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# Contributing to CCI Toronto's CondoVoice Magazine

Condominium board members, do you have a unique experience to share or advice for other boards? Submit an article highlighting your story, your challenges, and your successes to help support fellow board members, encourage problem-solving, and strengthen condominium communities.

Industry professionals, if you offer services or products to condominium corporations and have a relevant, educational-only article, we'd love to hear from you.

CCI Toronto is now accepting educational-only articles from condominium boards, industry professionals, and business partners that provide the knowledge that's needed for condominium communities across the Toronto and Area Chapter.

As a valued member of CCI Toronto, we invite you to contribute to CondoVoice, our award-winning digital publication designed to inform, educate, and support condominium boards and professionals.

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**Shane Haskell**  
Editor  
CondoVoice Magazine

Condominiums are never static. They grow, they adjust, and they respond to the people who shape them. When strong leadership, engaged residents, and dedicated professionals come together, communities don't just function - they flourish. This issue is a reflection of that momentum.

At the heart of this edition is a milestone worth celebrating: our 2025 Condominium of the Year (COTY) winner, YCC 216 - Crestview Place. As they celebrate 50 years, their story reminds us that successful communities are built steadily and intentionally. Thoughtful governance, disciplined financial planning, preventative maintenance, and genuine neighbourly connection have defined their journey. Crestview Place proves that excellence isn't about one big moment - it's about decades of doing the right things well.

We're also taking you back inside the energy of the 2025 Condo Conference, where more than 3,100 attendees gathered at the Toronto Congress Centre. The atmosphere was electric. Sessions covered legal updates, compliance, sustainability, technology, and the future of building operations - all grounded in practical insight. If you were there, we hope the conference spread brings it all back. If you couldn't attend, this is your inside look at the conversations shaping our industry.

You may have also noticed that CondoVoice itself has evolved.

This issue introduces a refreshed design - cleaner, more modern, and easier to navigate. We've

enhanced the visual storytelling, clarified layout, and introduced a more interactive feel that encourages deeper engagement with the content. As condominium communities become more connected and increasingly digital, the way we share information should evolve alongside them. This refresh is a step in that direction.

The articles in this issue reflect the realities of today's condo landscape - governance best practices, Section 98 alteration requests, insurance considerations, tribunal developments, and the growing intersection of law, capacity, and compliance. The common thread throughout is clear: informed communities make stronger decisions.

Everyone plays a role in shaping the condominium ecosystem. The future of condos isn't predetermined; it's built through the standards we uphold, the education we pursue, and the collaboration we encourage.

Thank you for continuing to be part of that progress.

Here's to celebrating excellence, embracing innovation, and strengthening the communities we call home.

Shane Haskell,  
OLCM, RCM, LCCI,  
Chair, Marketing Committee

# 2026 UPCOMING EVENTS

**MAR 24** – NORC – Aging in Place

**MAR 26** – CCI Toronto & Area's Pickleball

**APR 11** – CondoSTRENGTH: Aging in Place

**JUNE 18** – Coffee with Experts: Legal

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VOLUME 30 • ISSUE #1 • WINTER 2025

As we move further into 2026, I'm reminded how much our condominium communities have grown in both complexity and strength. Through my years with CCI—particularly in finance and education—I've seen firsthand how crucial ongoing learning and strong professional support are to successful condo governance, themes echoed throughout recent CondoVoice editions.

Financial stewardship remains a core priority. Past issues have emphasized goal-setting, budgeting under pressure, and the importance of long-term reserve planning—topics I encounter daily in my professional work. As buildings age and costs rise, thoughtful planning and clear communication with owners are more important than ever.



## Presidents Message



**Brian Antman**  
CPA, CA  
President

Our communities are also facing major decisions around capital repairs, safety initiatives, modernization, and emerging technologies. Recent articles have highlighted that preparation and clarity are essential before embarking on any major project—something I've seen consistently in my work with boards.

To adapt to this evolving environment, CCI Toronto & Area has transitioned Condo Voice to a digital format. This allows us to deliver information more quickly, reduce production costs, improve accessibility across devices, and provide a more engaging experience through interactive content and timely updates.

Thank you for your continued commitment to strengthening our condominium communities.



**Brian Antman, CPA, CA**  
President, CCI Toronto & Area Chapter





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# No Pottery, No Bronze. Just Progress.

*Reflections on Eight Years of the Condominium Authority Tribunal.*



**Marc Bhalla**

Vice President  
Policy, Programs &  
Dispute Resolution and  
Deputy Registrar  
Condominium  
Authority of Ontario

the [Spring 2018 edition of this magazine](#) that discussed the launch of the Tribunal, and how far we have come.

When we launched, there was little guidance to offer parties around the type of outcomes they could expect. As the mediator assigned to the CAT's first cases, former CAT Member Marc Bhalla couldn't draw comparisons to similar decisions to help set expectations of parties around possible outcomes.

Today, the CAT has released more than 1000 decisions and orders. Tribunal decisions are very fact specific. Governing documents vary from community to community, and many cases turn on precisely what they say. Nevertheless, [past decisions](#) share common themes that offer guidance for readers to understand key considerations. Additionally, it is not uncommon for CAT mediators to help identify similar cases during the course of Stage 2 – Mediation. Beyond decisions rendered by the Tribunal, there are now more than 100 published Consent Orders that include settlement terms. They can offer ideas to promote settlement discussions in similar disputes.

Looking to the future, the emergence of advanced Artificial Intelligence tools represents both an opportunity to increase access to justice and new risks to users when used improperly. Several Tribunal decisions

**Ian Darling**

Chair  
Condominium  
Authority Tribunal



**T**he Condominium Authority Tribunal launched in November 2017. It was Ontario's first, and Canada's second, online tribunal. At the time, our country was heralded internationally for its leadership in embracing technology to improve access to justice.

While eight-year anniversaries are traditionally celebrated with bronze and pottery, this article will not make puns about shining up the CAT or about containing disputes. Instead, we will share reflections, looking back at our article in

and orders have included concerns about parties relying on AI to create legal submissions. Although AI can help with the writing process, its use also risks hallucinations about non-existent cases or misinterpretations of the Condo Act and regulations. This issue impacts all courts and tribunals – and offers challenges to everyone participating.

In December 2024, CAT Chair Ian Darling released a [Practice Direction](#) focused on the use of Artificial Intelligence in CAT Cases to help parties understand the Tribunal’s rules and to offer best practices. This was one of the first practice directions of its kind in Canada.

Additionally, a [Guide for Self-Represented Parties](#), released in 2025, includes tips to effectively participate in CAT cases. It is most effective to ensure the case source is credible. It is important to read the decision and keep a copy, rather than incorporating a secondhand reference to what the case says. The CAT has also partnered with Lexum to offer AI-generated plain-language summaries of decisions in the future. These summaries will be a helpful reference for people conducting research on CAT cases and demonstrate a helpful adoption of AI to promote access to justice.

Back in the day, the Tribunal’s jurisdiction was limited to record disputes. Over the years, the Ontario government has slowly expanded this jurisdiction to include disputes related to pets and animals, vehicles, parking and storage, noise, odour, light, vibrations, smoke, vapour, and more. We have noticed a trend of increased instances of people bringing applications for issues beyond the CAT’s jurisdiction. This has led to more non-jurisdictional dismissals. The Ministry of Business and Public Service Delivery and Procurement conducts consultation opportunities to invite feedback around

potential new tribunal jurisdiction areas of focus. In early 2025, the Ministry sought feedback on jurisdiction expansion into issues related to owners’ meetings.

We also now have more data about how cases proceed through our process. The data indicates that cases are resolved roughly equally across the CAT’s three-step process: one-third at Stage 1 – Negotiation, one-third at Stage 2 – Mediation, and one-third at Stage 3 – Adjudication. Records cases are more likely to settle in Stages 1 and 2 than other case types.

Over the years, the CAT has also looked to refine its processes by identifying best practices in Mediation and Adjudication. The Tribunal has recently completed a public consultation on proposed revisions to its Rules of Practice, receiving a significant amount of public feedback to confirm that refinements are getting it right. The CAT has also established its expertise in condominium disputes. In the years before the Tribunal was established, there were relatively few court or tribunal decisions that were relevant to condos. Now, there is a rich body of decisions that explain a wide range of issues and outcomes.

