

Creating an Operations Plan

An operations plan that is logical to administer will include a complete checklist of all obligations and authority of a strata corporation. While each section is critical to the operations of your strata corporation, financial operations including budgeting, collections, banking and investments, and a set of enforceable bylaws are the foundation of operations. While not all sections may apply to your type of strata corporation, the following check lists will help you capture the essential decision making obligations of your strata council and strata manager.

Maintenance and repairs

- Who is responsible for monthly inspections?
- Who coordinates maintenance contracts, is this included in the contract?
- Is a written inspection report to be issued of the property and grounds?
- Who manages service agreements and maintenance contracts?
- Is there a master schedule of monthly and annual inspections, service requirements and maintenance expectations?
- Is there a policy of the strata for contracts and repairs?
- Does each contract requires a minimum number of written estimates

Facilities schedules

- The Schedule of Documents
- The Schedule of Isolation Points and Plans
- Schedule of Equipment & Supplies
- Schedules of Tag & Certificates
- Schedules of Logbooks
- Schedule of Service Reports
- Schedule of Warranty Expirations and Conditions
- Schedule of Maintenance
- Schedule of Building and Component Inspections

Strata Fees & Collections

- Who collects them?
- What method of banking for collections is authorized?
- Who does the banking?
- Who issues the monthly financial reports?
- Are you using accruals or cash management?
- Who determines the accruals for year end?
- When is the monthly report provided to council?
- When is the annual report provided to council?
- Does council vote to accept the report once it has been reviewed?
- Is an audit an annual requirement for budget planning?
- Is there a monthly bank reconciliation provided to the council?
- How are the receivables managed?
- Is a summary page of all receivables provided to council monthly?
- Who issues the demand notice if owners are in arrears?
- Who creates the monthly arrears report for bylaw enforcement?
- When is it provided to council?
- How are council decisions regarding collections actions executed and recorded?
- What is the council procedure for notice of and filing of lien?
- Who files the lien and at what expense?
- Are there additional costs for any of these services or roles?

Operational Binder

- *Does each council member have an operations binder or on-line access to operational documents?*
- *Bylaws & Rules, Depreciation Report, Insurance Policy, Contracts and Service Agreements, Management Agreement, Budgets, Minutes, Resolutions*

Banking / financial

- Who controls/maintains the banks accounts?
- Who holds the bank accounts?
- Is there a separate account for operating and contingency?
- Is there a separate account for special levies?
- Who issues / receives bank statements?
- How often are they issued?
- Who are the signing officers on the corporations' accounts?
- How is long term/contingency money handled?
- How does strata council decide on investments?
- How are those decisions published in the minutes?
- Where is interest deposited, and how is it reported for the Contingency fund, Special Levy Funds, Operating Account?
- Is there a financial management process for special levy funds?
- Is there interest being accrued on your special levied accounts?
- Is the fund being invested until it is required?
- How are investments being managed? How are decisions made?
- How are decisions being executed on the completion of levies?

Depreciation Report

- Does each council member and the strata manager have a copy of the depreciation report?
- Do you review the report at council meetings and summarize the upcoming repairs or maintenance for the purpose of planning or budgeting and approval of resolutions for general meeting agendas?

Forms & Records

- Who issues and signs forms?
- Form F, Form B, Form I, Form D, Form G Lien, Form H Payment Certificate
- Are decisions to file Forms G & H minuted?
- Does the contract specifically authorize the manager to sign the forms?
- Who is responsible to maintain governance administration records?
- Where are records maintained?
- Who has access?
- Are there additional costs for the council to access/copy the records?
- Is there a cost for storing/filing records?

- How are the revenues for records administered?
- Who issues information, or copies of records, when a request to access records is made in accordance with section 35/36?

Legal and disputes

- Does the strata have a lawyer/firm that represents their interests?
- Are there any special instructions to the lawyer or property manager?
- Who is responsible for directing the lawyer?
- How is official notice received by your strata corporation?
- Do you have an official mailing address as required by Sec. 62 of the Act?

Procurement

- What are the strata corporation policies on purchasing?
- Will council determine the minimum number of bids and standards?
- Are there financial limits or costs that require the approval of council?
- Do you require a bidding process on contracts that exceed a certain limit?
- Do you require published specifications for the contracts and a minimum number of bids?
- Who receives the bids and evaluates their proposals?

Privacy & Records

- Who manages and maintains the records of the strata corporation?
- Does the strata council have direct and easy access to records?
- Do you have a privacy policy?
- Do you have an appointed privacy manager?

Insurance & Risk Management

- What is the annual review process for the strata corporation policy?
- Who is responsible to provide the report on insurance at the Annual Meeting?
- Is a copy of the Policy Binder provided to each strata lot when it is renewed, if it does not coincide with the AGM?

- Does your strata council understand exemptions that may apply to the strata corporation policy?

Questions to ask your broker in writing:

- What are the exemptions or limitations to this policy?
- Are there any questions that we have not asked that relate to limitations or risks on our policy that we did not ask?
- Has anyone been paid a finder's fee or compensation other than the broker for placing this policy?

Annual, Special General or Council Meetings,

- Does the manager attend the meetings?
- Who takes minutes of the meetings? How was that decided?
- What is the format for minutes?
- Is there an additional cost to attend meetings?
- How many meetings are included in the cost for the year?
- Who prepares the notice package for general meetings?
- Is there a council meeting to approve the notice and content?
- Who sets the agenda for the council meetings?
- Do the bylaws contain a predetermined agenda format?
- Is the proposed agenda by council ratified in the council minutes?
- Who is the registrant of general meetings?
- How are ineligible voters managed?
- Is there an additional cost associated?
- Who will chair the meetings?
- Do you have a plan for contingency expenses in the next year?

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Understand the strata management contract

- What do the table of fees specifically include?
- What are additional rates per hour?
- Are there additional disbursement costs?
- Who supervises the management contract?
- Is there an annual review of the performance and report?
- How is that reported to the council/owners?
- Who can contract additional work?
- How is it approved?
- What are the strata corporation's obligations under the contract?
- Is there a list of disbursement costs: mileage, copying, faxing, correspondence, emails?
- Are there any conditions of the contract or disclosure that require the consent of the strata council? For example, the receipt of compensation or fees from another party in the course of conducting work? If so, how are they approved and are they minuted in the council minutes?