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## VISION | FirstCall

TODD COOPER, President



Welcome to our winter edition of **AIM HIGH**. Since we last wrote, November and December continued to be busy months for our team. Leading up to the holiday season we welcomed 22 new associates to the company, added 5 communities under management and we really enjoyed hosting 284 associates and guests at our annual holiday party. Most significantly we capped the year by launching the FirstService Residential **Global Service Standards and FirstCall™**.

Our new Global Service Standards extend and evolve our core Values and truly bring to life the numerous moments of truth we encounter each and every day as a service provider. These standards, just like our Mission, were created from within our organization with the direct input and support of frontline associates and leaders company-wide.

Defining what service means in this industry depends on how we deliver on our brand promise through our interaction with clients, residents, vendors and our associates. We validate and quantify our performance through the annual **Net Promoter System (NPS)** survey program, which Mark Hopkins writes about on page 2. A recurring feedback theme for our company, from NPS, is that of continuous improvement in communication and responsiveness.

As a means to improve communication, information sharing and feedback we now conduct FirstCall™ on a daily basis across the company. Each morning, generally at 9:45 am, our teams in the field and at the office gather together for 10 minutes; you may have seen these sessions occurring in your lobby. During these interactive meetings we speak to the Global Service Standard of the day, share

experiences and perspective and address any current or upcoming opportunities to delight. These team huddles, common in the hospitality and retail industry, enable us to facilitate a common language and call to action that will generate an exceptional customer service experience.

Each one our 700+ associates here in Ontario and eventually 14,000 across North America, as other markets roll out the program, will be impacted by our Global Service Standards. This will unite us in a common service delivery unparalleled in our industry. All FirstService Residential associates now have an obligation to hold ourselves accountable to these standards.

This initiative was and is a major step for us; the continuous development and shift of our service culture. We have many initiatives and plans afoot for 2015, none more important though than improving our overall service delivery which is a function of our people, training, communication, responsiveness and results. I hope you enjoy the following articles and profiles; I thank you again for partnering with FirstService Residential to manage your community.





# PROFILE | Tasso Eracles, Founder and Chairman

KELLY HALKETT, Manager Marketing and Communications



Tasso Eracles is Chairman of FirstService Residential in Ontario where he oversees governance aspects of the company and large-scale strategic initiatives. He has 30+ years' experience in the condominium management industry.

Tasso founded Simerra Property Management in 1998 where he directed the company from start up to eventually partnering with FirstService Residential in 2011. In addition to overseeing corporate affairs Tasso also provides consulting services to developer clients who initially need property management advice in preparation of launching their developments. He has been an instructor at CCI's director courses, and spoken at national and industry related

conferences for GTHBA and BILD. He has successfully negotiated numerous performance audit claims to the satisfaction of both the condominium corporation and the Declarant. Simerra Property Management, under Tasso, was awarded with the Real Estate Institute of Canada's award as the outstanding Condominium Management Company.

Tasso obtained his B.A. and a B.PHE degree from Queen's University in 1977. Tasso coached various baseball teams at the select and rep level and also donates time and money to various charities, primarily for cancer research and Sick Kids. Born in Toronto he currently lives in Oakville with his wife Lisa and children, Yianni, Caroline and Kastris.

## GROWTH IN HUMAN RESOURCES

TINA PATEL, Manager Human Resources



In less than three years we have tripled in size and now total in excess of 700 associates; we are planning to have more than 1,000 associates within 18 months. In order to fuel our growth and provide industry-changing service our Human Resources team has expanded accordingly. In addition to myself we have Melissa, April, Karina, and we recently welcomed Louise Smith to the team.

Louise's role as an HR Generalist brings many key accountabilities including: assisting with recruiting requirements of associates for our integrated services division (Housekeeping and Front Desk services), performance management, compensation and career-path planning. She joined FirstService Residential after being impressed with the leadership of the company, the vision and

values as well as how the human resources department is aligned with the overall organization's strategy.

Graduating from the University of Lancaster, England with a B.A. (Hons) in English Literature and Language, Louise went straight into agency recruitment within the financial services sector in England, before pursuing an opportunity which led her to Toronto in 2006. Wanting to extend her skills and experience beyond the field of recruitment, she obtained her Human Resources Management Certificate at George Brown College and made the successful transition into human resources. Prior to joining FirstService Residential Louise worked with another property management company also performing generalist duties.