Perhaps the most important guiding factor when creating and launching a tribunal for Ontario’s condominium sector involved the objective of resolving disputes quickly and cost-efficiently. The Tribunal’s online process is designed to offer a low-cost solution and flexible participation. Total filing fees remain at \$200 as originally launched. Across the justice system, concerns remain about the amount of time it takes to resolve a conflict. This issue is pronounced in traditional courts and tribunals. Anecdotally, we hear of lawyers telling their clients to expect to wait years for their day in court or for a decision to be rendered by an administrative tribunal.

The CAT had an advantage as the only tribunal in the province unimpacted in its operation by COVID-19, as it was set up to be online from the outset. This allowed us to continue to deliver justice while courts and other tribunals had to stop and retool their processes in short order.

That most condo disputes involve parties who remain in the community before, during, and after their conflict highlights the significance of addressing them quickly. To date, Tribunal cases last an average of 32 days in Stage 1 – Negotiation, 72 days in Stage 2 – Mediation, and 90 days in Stage 3 – Adjudication hearings. The Tribunal established two key benchmarks to measure our effectiveness. We established a target to release 90% of Tribunal decisions within 30 days of the end of a hearing and to start a hearing within 10 days of moving to the adjudication stage. The purpose of these benchmarks is to promote efficient

processes and to prevent backlogs. We are proud to confirm that the Tribunal has met or exceeded these benchmarks every year since its launch.

Adding to the Tribunal’s efforts, the CAO is also working to encourage informal resolution of disputes without requiring the CAT. We are increasingly encouraging those experiencing issues to try to work together to address them, viewing the Tribunal as a last resort and not a first place to go to address a dispute.

While this article presented a unique opportunity to reflect on our accomplishments, we are also aware that no administrative tribunal would exist if everyone was happy, and there are always areas to improve. With that in mind, while we welcomed the chance to look back on eight years of the CAT and all that has been accomplished, we look forward to continuing to respond to ongoing challenges and opportunities.



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# Navigating Common Element Alteration Requests: Best Practices for Condominium Boards



**Evan Holt**  
Partner  
Shibley Righton LLP

When a unit owner requests permission to alter the common elements of a condominium, section 98 of the Condominium Act, 1998 provides a legal framework for ongoing obligations. A board of directors must carefully consider, in good faith, each request and ensure compliance with section 98 while balancing the interests of the individual owner and the condominium community as a whole.

Section 98 permits owners to make changes to common elements provided certain conditions are satisfied. Agreements governing these alterations are typically referred to as AAI Agreements, Alteration Agreements, or simply Section 98 Agreements. These agreements are written agreements between the condominium corporation and the requesting unit owner and must be registered on title to the applicable unit(s).

Before granting approval for an alteration, there are a few best practices that a board should consider to ensure transparency, fairness, and legal compliance.

## 1. Create a Simple Request Procedure

A board should consider publishing a simple request procedure to help owners have a general understanding of what the condominium may require to consider whether to approve a proposed alteration. The procedure should be concise and written in plain language. Any request procedure should also avoid any statements that may give an owner the erroneous impression that work on the alteration may proceed following the submission of a request.

Boards should not be deterred from asking for additional information if an owner's initial request does not contain all relevant information that the board requires to properly consider the alteration request.

## 2. Understand the Nature of the Alteration

A board should first determine whether the proposed change constitutes an "alteration" of the common elements. Not all modifications fall under Section 98 – some may be considered repairs or maintenance, and depending on the unit boundaries, some alterations may not actually affect the common elements at all. Boards should not be hesitant to engage the condominium corporation's engineer or other relevant professionals in appropriate circumstances to review proposed alterations to ensure that the

board has a complete understanding of the proposal and that the alteration will not have adverse effects on the condominium property.

### 3. Evaluate the Exceptions in Subsection 98(2)

Once a board has a clear understanding of the proposed alteration, it will need to consider whether it is required to provide notice of the alteration to the unit owners pursuant to section 97 of the Act. Notice is required to be provided to the unit owners, unless, in accordance with subsection 98(2), the alteration relates to the unit owner's exclusive use common elements, and the board is satisfied that the proposed alteration:

- will not have an adverse effect on units owned by other owners;
- will not give rise to any expense to the corporation;
- will not detract from the appearance of buildings on the property;
- will not affect the structural integrity of buildings on the property according to a certificate of an engineer, if the proposed addition, alteration, or improvement involves a change to the structure of the buildings; and
- will not contravene the declaration or any prescribed requirements.

### 4. Draft a Comprehensive Agreement

Once the board is satisfied that the alteration is acceptable and approves the alteration at a duly constituted board meeting, a formal agreement must be drafted, and subject to any required notice to the owners, the formal agreement is to

be signed and registered on title. This agreement should clearly include:

- the scope and specifications of the alteration, including references to any applicable plans, drawings, reports, permits, etc.;
- the allocation of responsibility for the installation, insurance, maintenance, and repair of the alteration;
- any restrictions on the installation or use of the alteration;
- a timeline for completion of the alteration;
- an obligation for the owner to pay all reasonable costs incurred by the corporation in connection with the approval of the alteration, including the cost of the agreement and its registration on title; and
- any other conditions or limitations imposed by the board.

Legal counsel should be engaged to ensure the agreement complies with the requirements of the Condominium Act, 1998, and fully protects the corporation's interests.

### Summary

In summary, requests by owners to make alterations to the common elements require careful consideration, clear communication, and strict adherence to the Condominium Act, 1998. By following these best practices, boards can facilitate alterations while safeguarding the integrity of the condominium property and the rights of all owners.



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# Definition of Dedication



**Chris Poland**

Vice President

Malvern Condominium  
Property Management

In a world where time is increasingly viewed as a luxury, finding individuals willing to donate their most valuable asset—time—to a cause they genuinely care about has become more challenging.

Joan Marshall's dedication to her community has been unwavering since 1978, when she first volunteered as a member of the Board of Directors for the Peel Condominium Corporation (PCC 135). A proud original owner in the community, she quickly joined the Board as a director and was elected Board President in 1980. Over the years, Joan has been instrumental in guiding her community through numerous challenges. Reflecting on her decision to join the Board, she once shared that she wanted to "give life to our homes" and felt "proud to represent the people of the community."

For many years, Joan was the only woman on the Board. She admitted feeling "scared out of my mind" initially, but soon realized, "I'm as smart as they are." This sense of empowerment helped her persevere and contribute meaningfully to the team.

When discussing the importance of continuity between directors and management, Joan

emphasized how it fostered trust and understanding within the community. She noted that everyone became familiar with each other's strengths and weaknesses, creating an environment where honesty and openness thrived. "It worked because we were on the same page and shared the same vision," Joan explained.

Joan was proud of the Board's many successes during her tenure. One significant accomplishment was convincing the city to build a pathway from the Corporation to Applewood Park, making it easier for families to access the park's amenities. She also ensured that she and at least one other director attended various educational sessions, whether hosted by their management company, city agencies, or CCI. These sessions helped the Board stay informed about government regulations and develop crucial skills, such as how to manage difficult residents. But Joan's fondest memory was organizing a community barbecue in the Corporation's early years. The event featured the mayor, a police car, a fire truck, and an ambulance to entertain the children, who decorated their bikes and paraded. "It took a lot of work, but it was a glorious time to see everyone come out," Joan recalled.

Joan also reflected on some of the challenges she faced during her time on the Board. One of the most difficult moments was dealing with the aftermath of the major train derailment in November 1979, later known as the "Mississauga Miracle." Joan helped emergency personnel go door-to-door, urging residents to evacuate for their safety. They were out of their homes for three to four days. Additionally, Joan expressed how hard it has

been to witness the passing of former directors and neighbours over the years. She made it a point to attend every funeral or memorial service she could, feeling it was her duty to represent the community and Board.


As she looks back on her 45 years of service, Joan offers this advice to anyone considering joining their community's Board of Directors:

*"It's an honour and responsibility to contribute to the development of your neighbourhood, and everyone should get involved if they are able. You have the power to influence decisions that affect you, whether you're on the Board or not."*

Now that she has passed the torch to new directors, Joan is looking forward to spending her free time in a new capacity. She has already joined another Board through her church and is eager to bring her wealth of experience and knowledge gained over the past 45 years to this new community.


