contractor in writing and ensure that the contractor is adequately supervised. If you become aware of a contractor who is not adhering to these guidelines, raise the issue with the contractor and also inform the board so that they can assess the situation.

If a complaint is made against a licensee, the CMRAO will consider the exceptional circumstances created by the emergency, as well as the manager's efforts to follow all government directives and these guidelines. For this reason, management providers are encouraged to work with their clients' boards to take advantage of the flexibility in the legislation around the use of virtual meetings and hold as many AGMs as is reasonably possible.

The CMRAO also suggests that it is appropriate to encourage owners to use proxies during these times, specifically for the purposes of establishing quorum. Managers should send communications that clearly explain to owners what their options are when it comes to the use of proxies.

If a unit owner expresses concerns with entering their unit, or refuses entry to their unit, carefully consider their concerns and communicate with them in a professional and respectful manner that is mindful of the current emergency situation.

If the requirement for entry is not an urgent, time-sensitive matter, try to make every reasonable effort to accommodate the owner. Ultimately, you may encounter an instance where you have no choice but to enter a unit despite an owner's refusal. In these



instances, be sure to document the incident in writing and report it to the board.

Useful tips

- Explain the reason for entering the unit and that all reasonable measures will be taken to protect the residents of the unit
- Confirm a time window for when you will require entry to the unit and advise the owner that you will call when you arrive
- When you arrive, call the resident, and ask that they unlock the door and that they stay with you on the phone as they distance themselves from the entryway
- Use appropriate PPE during your time in the unit, such as masks, shoe coverings, and Sanitizer

As condominiums begin to reopen amenities, it is important that condominium management service providers work with their clients' boards in developing plans that will ensure the corporation continues to adhere to government-issued rules and guidelines, while upholding the safety of the staff and residents of the condominium.

Plans need to be flexible and should adapt as the government provides updated information, rules, and guidelines. As you develop and refine plans, try to gather as much information as possible from your

Role of the Condominium Manager

It is a collective responsibility to ensure the health and safety of condominium communities. Condominium managers are required to advise the condominium corporation's board of directors of their obligations and responsibilities to follow the legislation, which in the case of COVID-19 involves following emergency orders. The board of directors is ultimately responsible for making decisions for the corporation and relies on their condominium manager to offer advice and implement solutions.

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clients so that your plans fit their needs. It may be helpful to start with a listing of all the amenities in the condominium corporation, including details on:

- normal capacity of the amenity
- cleaning/disinfectant schedules
- ventilation systems within specific amenities
- reservation systems/processes
- hours of operations

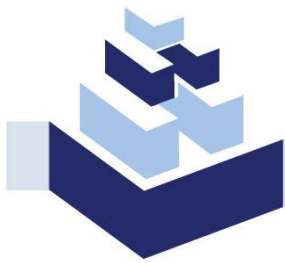
Once you have gathered these details, you will be in a better position to work with your clients' boards to establish new policies as appropriate, such as:

- mandatory booking required to use amenities
- requiring residents to disinfect equipment before usage
- staggering operating hours to allow for more frequent disinfection
- lowering capacity to ensure appropriate physical distancing is possible
- changing the configuration or allowed usage of specific equipment, such as blocking specific gym equipment or barbecues on specific days so that residents maintain appropriate distancing.

Condominium management providers should also monitor the availability of disinfectants, cleaners, and other forms of PPE to help their clients purchase enough equipment to suit their needs. Whenever possible, condominiums should maintain an adequate supply of disinfectants, cleaning products, and PPE.

Additional Recommendations

Condominiums are unique in terms of design, the number of residents, the amenity spaces, and common elements, and therefore each condominium has individual needs. Condominium management providers should develop reopening plans that are tailored to meet the specific needs of each client. They should also maintain communications and discuss the plans with the board of directors. As this is a constantly evolving situation, adjustments may be necessary to accommodate updates from the federal and provincial governments, and public health officials



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WHAT NADLAN-HARRIS IS DOING ABOUT COVID-19 CORONA VIRUS?

Nadlan-Harris Property Management Inc. deeply cares about our staff's health and safety as well as the communities we work in.