## FRIENDLY AND RESPONSIVE SERVICE

FirstService Residential Customer Care Centre

ROGER THOMPSON, Executive Vice President



At FirstService Residential, we strive to ensure that every resident, homeowner and Board member we serve has a positive service experience with our company every day. One of the many ways we deliver service excellence is through our Customer Care Centre, a 24/7 resource providing callers with community information and answers.

The Customer Care Centre is staffed and managed by our own trained and service-focused community specialists who utilize FSRConnect™, our proprietary property management software, to instantly locate specialized information about your condominium community. As a result, they can provide the requested information or resolve issues quickly, enabling the Customer Care Centre to achieve high satisfaction ratings from callers at the immediate point of contact.

Our customer care department received an average of 1,154 calls per month in 2014. Of those inquiries, 823 or 71.3% were immediately resolved by the customer care associate on the phone. The remaining open calls are promptly sent to the appropriate Property Manager for follow-up. We are very proud of these results, as well as the Customer Care Centre's satisfaction ranking, which exceeds the industry average for initial customer satisfaction.

Living or working in condominiums can carry unique challenges and occasionally open up an unfamiliar situation to residents. Whether it's to inquire on how to book an amenity, report a concern, or ask a general question, we are always available to answer your call.

**24/7 Customer Care: 1.855.244.8854**

# COMMUNITY PROFILE

## The Modern

**ROSEANN GORE**, Regional Director



The Modern, located at Richmond and Sherbourne in Old Town, is a head-turning condominium that is surrounded by some of Toronto's most appealing attractions – close to trendy bars, cafes, restaurants and just blocks from the St. Lawrence Market, the Distillery District and more. Developed by Empire Communities, this high-rise development carries a total of 343 suites over 17 storeys with 8 commercial units at its base, and is a revolution in style and price. Suites feature extraordinary designer finishes that demonstrate a whole new class of cool.

FirstService Residential has been the management provider for this community since the building was completed in 2012. The Board of Directors recently selected us to add our Integrated Services model to this community by taking over the day to day responsibilities of both the Front Desk and Housekeeping services within the community. We are pleased to be staffing and managing all aspects of this community and fully being able to implement and demonstrate our Global Service Standards.

Residents of The Modern regularly experience many community organized

events such as educational seminars and on site social events. These types of functions are enabling the opportunity for those living 'The Modern Way' to meet and get to know each other to help develop a strong sense of community.

We are very proud to have this community as a part of our portfolio and we look forward to continuing to grow and develop our relationship with them.



# FIRSTSERVICE FINANCIAL

**PAT SCHETTINO**, Product Manager



Since 1987, FirstService Financial has provided best-in-class financial services for condominiums, cooperatives, and homeowner associations managed by FirstService Residential. By adhering to the mission of providing solutions that create value, FirstService Financial consistently leverages the organization's size to deliver banking products that outperform industry averages.

With a commitment to financial strength and safeguarding client deposits, FirstService Financial annually earns clients an additional \$4 million in interest yield and saves them over \$5 million in banking fees. By utilizing the strength of its banking relationships, FirstService Financial is able to offer maximum interest rates while minimizing service fees, leading to a net gain for the client.

Locally, FirstService Financial has partnered with HSBC and Manulife. Offering savings account interest rates of 1.2% and 1.4% respectively, both are able to outperform current Canadian average rates of 1.0%. Additionally, these banking partners consistently offer operating and savings accounts with no service or maintenance fees.

FirstService Financial, Inc. is an affiliate of FirstService Residential and subsidiary of FirstService Corporation that was formed for the purpose of aggregating the buying power of our managed properties located throughout North America. FirstService Financial develops banking and insurance programs that are offered exclusively to clients of FirstService Residential. The programs are not mandatory; however, many clients participate because of their added value. FirstService Financial may receive fees or commissions from their banking and insurance partners for their assistance with the development, placement, servicing and maintenance of these programs. Should you wish to inquire or need more information on the products and services offered by FirstService Financial, please contact Pat Schettino at 416-324-4375 or [pschettino@firstservice.com](mailto:pschettino@firstservice.com).

# LED LIGHTING RETROFIT

GUEST CONTRIBUTOR | BRYANT TSE, President, CEO Lumenix



Lumenix, the leading residential low and high rise LED retrofit lighting company in Ontario is pleased to have partnered with FirstService Residential to offer their managed communities a new choice in LED lighting. Lumenix strives to reduce energy costs while overall improving the quality of light in buildings.