Joan's remarkable dedication to her community over the past 45 years serves as an inspiring example of selflessness and leadership. Though she has moved on from her role on the Board, her influence and contributions will undoubtedly continue to shape the community for years to come. Her story is a powerful reminder of the impact one person can have when they dedicate their time and talents to a cause they believe in. As she embarks on her next chapter, Joan's unwavering passion for service remains a beacon for others who may one day follow in her footsteps.

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# Navigating Capacity and Compliance: Lessons from YRCC 570 v. Edery



## Megan Molloy

B.A. (HONS), LL.B.

Elia Associates  
Professional

*“...a rather unique decision for its utilization of the Condominium Act to deal with issues of abuse and mistreatment of a vulnerable older adult”*

*Article by Oliver O'Brien of Whaley Estate Litigation Partners, York Region Condominium No. 570 v. Edery: Court prohibits Daughter from Occupying Mother's Condominium Due to Elder Abuse, April 22, 2025*

Perhaps not the intent, but the Ontario Superior Court's recent decision in York Region Condominium Corporation No. 570 v. Edery (2025 ONSC 2166) highlights the legal and ethical complexities that can arise when a condominium corporation is faced with concerns about an elderly unit owner's capacity, the conduct of a resident in their unit, and disputes involving competing powers of attorney. Although such issues are not often at the forefront of condominium cases, this matter stands out for the unusual involvement of multiple substitute decision-makers and the Office of the Public Guardian and Trustee (OPGT). It also highlights the importance of effective Board governance, the responsibilities of property management, the need for clear, reliable evidence when navigating questions of capacity and authority, and, in this case at least, patience as the court finds its way.

## Summary

York Region Condominium Corporation No. 570 (“YRCC 570” or the “Corporation”) commenced an application under Section 134 of the Condominium Act, 1998, S.O. 1998, c. 19 (the “Act”) seeking an order for compliance, as well as prohibiting one of the Respondents, Malka Renee Edery (“Renee”) from occupying or visiting a Unit at YRCC 570 owned by her mother (the Respondent, Kathryn Edery), as a result of her dangerous conduct.

The facts of the case were that Kathryn had purchased the Unit and lived there without issue since 2020 until July 2023, when her daughter, Renee, moved in with her. For some time, Kathryn has and continues to suffer from Alzheimer's disease and was deemed by her physician incapable of managing her property and personal care. In July 2023, prior to Renee moving into the Unit, Kathryn appointed her other daughters, Esther Ohayon (“Esther”) and Joyce Kadoch (“Joyce”), as her powers of attorney for property and personal care.

Almost immediately after Renee moved into the Unit, her presence resulted in a significant disruption to those around her. The Corporation alleged that Renee had engaged in a campaign of harassment and intimidation towards property management. Specifically, the

Corporation adduced evidence that, on multiple occasions, Renee followed, photographed, and harassed YRCC 570's property manager, as well as made repeated, unfounded accusations of misconduct and elder abuse against her. Renee's actions towards staff and management were presented as a contravention of Sections 117 of the Act, and as conduct that created potential liability under Ontario's Occupational Health and Safety Act.

The evidence also suggested elder abuse by Renee. Specifically, YRCC 570 adduced evidence that Renee had repeatedly been impersonating Kathryn in correspondence, that she had relegated Kathryn to the smaller bedroom (notwithstanding that this was Kathryn's home and she had previously used the main bedroom), that she had installed cameras throughout the unit – including in Kathryn's bedroom, and that Kathryn was becoming increasingly isolated.

To further complicate the proceedings, approximately two weeks before the hearing of the Application (which had already been adjourned on two occasions so as to allow Renee the opportunity to retain counsel and reply), Renee produced new powers of attorney ("POAs") dated February 6, 2025, purporting to revoke the previous appointments of her sisters as substitute decision-makers for Kathryn. These documents were executed despite ongoing concerns and evidence relating to Kathryn's capacity to validly execute these documents.

In light of these developments and the surrounding concerns, a case conference was convened, and Justice Fraser directed that the application materials be served on the Office of the Public Guardian and Trustee ("OPGT"), recognizing the seriousness of the capacity issues and the

risk of undue influence. However, the OPGT ultimately chose not to become involved, noting that many family members were already involved in advancing Kathryn's interests.

Ultimately, the Application hearing proceeded before Justice Fraser in March 2025.

In considering whether the newly executed POAs should be recognized in the context of the Application, we argued, and the Court agreed that the new POAs did not displace the original appointments of the other daughters as litigation guardians. Justice Fraser noted that no motion had been brought to Renee seeking to remove her sisters from that role, and concluded that Renee, due to her adverse interests to Kathryn, was not a suitable substitute to advance Kathryn's interests as Unit Owner in this dispute.

To this end, while the Court was able to avoid making a definitive ruling on the overall validity of the new POAs, it still emphasized the importance of safeguards where capacity is in question. Justice Fraser also confirmed YRCC 570's position that attorneys for property have the authority to act on behalf of the grantor to the same extent the grantor could if capable (except for making a will), including requiring Renee to vacate the Unit.

In addressing whether Renee's conduct constituted violations of the Act and YRCC 570's governing documents, Justice Fraser affirmed that the evidentiary record before her amply demonstrated that Renee had engaged in harassing and other disturbing behaviour in contravention of the Act and the Declaration, By-Laws, and Rules governing YRCC 570, including a campaign of unfounded allegations against property management and the mistreatment and impersonation of Kathryn.

Justice Fraser found that: i) Renee's denials did not overcome the serious concerns raised by the evidence; ii) although the police had been called to the Unit without further action, this did not detract from the issues before the Court; and iii) Kathryn lacked the capacity to control or address Renee's behaviour. The Court ultimately concluded that:

*"Many people have attempted to resolve this situation without resorting to Court. However, it has been without success. I conclude that YRCC 570 has demonstrated non-compliance that Kathryn and Renee are in breach of sections 116, 117, and 119 of the Act and the governing documents of YRCC 570.*

*I do not fault Kathryn for the current situation. In my view, she does not have the ability to exert control over Renee. The remedy is for Renee to leave the unit and for her to be prevented from visiting her mother at the condominium, except with the express consent of YRCC 570."*

## Summary

This decision underscores the growing intersection between condominium law, elder care, and mental health. Condominium Boards are increasingly being called upon to address challenging interpersonal situations that extend beyond typical rule violations. This case affirms the vital role Boards and Property Managers play, not just in enforcing rules, but in protecting vulnerable residents and ensuring a safe environment for employees and neighbours alike.

Further, it is important to remember that, regardless of circumstances, the Act confirms that unit owners are responsible for the conduct of any residents, visitors, and/or other attendees of their units. To this end, the Court highlighted the 2010 Ontario Superior Court decision in *Muskoka Condo Corp No. 39 v. Kreuzweiser*, which held that "The nature of a condominium is that in return for the advantages gained through common ownership of certain elements some degree of control over what can be done with those common elements is given up. The details of what is given up are set out in the condominium declaration and its by-laws and rules. It is both the right and obligation of a unit owner or occupier to see that these are obeyed."

As Ontario's population ages, the legal and ethical obligations of condominium corporations will only become more complex. Decisions like *YRCC 570 v. Eder* are a reminder that compassion and compliance must go hand in hand and that protecting a community sometimes requires firm action.

## Lessons for Condominium Corporations

**1. Limits of a POA's Authority:** While attorneys acting under valid POAs have broad authority to act on an owner's behalf, they do not have the right to disregard a condominium's governing documents or interfere with its obligation to enforce compliance and protect workplace safety.

**2. Balance Compassion with Compliance:** A Condominium Board must show sensitivity when dealing with elderly or cognitively impaired residents. However, this does not absolve a Board of their statutory duty under Section 119 of the Act

to take all reasonable steps to ensure compliance because all owners are entitled to expect compliance.