From the beginning Nadlan-Harris has put in place protocols for the safety of our team and residents. The following protocols have been put in place:

- We have increase **cleaning and disinfecting protocols**. The Nadlan-Harris head office is being sprayed 3 times per week with Hypochlorous Acid, which is a primary disinfectant agent of chlorine solutions.
- Nadlan-Harris head office has introduced the Germ Guard Treatment Program, which has been proven to last on a surface for up to 6 months. The Germ Guard program kills germs on contacts and is a great addition for in between regular cleaning. The treatment provides antimicrobial protection to high touch surfaces to reduce the risk of transmission of germs. (see pictures below)
- Keyless entry has been installed at Nadlan-Harris head office to minimize the touching of surfaces.
- Social distancing protocol has been put in place
- Keeping a minimum of 6' away from each other.
- We have staggered our head office employees to work from home.
- Remote set up was provided to all employees.

- Accounting personnel rotate their time of coming to head office when needed to pick and drop off information.

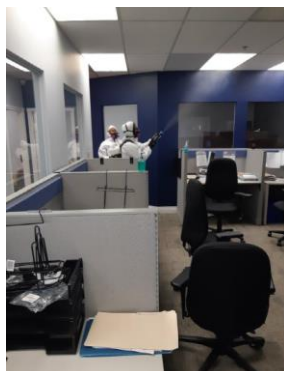
- Extra hand sanitizers and spray disinfectant has been supplied at the Head office

We believe in an open communication policy and we constant communicate to all our managers on weekly basis by providing updated information to communicate with their board of directors and the community.

The team at Nadlan-Harris has received some inquires by directors of the board about approval of invoices and cheques being signed. Our team fully understands the concern.

Under the direction of the board, Nadlan-Harris will accept invoice approvals from the board of directors, via email. Cheques can be signed by Liron Daniels the President of Nadlan-Harris Property Management Inc, and only by Liron Daniels. This of course is only temporary. Written direction is needed from the board of directors, to proceed with this option.

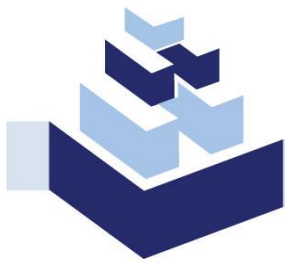
The Nadlan-Harris team has been provided Essential Work Documents, in the event they get stopped and questioned as to the intent of their commute. Our head office has been closed to the public since March, and only accommodates visits if it is an urgent matter.



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BALANCING AUTHORITY & DEFERENCE

by Kateryna Polek of Nadlan Harris³



The condominium real-estate market is experiencing extraordinary growth - made apparent by the ever-growing skyscrapers in our peripheries. Along-side this growth, the property manager's profile is also expanding in scale and scope.

Regulations have now been mandated by emergent regulatory authorities, and still property managers continue to be the customer-facing links within our industry. The property manager is the singular unit under which management companies are established.

Manager's Potential to Create Value

Hiring, encouraging, and enabling employees who are motivated in developing their intellectual assets have a profound impact on a firm's strategy - especially in establishing a competitive advantage in an industry where human capital is a main resource. According to an article written in the Indian Journal of Industrial Relations, hiring processes that focus on candidate's *potential for creating value* to a firm add strategic flexibility over time (Tomar, A., & Dhiman, A., 2012). The importance of a property manager's potential to create value is underlined by rigid educational requirements mandated by the CMRAO. Board

members retain managers who are on a path to obtaining General License qualification and RCM designation.

Ongoing Challenges Property Managers Face

However, I would like to scale down from a macro perspective and focus in on key customer-facing challenges that impact the profile of a property manager. As many of you may or may not be aware, this industry is established on rigid regulations and timelines which we must adhere to. The property manager is then required to adhere to the methodized rules set out by their Board of Directors and any other policies outlined by the management companies through which they are employed under. At the other end of the spectrum, property managers have been unilaterally expected to be the customer relationship manager between their Board of Directors and the key stakeholders within the condominiums they manage - the homeowners.

Leveraging Between Authority and Deference

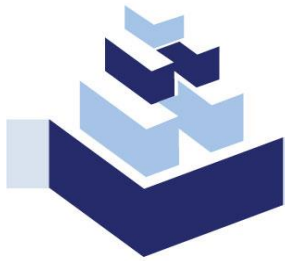
The dilemma we face is this - how does the property manager reconcile between their authoritative responsibility and maintain a deferential level of service towards the homeowner?