In 2014, over thirty FirstService Residential communities chose Lumenix as their retrofit partner. These projects resulted in a combined annual electricity savings of \$2+ mm and \$375,000 in government rebates paid directly to the condominium corporations. Many of these buildings chose Lumenix's "Pay with Savings Plan" to minimize impact on their operational budget. The Pay with Savings Plan allows communities to participate in the program but they do not incur any upfront fees for either the materials or installation. Payment for these items comes from the savings that the community generates through the program.

As one of FirstService Residential's lighting vendors, Lumenix has had the unique opportunity to sit with Boards from all across Ontario and learn about their needs and concerns. Over the past few years, the Lumenix team has noticed a significant increase

in awareness for the benefits of LED products. LED's provide a brighter, cleaner light while using 50% to 90% less energy. These lights also last 5 to 10 years, and are environmentally friendly; Lumenix is also able to match existing light colours.

With electricity prices set to rise 10% annually, consumers need to understand what impact the retrofitting of common areas could have on their community's electricity bill. Typically, the biggest areas of savings comes from places where lights are on 24/7 such as the parking garage, stairwells, corridors and lobby. With new government regulations in place to phase out the incandescent light bulb, additional rebates of up to 25% on project costs have been added to accelerate retrofits in Ontario.

Lumenix works closely with Boards and Property Managers to explain the many different options that are available in lighting retrofits and also how they can maximize their overall energy savings. Lumenix makes LED retrofits easy by handling all aspects of the project from beginning to end so that valuable time from the site staff is not taken up managing this project

## Lumenix Retrofit Process



As a FirstService Residential Managed Community, Lumenix wants you to expect more when choosing a company to retrofit your community's lighting. A retrofit is an important investment that requires the right solution for your building, comfort that we'll be around to service your warranty, and references on our service quality. To arrange for a free energy audit at your community please contact your Property Manager.

\*FirstService Residential does not benefit financially from this initiative.

# EXTENDED BENEFIT PROGRAM | PROPERTY SERVICES

ROGER THOMPSON, Executive Vice President



This month is a very special one for our company, as we are proudly launching an extended benefit program through the Co-operators Group for our Property Services associates. It has been a constant vision of FirstService Residential to be able to offer such an extensive program to our Front Desk and Housekeeping associates, making sure that we keep all FirstService Residential associates, and their families healthy.

All associates at FirstService Residential have a very generous and extensive benefit package available to them. In our industry, our people often work shift work or are on call, so it is important that we give them the extended coverage that includes paramedical services, so that they are able to balance the delicate nature of their jobs with their lives.

When crafting the new benefit program for Property Services associates, we compared our program to that of our competitors in the security industry, and found that our program is far superior - something we are very proud to offer.

Upon analyzing the housekeeping industry, we found that none of our competitors offer an extended benefit program, therefore we are proud to be the first housekeeping service company in the industry to do so.

This program officially launched on February 3rd, 2015.



LUMENIX

# 24 Storey Liberty Village Tower

Reduces light energy costs by 70% with LED in common areas

## PROJECT SUMMARY



**59 East Liberty Street**  
24-storey condominium with 286 suites. Retrofit of lobbies, hallways and stairwells.

**Before:** 555 CFL fixtures, sconces and pot lights; 150 fluorescent T8 tubes

**After:** 555 LED fixture, sconce and pot lights; 150 LED T8 tubes

**Annual Savings**

70% reduction or 163,900 kWh

**5-Year Cash Savings**

\$104,075

**Payback Period**

25 Months

**Hassle Free Warranty**

No replacement or labour costs for 5 years

**Annual Operating Expense**



By replacing CFL fixtures, sconces and pot lights and fluorescent tubes with Energy Star and DesignLight Consortium qualified LEDs, management and the condo board achieved:

- Immediate 70% reduction in energy consumption
- \$104,000+ in energy savings over first 5 years
- \$0 parts and labour costs for 5 years

Book a FREE lighting audit    1 (855) LUMENIX    info@lumenix.com    www.lumenix.com

# What Will Property Management Look Like in 2024?

**KELLY HALKETT**, Manager Marketing and Communications



FirstService Residential, is thrilled to be working with MBA students from the Rotman School of Management at the University of Toronto on a very exciting project that focuses on emerging industry trends, entitled “What will property management look like in 2024?”