**3. Document Thoroughly and Objectively:**

Detailed, consistent documentation such as incident reports, communications, and photo/video evidence can make the difference between a successful application and an unenforceable complaint. Property managers and staff should be trained to document issues adequately to safeguard the condominium’s interests.

**4. Involve the OPGT When Appropriate:**

The OPGT acts as a safeguard where individuals may lack the ability to understand or make informed decisions, especially in emotionally charged or

potentially abusive circumstances. When conflicting POAs arise or capacity is in doubt, involving the OPGT may clarify roles, ensure oversight, and protect the interests of vulnerable owners.

**5. Attempt Resolution Before Litigation:**

The Court in Ederly noted that multiple parties attempted to resolve this matter informally before seeking judicial intervention. These good-faith efforts not only demonstrated reasonableness but also served to strengthen the condominium’s legal position.

**6. Be Patient:**

While Kathryn was an owner, she was also vulnerable. Expect the Court to try to find a balance in advancing conflicting interests.



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# How to Save Residents' Lives



## J. Robert Gardiner

B.A., LL.B., ACCI, FCCI  
Senior Partner  
Gardiner Miller Arnold LLP

So, what if you could save someone's life, while sitting at a boardroom table? What if a resident had a heart attack in Suite 1806, but no one came to save him?

"Yeah, but Bob, get real – our manager's never here and our super won't even take out the garbage."

Well, what if some residents in the building could volunteer as Initial Responders until EMS arrives?

"Yeah, but Bob, get real – nobody wants to go to jail for killing somebody in an emergency."

Well, what if the corporation could guarantee that an Initial Responder would be protected from any liability and could be shown basic aid techniques to keep the resident alive until EMS arrives on the scene?

## Good Samaritan Act

Well, Ontario's Good Samaritan Act protects an untrained volunteer who attempts to save a victim in an emergency. Even if, by mistake, they negligently injure the victim or cause the victim's death, any such volunteer will not be held liable, even if they don't have CPR, First Aid or other medical credentials.

Only in a rare, exceptionally-unusual case

could a victim remotely be able to convince a judge that the volunteer was so reckless as to be grossly negligent or had willfully intended to cause unnecessary harm – but there is no precedent case in Ontario proving such gross negligence. Even then, your corporation can provide three additional layers of protection to a designated Initial Responder against a claim of liability.

## Corporation Protected

The condo corporation would be protected by establishing an Emergency Response Rule, which demonstrates it exercised due diligence to protect the safety, security and welfare of residents, as authorized by s. 58 of the Condo Act. The corporation is not obligated to enable an Initial Emergency Aid Response system, but is entitled to do so, and can establish optional discretions whether or not, and how to implement emergency responses.

## Indemnification & Insurance Protections

The key to protect Initial Responders is for the board to designate them as officers of the corporation. Section 39 of the Condo Act allows a condominium to establish an indemnification provision (such as already exists in your corporation's General By-laws) protecting directors and officers from having to bear any litigated monetary damages, loss, expenses or any legal costs – even if they were negligent. Moreover, s. 38 of the Condo Act requires a condo to obtain Directors' & Officers' Errors & Omissions insurance against claims of negligence (except when such an insurance policy is not available). Both of those corporate reassurances would protect

an Initial Responder who had been appointed as an officer of the corporation by a Board Resolution, upon written notice given to the insurer. The Indemnification provision and E&O insurance are each subject to a “duty of honesty and good faith” – but the concept of honesty and good faith only applies in a scenario where the officer has acted dishonestly and contrary to the best interests of the corporation – a concept which has only seldomly become applicable at a condominium, and which would not be applicable in such an emergency response scenario (unless the Initial Responder willfully intended to do harm).

## Lawyer’s Opinion

Furthermore, the corporation’s lawyer can provide reassurance to the corporation, its directors and officers by providing a protective written legal opinion, as specifically authorized by s. 37 (3) of the Act, which confirms indemnification of each director and officer (including any designated Initial Responder Officer) from liability for breach of:

- (a) their duty to act honestly and in good faith; and
- (b) their duty to exercise the care, diligence and skill of a reasonably prudent person in the circumstances.

# THE EMERGENCY RESPONSE PACKAGE

## Emergency Response Rule

The board can pass an Emergency Aid Response Rule to designate certain resident volunteers as Initial Responder Officers authorized to provide emergency aid to an imperiled person on the property in their discretion. The Rule can also protect all directors from the exercise of any of their various emergency response discretions. The Rule can contain various concepts and would specifically refer to a Regulation establishing the detailed criteria implementing the Rule’s concepts. The Rule can be passed as a Board Resolution effective 30 days after sending a s. 58 Rule Notice to the owners (if no requisition occurs). Such a Rule would be valid and enforceable, and also reasonable and consistent with the Act and the corporation’s

Declaration and By-laws. The Rule will educate and reassure residents about the availability of emergency response assistance. This beneficial safety enhancement should be well-received and can be promoted to increase the value of the units. The Rule conveys the sense of a caring community.

## Emergency Aid Regulation

The Emergency Aid Regulation can refer to various detailed criteria applicable in a range of circumstances. Such a Regulation will be valid and enforceable because it is intended to be entirely consistent to uphold the purposes of the Rule. Even if an Initial Responder lacks CPR or First Aid training, a basic list of initial emergency responses could be attached as a Schedule, suggesting best procedures to be undertaken. For example, GMA’s Schedule lists 20 Emergency Aid Response Procedures.

## Board Resolution

The board’s Resolution would adopt the Emergency Aid Response Rule and the Emergency Aid Regulation. The Resolution should specifically designate each named Initial Responder as an officer and provide for each of their indemnification protections.

## Communications

The manager should share with all staff and Initial Responders, a copy of the Emergency Response Package and the contact particulars for each Initial Responder (including any of their CPR or First Aid credentials). The building’s communication system can advise residents how to obtain emergency assistance from an Initial Responder and can provide other advice to residents how to prepare for a health emergency event.

## CPR & First Aid Training

The board could decide to budget funding for one or more Initial Responders to be certified every two years, by attending a CPR or First Aid course provided by Red Cross or St. John’s Ambulance at a cost ranging from \$70 to \$130 per attendee, or \$225 if paired with a First Aid course. Group sessions can be arranged on-site.

## Emergency Response Equipment

Ideally, your condo would have a good quality medical aid kit, flashlight, defibrillator (and its manual) and other emergency response equipment at a handy location, immediately available to any staff or Initial Responders.

## AUTOMATIC EXTERNAL DEFIBRILLATOR

### What Does An AED Do?

An Automatic External Defibrillator (“AED”) can allow anyone to solve a sudden heart attack, because it is a compact, inexpensive device which is simple to use, with clear instructions right on the device. It recognizes the presence or absence of ventricular fibrillation (being unsynchronized, chaotic heart contractions). It also recognizes ventricular tachycardia (where the heart beats over 100 beats per minute). It determines whether defibrillation should be performed and it automatically delivers its impulse to an individual’s heart as medically required. An AED is the best shot to resuscitate a sudden heart attack, especially if applied within 10 minutes.

### Legal Protections

A person using a defibrillator has the statutory protections of both the The Defibrillator Registration and Public Access Act, as well as the Good Samaritan Act. The additional protections under the corporation’s Directors’ and Officers’ Errors & Omissions Insurance, the corporation’s By-law Indemnification provision and the lawyer’s opinion letter are additional protections that also apply as the usual protections for a volunteer rendering emergency assistance. Ideally, the Rule or Regulation would refer to the defibrillator.

### AED Availability

Install the AED with its manual in a readily accessible location. Simply train Initial Responders. Inform residents the AED is available. Document and record maintenance

of the AED in accordance with manufacturer’s instructions and conduct annual test runs for Initial Responders.

### Cost?

The corporation or any resident can obtain an AED from Canadian Tire, the AED Shop or the Canadian Red Cross E-Shop at prices ranging from \$1,300 to \$2,650. Acquisition of an AED is authorized by ss. 17, 18 and 17 of the Condo Act, which allow the option for (but do not require) the board to purchase and manage such a life-saving asset.