Let's explore the easier end of this spectrum: establishing a working knowledge of the governing documents under which the condominium management industry is built on. The Condominium Management and Administration ACMO courses prime the manager to have a working foundational knowledge of the Condominium Act and a typical condo's Declaration.

In retrospect, it's so easy to tell someone **what** the rules are. However, the challenge isn't knowing **what** to say – it's **how** to say it. Further, I aim to explore the impact of empathy and emotion work on from the property manager's perspective and whether such an approach is sustainable over the long term.

Consider an all-too-common scenario where a homeowner experiences a material flood in their unit from a neighbour. Often such experiences are traumatic

³ Polek, K. (2020.June). *Nadlan Harris Newsletter*



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and extremely stressful - now imagine being told that you have to engage your own insurance for the coverage of your own betterments. A homeowner who never went through such an experience and has only a rudimentary grasp of insurance may mistake the property manager's guidance as accusatory and counterproductive to how they perceive the situation.

"The Headache: Handling Angry, Frustrated Customers" (2011) is an article published in the ABA Banking Journal, and it addresses various ways in which a customer-facing employee can handle irate customers. The most powerful tactic presented is empathy. The act of empathizing with someone should not be misconstrued as sympathy - you don't have to agree with the homeowner

Allow the homeowner to express their frustration. Go the extra mile and take notes of the issues the homeowner is venting. This will legitimize the way they are feeling and allow you, the property manager, to establish a rapport with the homeowner. Once the other party has vented, it is much easier to present solutions to someone who has rationalized their situation.

If a solution is not apparent, be honest with them. Promise the homeowner that you will get back to them once you have all the information that is required - and always follow through on that commitment.

The Sustainability of Emotion Work

The tactic we explored above is vital in establishing productive relationships with irate homeowners – this is

called emotion work. The importance of emotion work within the property management context is clear. However, what kind of impact does this type of emotional labour have on the property manager? Is it sustainable over time?

According to an article published in the International Journal of Education and Management Studies, it depends. Emotion work can be sustainable and productive in people who demonstrate attributes of positive temperament, high self-monitoring and psychological wellbeing. People who scale high in these attributes tend to be more capable of deep acting in situations that require high emotion work. Where-as the opposite holds true in people who scale low in these attributes (Sarkar, S., & Suresh, A., 2013).

Emotional Skills Create Value

While academic achievement and licensing compliance are mandatory within our industry - I think that soft skills such as the ability to sustainably conduct emotion work are just as important. These abilities are invaluable within our field. They benefit not only the homeowners, but the Board of Directors, management companies, and authorities under which our entire industry operates.

Property managers are now returning to school to keep up with the complexity and scale of our industry. However, beyond academic achievement, emotional development is just as important to a successful property manager.

REPORT ADVISES AGAINST ANTIMICROBIAL PRODUCTS⁴

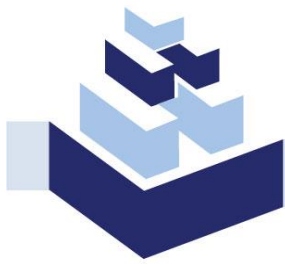
Perkins and Will reaffirm 2017 research on antimicrobial ineffectiveness



Perkins and Will and the non-profit Healthy Building Network (HBN) maintain that building products with antimicrobial treatments are not proven to be a safe or effective means of controlling the spread of the novel coronavirus.

They reaffirm the findings of a March 2017 white paper

⁴ Remi Network (2020, June). Report advises against antimicrobial product. *Perkins & Will reaffirm 2017 research on antimicrobial ineffectiveness*. Media Edge. Retrieved from <https://www.reminetwork.com/articles/report-advises-against-antimicrobial-products/>



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on antimicrobial building products which concludes antimicrobial additives have not been proven to have the health benefits they promote, and alternatives should be sought wherever possible.

“We’ve been receiving an uptick in questions from clients and colleagues across every sector about how to prevent the spread of pathogens like SARS-CoV-2, which is the virus that causes COVID-19, in the built environment,” says Mary Dickinson, associate principal and co-director of the Material Performance Lab at Perkins and Will.