We view this work as an important opportunity to strengthen our position as the leader in property management. By understanding and addressing the evolving needs of condominium residents and board members, FirstService Residential will continue to differentiate its services in an increasingly competitive market.

“Competition in property development grows each year with new entrants into the marketplace and existing players continue to expand their services. With the

changing demographics of GreaterToronto, the pervasiveness of information and technology as well as the level of competition in this space, differentiation will be increasingly difficult to attain over the long term,” noted Todd Cooper, President, FirstService Residential Ontario.

In taking part in this project, FirstService Residential continues its strong relationship with Rotman. “FirstService Residential is a big supporter of the Rotman School of Management. On the main floor of the campus, located at 105 St. George Street, Toronto, is the FirstService Lounge, which is a quiet location for students to meet and collaborate on ideas,” said Roger Thompson, Executive Vice President, FirstService Residential Ontario. “A good majority of our senior leadership team has obtained their MBAs through Rotman, so

the chance to participate in this initiative was one that we jumped at,” he said. For Rotman, this is also a valuable opportunity for its business students to apply their learning to complex, real world innovation challenges.

The project runs from January 23, 2015 to April 13, 2015, when it will culminate with the four student team members presenting their findings to members of the Rotman faculty as well as members of the senior leadership team at FirstService Residential.

FirstService Residential is excited to review the findings from this project to learn how to enhance the lifestyle and experience of all residents who reside in one of our managed communities.

**FirstService**  
RESIDENTIAL

## COMMUNITY OF THE YEAR CONTEST!

**BE SURE TO INCLUDE SOME OF THESE POINTS IN YOUR ENTRY:**

- 1** The unique qualities and features of your condominium;
- 2** The outstanding accomplishments of your corporation;
- 3** Unusual and /or difficult problems that were encountered and resolved;
- 4** The overall environment of the condominium;
- 5** What makes residents proud to live there?

**Build Great Relationships**

Relationships based on respect, trust and effective communication are the cornerstone of our success.

In short form answer the questions on the contest entry form and submit to Kelly Halkett, [kelly.halkett@fsresidential.com](mailto:kelly.halkett@fsresidential.com). Once all the entries for that round have been received, we will then make arrangements to come to your community to interview you.

There will be 3 semifinalists who will each receive \$250 to be enjoyed by the community and \$250 to be enjoyed by the Property Manager. Each semifinalist will be featured in an upcoming issue of AIM HIGH.

The grand prize winner will receive a commemorative plaque and \$1,000 for the community. The grand prize winner will be announced at the FirstService Residential holiday event.

Deadlines:

March 15th: Entries are due for the first round of finalists.

July 15th : Entries are due for the second round of finalists.

October 15th: Entries are due for the final round of finalists.

**Interested applicants should submit their entries to [Kelly.halkett@fsresidential.com](mailto:Kelly.halkett@fsresidential.com)**

# RESIDENTIAL CONDOMINIUM SECURITY AND CRIME AWARENESS SEMINAR

TANIA HALUK, Vice President, Start Up



## Coming Spring 2015

### Residential Condominium Security And Crime Awareness Seminar

Learning basic principles of crime, theft, threat and awareness for residential communities. Learn how to handle community problems.

#### PRESENTERS

Ryan Wilmer, Crime Prevention Officer, Toronto Police  
Doug Penson, President, Secur-U

For More Details Contact Kelly Halkett:  
kelly.halkett@fsresidential.com



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[www.fsresidential.com](http://www.fsresidential.com)

“ I attended one of your seminars and the large turnout of Board members indicated an enormous show of support for your company, managers and leadership team. But even with so many attendees, your team made me feel like the most important person amongst the many Directors that were present. This was a first-class execution and I know we are in great hands. ”

- Board Member at a FirstService Residential Managed Community

## Habitat For Humanity

Halton Mississauga

### Golf Classic

July 8, 2015

Lionhead Golf Club

Shotgun Start 7:45 am

Presented By



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Contact: Kelly Halkett  
kelly.halkett@fsresidential.com

## FOLLOW US!

FirstService Residential Ontario now has both an active Facebook and LinkedIn page! Make sure you like our pages and check it often for interesting updates and stories!