***In other words: get a Defibrillator to protect your residents.***



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# The Director's POV



**Croydon  
DeMello**  
TSCC 2281 President

**T**he main role of the Director on the board of a condo corporation is to oversee the affairs of the condo building. This covers a variety of topics, some of which include having a grasp of legal, accounting, unit owners' and renters' customer service, trades, vendors, ever-changing market conditions, and especially, the relationship between the board of directors and property management.

The board position is a volunteer position, which means that most people who sit on condo boards are more qualified in other industry skills and have the aspiration to volunteer their time, rather than having prior education or experience in matters that are helpful when looking to make good decisions on meeting agenda items.

If you come into this role as a newbie and want to do well, you can get up to speed by learning the basic philosophy of a few essentials. A useful board member is also one who has sound reasoning, fairness, makes timely decisions, and has a grasp of people skills. Taking the CAO Directors course is mandatory, but there are many other educational courses available to you to supplement your learning, many of which are offered by CCI.

Learn about condo law and understand the

different levels of law between the Declaration, Bylaws, and the Condominium Act. There are legal aspects to residing and in conducting business and some of these laws are not permanent and can be changed with a voting process. Seek legal advice when dealing with situations that can bring about liability to the Corporation, and have a lawyer review contracts with vendors. Contract law governs knowing your rights and responsibilities when establishing long-term commitments.

Have a basic understanding of accounting, including how to read financial statements, monitor cash flow on bank statements, and set the annual budget for income and expenses. The collection of maintenance fees and the management of expenses are at the heart of condo finance. The reserve fund study is the financial planning for your building to plan to have enough money saved for major repairs and replacements of the common elements.

Send out regular newsletters to your residents. It develops a community spirit. You can highlight important upcoming matters, include photos, fun puzzles, building trivia, and even have an advertising component.

Keep meetings with the property management timely and efficient. Go over the important items that require discussion. Utilize the diverse thinking and experiences of the board members and management to solve issues. Respect everyone's opinion and time and maintain a safe space to allow people to express how they feel and think on the topic at hand. The goal is to serve what is best for the Corporation and unit owners. Sometimes a voting system will have to help expedite a decision when an agreement cannot be reached.

If your Corporation contributes to a shared budget, know which area constitutes as being part of the shared common area and what the expected revenue and expenses are. Even though an issue might stem from the tower, the resolution of the matter may fall under the jurisdiction of the shared facilities.

Keep a working relationship with your superintendent, if applicable. That person is vital to the running of the building's equipment infrastructure. Most times your superintendent will be the first person on site for any emergency issues that arise. This is the person who is like the onsite doctor for your building and who knows the nuances of the Corporation from the time spent fixing things. The fire and police departments are good to have access to be compliant and to work together to keep a safe and secure environment.

Know what your insurance covers, what is not covered, and what the deductibles are for the specific claims. There are riders available for an extra cost to enhance protection for the Corporation and board of directors. Insurance claims are inevitable, so make sure the coverage is adequate.

Research the current geographic and economic market conditions. Know what is happening in the real estate market, federal, provincial, and municipal news and laws, builder projects and vendor and trade costs.

You don't have to know the engineering side of the equipment but have a basic understanding of how the equipment works and what its core function is. This way you can know whether it is better to repair or replace for long term performance.

Maintain a level of respect when dealing with the servicing issues of your owners and residents. People have their characteristics, and you are dealing with managing their emotions and intellect. Respond in a timely manner to complaints and strive to resolve them in a fair manner. A great tool is to celebrate with the unit owners and residents in the summertime at a BBQ, which is a good opportunity to get to know your neighbours and the people that comprise the Corporation's board and property management.

Maintain the health of your building's equipment, cleanliness and the areas that have

decor. The elevator, if applicable, is a very important piece of equipment to monitor for safety. The plumbing maintenance of the building is an ongoing service to maintain pipes that don't clog. The energy efficiency of your building includes electricity, gas, water and emissions. Keep the building clean of organic waste matter. Know how to correctly dispose of biohazardous material.

Attend the industry conferences and extra-curricular classes that occur through the year. Meeting your industry providers is really where everyone comes together and to meet the people that make up the condominium ecosystem. You can learn a lot from seeing the issues discussed about other buildings and the processes they have to go through.

Keep a relationship with your local city councillor so you are up to date on local city matters and to help navigate any city requirements. Sometimes city matters become condo matters. For example, during the pandemic when hotels were converted to shelters for people to live in, and both sides had to work together toward being a good neighbour.

You don't have to get a PhD in the aforementioned topics, as at the end of the day board members are volunteers but a common-sense understanding will go a long way and you can always reach out to the experts in the field who are working day to day that have experience. All that is required is that you schedule a consistent time on a weekly basis to keep up to speed on the various particulars of your role. Have fun, learn and change the community for the better.



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# Breaking Down Stereotypes in Property Management

**M**any boards believe that large property management companies can't deliver the personalized support smaller firms provide. The truth? Size doesn't limit service—it enhances it when done right.

Another assumption boards often make is that they must choose between a small, local firm or a large, enterprise-level company. This is a myth. Today's most successful communities don't pick sides; they embrace both. In reality, the most successful communities benefit from local market expertise paired with advanced technology and specialized resources.

When you partner with a large and reputable property management company, you're choosing a model that combines deep local expertise with enterprise-level resources. This hybrid approach allows them to do more for their clients and better position communities to thrive in a rapidly changing landscape.

## The Reality of Large-Scale Support:

**Misconception:** Your property manager is your one-stop shop

A common misconception about working with a large property management company is that your property manager is responsible for everything.

Boards often assume the manager must be an expert in every area—finance, legal compliance, vendor management, and day-to-day operations. Expecting one person to handle it all is unrealistic and can lead to gaps in service.

When you partner with the right property management company, your manager is backed by a team of knowledgeable professionals and subject-matter experts who enable them to provide your community with the one-to-one support it deserves.

Larger property management companies don't leave your manager to handle everything alone. They have professional teams that specialize in accounting, provincial and local laws, finance, and more. With access to so many experts, property managers can confidently guide boards through critical decision-making.

**Reality:** A large property management company better equips your community with expert support across all facets of management.

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**Misconception:** A cookie-cutter approach to service

Another common belief is that large property management companies treat every community

the same, offering identical solutions without considering unique needs. Boards often assume that being part of a large portfolio means receiving a one-size-fits-all approach.

Contrary to this perception, larger property management companies typically offer a broader range of services than smaller firms. These organizations conduct thorough assessments to understand the unique characteristics of each community, allowing them to customize services to meet specific needs. Many also have teams dedicated to different property types, further increasing the level of specialized service.

For example, at FirstService Residential, we take an integrated approach to property management. By aligning management and on-site staff as one team, communities can significantly improve operational efficiency. This collaboration streamlines communication, enhances coordination, and creates a service model designed around your community — not a template.

**Reality:** A large property management company has more to offer.

---

### **Misconception:** Reduced customer service

When seeking a property management partner, boards want proactive service and a strong focus on customer care. The idea of being “just another community” within a larger company can raise concerns about accessibility and responsiveness.

Exceptional customer service often depends on an organization’s ability to invest in resources that enhance support. Larger companies can provide broader support networks for both board members and residents, offering multiple channels to quickly address everyday questions and concerns.

It’s also important to remember that size does not eliminate local presence. At FirstService Residential, our local service structure ensures your community is managed by a team based right here in the GTA. You get the best of both worlds: enterprise-level resources paired with personalized, local care.

**Reality:** Large property management companies combine broad support networks with local teams to deliver accessible, personalized service.

## **Unlocking the Benefits of Comprehensive Support**

Just as you should never judge a book by its cover, you should never judge a company by its size alone. When selecting a property management partner, take time to explore your options. Look beyond assumptions and examine service models, resources, and local expertise.

The truth is, you don’t have to choose between personalized service and enterprise-level support. The right property management company delivers both—giving your board access to specialized teams, advanced technology, and local professionals who know your market inside and out.

Don’t let common misconceptions — or the myth that you must choose between local expertise and enterprise-level support — prevent you from experiencing everything a well-resourced management company can do to make life, simplified.

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# The Future of Condos:

## An overview of the 2025 Condo Conference session

The Future of Condos kicked off with a clear message: the future is already here, and it arrived wearing a cape and tights. Moderator Shane Haskell, CEO & President of Lionheart Property Management, opened the session by transforming himself into an AI superhero in a video intro, setting the tone for a conversation on how to better prepare for the future and how AI can help.