“As champions of material health and transparency, we knew a part of our response needed to address the questions surrounding the use of materials with antimicrobials. While we published a robust white paper on the matter in 2017, we needed to ask if the science and governmental feedback was still valid under the current circumstances. It was important to put out research-backed guidance and best practices on this matter as soon as possible.”

The report findings include the following:

Human health impacts

Despite marketing claims suggesting otherwise, no scientific evidence demonstrates additional human health benefits from antimicrobial additives in building products and materials. Such products include textiles, furnishings, flooring, tiles, and other surfaces and interior finishes. In fact, science has shown with repeated human exposure, antimicrobials can inadvertently contribute to the formation of ‘superbugs’—germs that are resistant to medical treatment.

Environmental impacts

Antimicrobial additives have also been shown to leach out of materials during use, entering drains and water treatment facilities. Since wastewater treatment sludge is sometimes spread as crop fertilizer in some jurisdictions, contamination of the surrounding environment becomes a risk. In fact, certain

antimicrobials, such as nano silver, are considered toxic to humans and entire aquatic ecosystems.

“It can be challenging to completely avoid antimicrobials if manufacturers provide little or no transparency into their products’ ingredients,” said Max Richter, senior associate of the Perkins and Will Material Performance Lab. “But designers and architects can make more informed decisions through resources such as the Perkins and Will Transparency portal and Precautionary List, as well as HBN’s Pharos website.”

The importance of proper cleaning

Another negative consequence of using building products with antimicrobial additives is the false sense of security they may create when overly relied upon as a part of an infection control plan. In some cases, the use of these products creates the potential for less-diligent facility maintenance.

Marketing claims that antimicrobial building products reduce the transmission of disease are scientifically unfounded. In fact, the U.S. Centers for Disease Control and Prevention (CDC) say human health is best ensured through proper cleaning practices—such as wiping down surfaces with soap and water before treating them with a disinfectant approved by the U.S. Environmental Protection Agency (EPA)—and through proper maintenance of building engineering systems.

Until the CDC issues guidance regarding the efficacy of building products treated with antimicrobials, Perkins and Will and HBN advise design professionals to avoid their use whenever possible.

“As we return to our offices, schools, and public spaces, the CDC and public health authorities are identifying the proper strategies to keep people healthy,” says HBN founder Bill Walsh. “Antimicrobial building products are not one of those strategies.”

IN-PERSON MEETING COVID GUIDELINES

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Message by *Minute Solutions*

As more of Ontario enters Stage 2 of reopening this week, we are looking ahead to provide some guidelines for in-person meeting requests.

We will continue to promote our clients to hold virtual meetings as much as possible. If there is an absolute need for in-person meetings, we will have some minute takers available to attend, **starting July 6**. Only a portion of our staff right now are comfortable going back to physical meetings, so although we are available, we will be limited.

Minute takers are encouraged to leave a meeting if guidelines are not being followed and/or they feel uncomfortable, which will result in a full meeting charge for the client. We will only be sending minute takers to meetings that are 10 people or less (inclusive of the minute taker). We are expecting these guidelines to be shared with all attendees prior to the meeting.

Clients:

- You are encouraged to use party rooms instead of board rooms to host meetings as it will make it easier to keep a physical distance.
- Meeting room to be cleaned before attendees arrive.

- Physical distance as much as possible.
- Masks are highly recommended for everyone at the meeting.
- Food should not be served.
- A bottle of hand sanitizer (such as Purell) should be available at the meeting.
- If any attendees are feeling sick and/or experiencing symptoms of any kind of sickness, they should not be attending in-person.
- Do not cram people in a small room.

Minute Takers:

- No physical contact.
- Mask must be worn at all times while in the meeting room.
- Do not consume any communal food during the meeting.
- You should bring your own bottle of hand sanitizer and use as needed.
- If you are feeling sick and/or experiencing symptoms of any kind of sickness, do not attend the meeting, even if it means cancelling right before.

TO ALL OUR ESSENTIAL WORKERS

Thank You



Condominium

|

Residential

|

Commercial

|

Rental



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

- High-Rise/Low-Rise Condominiums
- Residential/Commercial/Industrial
- Town Home Condominiums
- New Condominium Development Consulting
- Customized Community Websites
- Shared Facilities



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