The discussion opened with Shane and Nicholas Gill, Director of Sales & Partner at BuildingLink, discussing one statement all condo managers can agree on: condo residents want more than a unit, they want an experience. Today's technologies are pushing condo management away from reactive firefighting and toward proactive, preventative, and transparent systems. AI, automation, and smart platforms are already improving communication, security, maintenance planning, and decision-making, leading to elevating the resident experience.

Sustainability emerged as a theme through ESG principles (Environmental, Social, and Governance). Andrée Ball, Vice President, Corporate Services of Keller

Engineering, emphasized that sustainability isn't just about carbon reduction; it's about creating inclusive, connected communities. Strong governance is the backbone that makes that possible. Reality, though, is catching up with yesterday's designs. Premature failures are becoming increasingly common as climate conditions strain aging buildings. The takeaway: buildings must now be designed, maintained, and retrofitted with tomorrow's climate in mind. Enter the

Enhanced Reserve Fund Study (ERFS). By integrating decarbonization and energy-efficiency planning, ERFS goes beyond asking "what will this cost?" to "how can we lower emissions and operating costs over time?" Comparing traditional replacement approaches with greener alternatives gives boards a clearer roadmap for long-term resilience.

Shane Haskell challenged the panel to consider how boards and managers can stay compliant without being buried in legal complexity. This is when Chris Jaglowitz, Principal of Common Ground Condo Law, jumped in and noted that many challenges stem from an outdated Condo Act that hasn't kept pace with climate, infrastructure, or sustainability realities. Andrée illustrated how this plays out on the ground, where "like-for-like" rules and the lack of mandatory

"The future of condos isn't written yet, and that's the exciting part: we get to shape it!"

inspections force boards to opt for short-term fixes rather than durable upgrades. The consensus was clear: until legislation evolves, compliance must become a proactive culture, supported by education, regulation, and practical pathways rather than a constant, reactive chore.

Technology took center stage as it has become more and more a part of our daily lives. AI adoption in property management is moving fast, and panelists agreed that over the next five years, three shifts will define the industry: automation of repetitive tasks, a single digital "front door" for residents and boards, and buildings evolving into smart, data-rich assets. Robots for cleaning and security? Not sci-fi, just early.

Together, they looked ahead. The mid-2030s will bring smarter buildings, electrification as the norm, and tighter regulatory expectations. By the 2050s, condos could be net-zero, energy-producing, climate-resilient vertical communities. And in the far future? AI-governed buildings, circular materials, and even off-planet property management. Only the future will tell.

Join us at the next Condo Conference, **November 13th and 14th**, to see where the future of condos is headed. Don't worry, the future condos might run on algorithms, but we're still holding the wine glasses at the rooftop party.

*Click here  
to see the  
video!*

[condoconference.ca](https://condoconference.ca)

COTY 2025

# 50 Years

AND STILL THE GOLD



*Winning the Canadian Condominium Institute's prestigious Condominium of the Year Award for 2025 is particularly sweet for Crestview Place, as it also celebrates its 50th anniversary this year.*

# STANDARD



**James M. Russell**  
Newsletters et Cetera

**S**itting on a swath of Toronto now known as Don Valley Village, Crestview, established in the early 20th century, was once an expanse of farming hamlets. It wasn't until the 1960s and 1970s that development came to Crestview, transforming furrowed fields into an urban landscape of single-family houses, apartments, and condominiums.

Registered in 1975, Crestview Place is comprised of three freestanding towers: 117 Linus Road West, 260 Seneca Hill Dr., and 350 Seneca Hill Dr. In total, a community of 710 spacious one, two and three-bedroom suites, many of which offer unobstructed panoramic views of the city.

The three buildings share a Recreation Centre, which offers a full-sized indoor pool, sauna, table tennis, basketball court, fitness centre, fully-equipped gym, and party room. The Recreation Centre, located centrally in the Linus Road tower, is accessible to residents of the other two buildings via their shared underground garage or paths that connect at ground level.



Outdoors, the residents enjoy a children's playground, tennis and squash courts, and a designated BBQ area amid their lushly landscaped property. The impressive health and beauty of Crestview Place's eleven-acre grounds can, in part, be attributed to Paul, Crestview Place's resident 'Tree Whisperer', who provides the corporation's landscaping company with guidance concerning the planting and maintenance of Crestview Place's many trees, shrubs, and flowers that flourish on the grounds.

But Crestview Place didn't win the Condominium of the Year award for its unobstructed views or BBQ area.

As you might imagine, Crestview Place's 50th Anniversary BBQ and Fun Fair, held in July, was quite an affair. In attendance were not only 700+ residents but representatives from the



*"Crestview Place is not just a condominium. It's where generations have grown, neighbours have become family, and every brick is held together by the strength of our shared spirit,"*

Sharif Almelik,  
Crestview Place's  
property manager.

Municipal, Provincial, and Federal levels of government. During the hours-long celebration, Crestview Place received multiple honours, including: a Certificate of Recognition from the House of Commons, an award from the Province of Ontario, and an Award of Excellence from the Governor General of Canada, acknowledging:

***"the community's outstanding upkeep, resident engagement, & long-standing legacy of care."***



Crestview Place's management office received several letters of appreciation in the days following the event, thanking all those involved - Board members, management staff, and residents. One such letter, hand-written in beautiful, flowing script, was from Debbie Dullege, and read:

**"All those involved in organizing this event should be applauded and commended... Sharif, Mary, Karen, Christie, Allan, Edgar, to name a few."**

Debbie was one of the twenty original residents who received sparkling golden Special Recognition medallions at the anniversary celebration—a fitting choice as gold is generally associated with 50th wedding anniversaries, a tradition originating in Medieval Germany when husbands would crown their wives with golden wreaths to commemorate the preciousness and durability of the couple's relationship.

Crestview Place subcontracts recreation management services to North York-based, Lifestyle Recreation & Leisure Services. Company owner Karen Wright and her team provide the on-site management and oversight of Crestview Place's recreation centre operations, including a host of Crestview Place's well-attended summer BBQ, year-end holiday gatherings, movie nights,

kids' events and annual garage sale, where residents pay a nominal fee for a table then keep the proceeds from their sales.

Crestview Places' Board is made up of: President: Marie-Claude McKay; Vice-President: Shauzab Haider Ali; Treasurer: James McKay; Secretary: Daniel Joseph Laframboise; and Director: Lillian Zhang. The Board members actively participate in ongoing education through CCI Toronto, regularly attend webinars, educational seminars, and networking events to stay informed on best practices in condominium governance. Board members have also participated in CCI's Condo STRENGTH program and annual holiday luncheons, allowing the Board to learn from and connect with other condominium communities.

The Board incorporates interactive Q&A sessions, light refreshments and informational displays that showcase projects and plans into their AGMs as the Board strives to take advantage of every opportunity to enhance residents' community spirit and sense of involvement. The Board and management provide email follow-ups to residents after the meeting, addressing outstanding questions, clarifying concerns, and sharing key outcomes. The timing of their AGMs often coincides with community-building events such as their annual Easter and Christmas food drives, with donations going to both downtown and local charities.

The Board and management's regular communication channels include: email, their four-page newsletter, a lobby display monitor, and notices posted in their three elevators, all to ensure residents are well-informed about

corporation-related matters, maintenance updates, and community news. Additionally, the corporation will soon implement Concierge Plus, a digital platform that integrates digital notices and resident engagement tools.

The Board's decades-long emphasis on preserving financial stability and fiscal responsibility has earned the residents' confidence and gratitude, as has the Board and management's robust preventative maintenance program. Sharif, who also holds the position of Vice President, Client Engagement at GPM Property Management, ensures tasks are scheduled and carried out on a daily, weekly, monthly, quarterly, semi-annual, and annual basis to maintain consistent upkeep. Regular contracted services include carpet cleaning, HVAC servicing, elevator maintenance, fire safety system inspections, pest control, window cleaning, garage power washing, generator testing, water system treatments, and roof and exterior inspections.

Crestview Place's security, maintenance and cleaning staff are a mix of contractors and employees. Khalid, a Crestview Place security guard for the past thirteen years and an Afro-Beat DJ in his spare time, strikes a friendly but unerringly professional presence at the concierge desk.

*"The people are so nice and friendly,"*

*- Khalid says of Crestview Place's residents and visitors alike.*

Like any corporation of Crestview Place's regal vintage, their Board has not always enjoyed smooth sailing. Around the year 2000, the Board faced a significant financial challenge due to a substantial budget deficit; however, instead of resorting to a special assessment, the Board conducted a comprehensive review of all service contracts and operational expenses, renegotiated terms where possible, and identified areas for cost reduction without compromising service quality. Preventive maintenance programs were introduced to avoid unexpected repair costs, and the budget was realigned to restore financial health. This proactive, solutions-focused approach set the foundation for Crestview Places' ongoing commitment to fiscal responsibility that continues to define the corporation.

**"We (the current Board) benefit from the actions taken by the former Board," says James.**

Both he and Marie-Claude agree that the corporation's strong financial position is directly related to the disciplined fiscal planning, proactive budgeting, emphasis on long-term sustainability and legislative compliance adhered to by previous Boards.

This September, Crestview Place embarked on a complete refurbishment of their balconies. The capital-intensive project will be conducted

in stages over the next five years to minimize inconvenience to residents.

Much of the credit for Crestview Place's success, as a corporation and community, can be attributed to Sharif, his assistant, Mary Tawas and Adam Lau, Crestview Place's Condominium Administrator.

*"As the Property Manager, I have had the privilege of seeing what most visitors do not. I see the quiet acts of kindness between neighbours. I see the Board members who take the time from their families to serve others. I see the seniors tending to the garden beds and the children waving to the concierge. I see a community that is alive, grounded, and genuinely connected."*

Mary, who has been at Crestview Place since 2004, loves the sense of community at Crestview Place. "The staff is very helpful too," she adds. Sharif, Mary and his capable staff are instrumental in maintaining Crestview Place's health by ensuring all service requests are carefully tracked, addressed promptly, and followed through to completion.

Over the years, Crestview Place has implemented several successful initiatives that have significantly reduced operational costs while enhancing long-term sustainability. One major success was their lighting retrofit project, when traditional lighting throughout the common areas was replaced with energy-efficient LED fixtures. The retrofit not only lowered electricity consumption and utility costs, but reduced maintenance needs due to the longer lifespan of LED bulbs. Another key project was the replacement of the original boilers with new high-efficiency models. The

boiler upgrade improved heating performance across all three buildings and resulted in noticeable savings on energy bills, particularly during the winter months. The improved system reliability also reduced the need for emergency repairs and ongoing maintenance. These initiatives have helped preserve the corporation's financial health while ensuring continued comfort and efficiency for all residents. Other initiatives include implementing preventative maintenance scheduling, which significantly contributes to extending equipment lifespan and optimizing energy usage across all three buildings. And planned upgrades to the building's electrical distribution equipment and panels to support future EV charge installations.



**Left to Right:** Farzad Lahouti, Warren Kleiner, Sophia Rajenko, Connie Grey, Adam Lau, Shauz Haiderali, Marie-Claude McKay, Dan Laframb

Original resident Margaret Pettler, a retired Labour and Delivery Nurse at North York General Hospital, and one of Crestview Place's Special Recognition medallion recipients, remembers she purchased her unit when the Canadian condominium industry was in its infancy.

*"I bought it mostly because my friends were talking about Crestview Place. I love the location and community."*

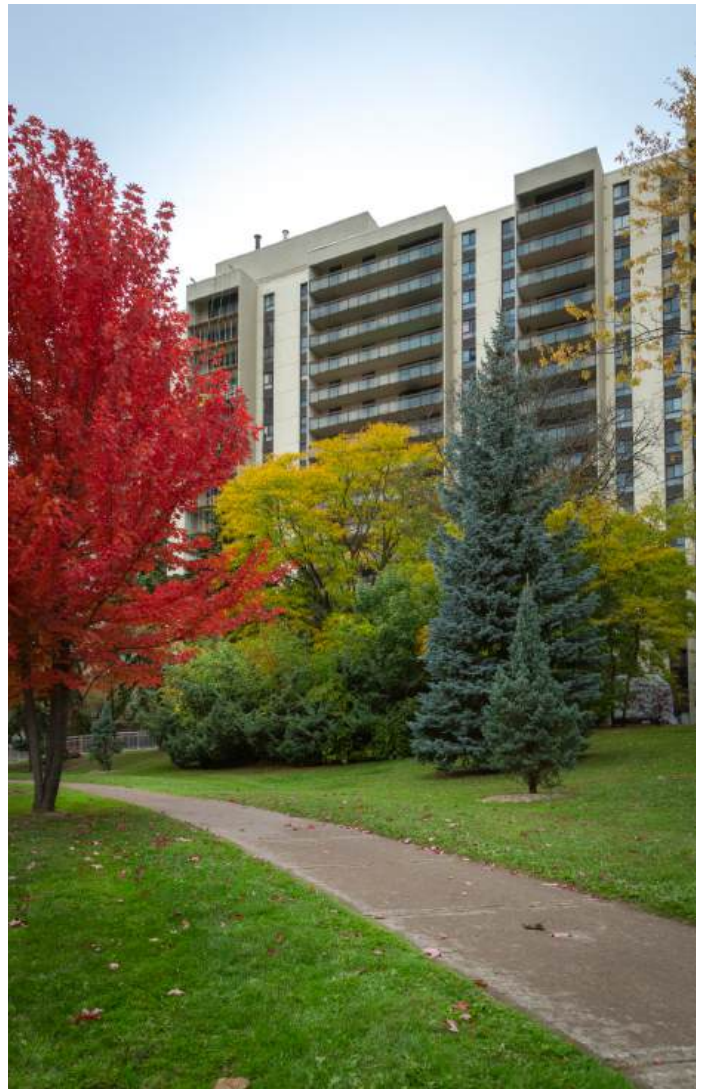
As Crestview Place looks forward to its next fifty years, one is reminded of the East African proverb that states,

*"If you want to go quickly, go alone. If you want to go far, go together."*

Condominium of the Year winner Crestview Place has not only gone far, but the Board, management and residents, working together, have created and maintained a healthy, vibrant community, worth far more than its weight in gold.



ie Pappas-Bocchitto, Sharif Almelik, Mary Tawas, James McKay, Liam  
oise, Lillian Zhang





# Five Decades of Trust in Condominium Management

**G**PM Property Management has been serving condominium communities across Ontario since 1971, making it one of the early pioneers of the condominium management profession in the province. Over the past five decades, the company has had the privilege of managing hundreds of condominium corporations, building long-standing relationships with boards of directors and residents.

At GPM, the core belief has always been that successful condominium management begins with strong relationships and reliable service. While each property manager serves as the primary point of contact for a community, they are supported by a large and experienced team working behind the scenes. Specialized departments including Operations, Accounting, Compliance, Business Development, and IT

collaborate to ensure that each corporation receives knowledgeable and efficient support.

Condominium communities are complex environments that require attention not only to buildings and finances, but also to the people who live and work within them. Recognizing this, GPM emphasizes communication, responsiveness, and professional guidance in every community it serves.

The company also provides 24/7 emergency response through live operators, ensuring that urgent issues can always be addressed promptly.

GPM is proud to have maintained relationships with many communities for decades, including YCC 216, the recipient of the Condo Of The Year award, reflecting the strength of long-term collaboration and service.



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# 8%

- Portable/stationary power tools
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# 5%

- Kitchen cabinetry
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- Appliances

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When condo management professionals are held to high standards, owners and residents can feel confident that their homes and investments are in good hands.



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# THE 2025 CONDO CONFERENCE





## 3,000+ Attendees

filling the Toronto Congress Centre, last year's event proudly claimed its title as the largest condominium conference in North America.



## 285 Exhibitors

filling the trade show floor, attendees explored everything from cutting-edge services to trusted industry solutions, all while reconnecting with familiar faces and making brand-new contacts.

## 25+ Sessions, 73 Expert Speakers

Legal updates, governance insights, industry trends, and practical strategies filled rooms from morning to afternoon, proving once again that the condo industry is anything but boring.

## Featured Event

# Raising the Roof: The 2025 Condo Conference

**N**ew last year, the expanded floor plan gave the conference room to grow - and it showed. With 285 exhibitors on the trade show floor, attendees explored everything from cutting-edge services to trusted industry solutions, all while reconnecting with familiar faces and making brand-new contacts.

On the education side, the conference delivered in a big way. With 25+ sessions led by 73 expert speakers, attendees were spoiled for choice. Legal updates, governance insights, industry trends, and practical strategies filled rooms from morning to afternoon, proving once again that the condo industry is anything but boring.

## Powered by Partnership

None of this happens without strong partnerships, and the 2025 Condo Conference was powered by an incredible community. A huge thank-you goes to our 80 sponsors, whose support helped elevate every part of

the experience.

Special thanks to **Deo Condominium Lawyers** for their continued leadership and support, and to **Vifloor Canada Limited**, sponsor of the always-popular Networking Event - where conversations flowed, connections were made, and business cards disappeared fast!

# DEO

C O N D O M I N I U M  
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We also extend our appreciation to:

- **All sponsors, exhibitors, and attendees** who brought the conference to life
- **Toronto Congress Centre** for hosting us once again
- **CCR (AV)** for keeping every mic, screen, and presentation running smoothly
- **Stronco** for seamless exhibitor services across the show floor

It takes a lot of moving parts to pull off a conference of this size, and this team made it look easy.

### Booths That Stole The Show

With creativity on full display across the exhibitor floor, choosing a “Best Booth” was no small task. After enthusiastic voting from attendees, the 2025 winners are:

**Condor Security**

**Shibley Righton LLP**

**Deo Condominium  
Lawyers**

From eye-catching designs to unforgettable engagement, these booths made a lasting impression.

## Already Counting Down

As the conference wrapped up, one thing became clear: the bar has officially been raised - again. The Condo Conference continues to grow not just in size, but in impact, bringing together the best of the condo industry under one roof.

We'll be back at the **Toronto Congress Centre on November 13-14, 2026**, and the momentum is only building! Until then, thank you to everyone who attended, supported, sponsored, exhibited, and spoke. The 2025 Condo Conference wasn't just a success - it was a celebration of everything this industry can be.

[RECAP VIDEO HERE](#)

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# High Rise Riddles

## ACROSS

2. Requests for proposal sent to service providers for competitive bids
4. Elected group of owners tasked with governing the condominium
6. Mandatory life safety compliance standard in high-rise buildings
7. The minimum number of owners needed for a valid meeting or vote
11. A building flaw typically addressed during post-construction warranties
14. A document disclosing the financial and legal state of a condo unit and the corporation, at a specific moment in time
16. Acronym for protective equipment worn by contractors and staff
18. Hired service provider responsible for specific maintenance or repairs

## DOWN

1. Process of transferring control of the corporation from developer to owners
3. National organization providing condo education and advocacy (abbr.)
5. Areas in a condo that are jointly owned by all unit owners
8. Legal claim registered against a unit for unpaid common expenses
9. A form of ownership structure that involves shared ownership of common elements and community decision-making
10. The legal document that creates the condo corporation and defines ownership
12. A legally binding document generally focusing on property governance and how the condo board carries out their duties
13. An account designated for the future repair or replacement of the shared common elements and assets of the corporation
14. A section of the Ontario Condominium Act 1998 which governs changes to the common elements by unit owners
15. Annual financial review required by most condo corporations
17. Overdue condo fees owed by a unit owner
19. Mandatory annual meeting for condo owners (abbr.) and the corporation, at a specific moment in time

### Read the Clues

Each clue corresponds to a word related to the condominium industry (e.g., property management, condo boards, legal terms, maintenance, etc.).

### Fill in the Grid

Use the clues to fill in the correct words across and down in the puzzle grid. Words will intersect with each other.

### Use Industry Knowledge

Think about terms used in condo living, governance, building management, and real estate.

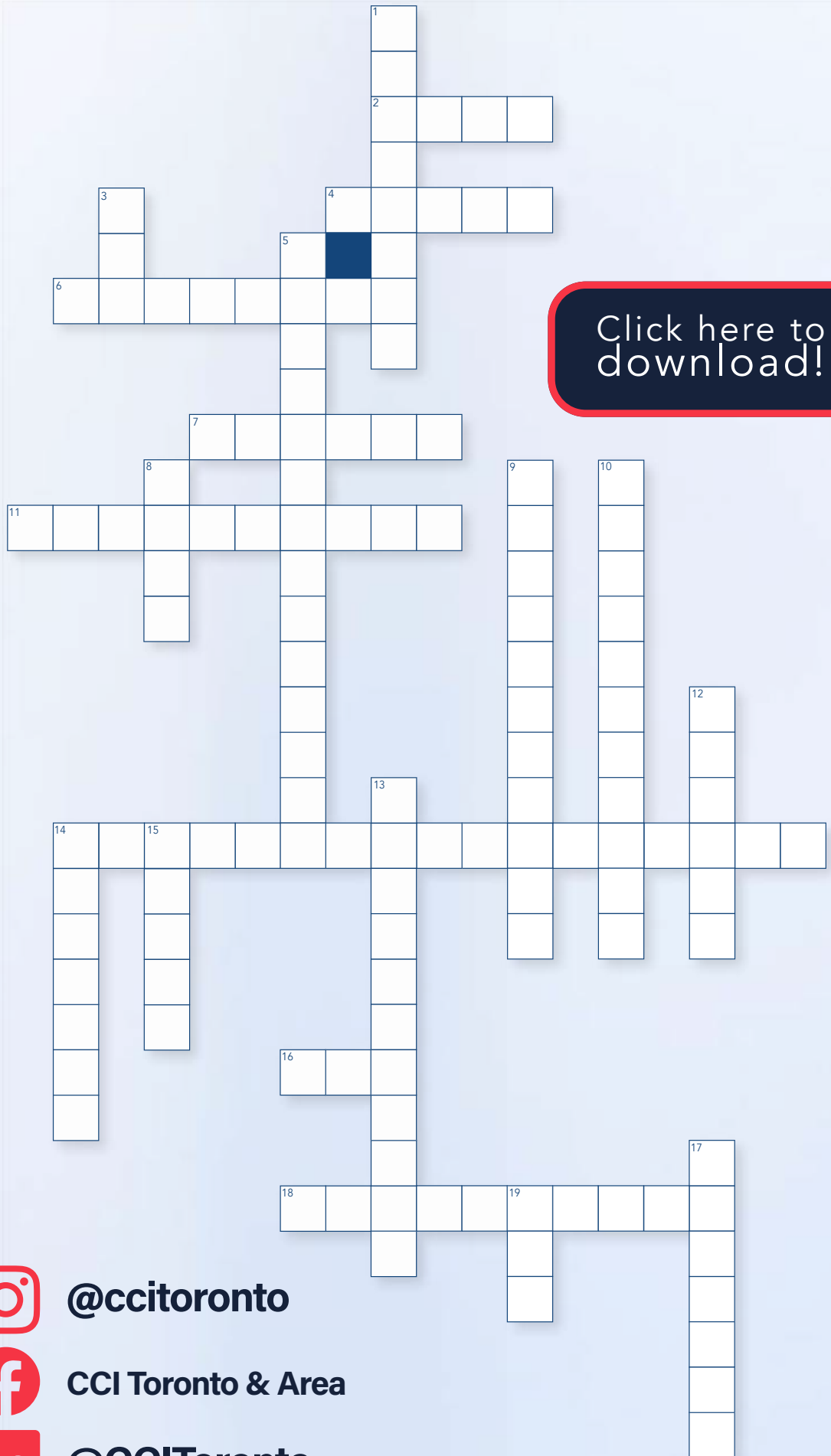
### No Guessing Needed

All answers are real terms commonly used in the condo industry. Use logic and clues to figure them out.

### Have Fun and Learn

This puzzle is a fun way to test and expand your knowledge of the condo world!

Submit your finished crossword to [condovoice@ccitoronto.ca](mailto:condovoice@ccitoronto.ca) for a chance to win a CCI Toronto prize pack!



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