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**ARMADALE**  
PROPERTY MANAGEMENT

# *Manage Your Property. Grow Your Investment.*

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In the world of property management, there are no cookie-cutter solutions. Sustainable growth requires custom-built strategies, one-on-one relationships, and an affinity for innovation. This is a truth that guides Armadale Property Management as it fosters sustainable growth within its own walls and for commercial real estate clients across southern Ontario.

"Our core focus is assisting the owner to get the best out of their property and to ensure it grows in value," says Cliff Sifton, Chief Executive Officer of Armadale Properties Corp. "In order to do that, we not only manage the day-to-day operations of the building or property, but we look after the long-term health of the property, manage the assets within the building, and assist wherever possible to keep the building filled with the right tenants."

Founded in 2008, Armadale Property Management is no stranger to navigating the challenges and opportunities within the Canadian real estate sector. Its parent company, Armadale Co. Limited, has been a key player in Markham's growth since the company's creation in the 1920s, counting the purchase and development of the Buttonville Municipal Airport lands among its high-profile achievements.

"In the past 30-plus years, we have undertaken numerous development and redevelopment projects in and around southern Ontario, both on our own behalf and for various ownership groups," says Sifton, reflecting on the company's more recent activities. "Because of this, we pride ourselves in being well-versed in all aspects of real estate acquisition, development, ownership, and management."

Today, Armadale Property Management continues to do the Armadale name proud from its fully-owned headquarters at 180 Renfrew Drive. Here, owners Cliff Sifton and his brothers, Mike and Derek, lead a team of industry

trailblazers who draw from the company's wealth of industry experience to realize the potential of every asset in its growing portfolio.

"At this point, we've pretty much done everything," says Paul McVeigh, General Manager with Armadale Property Management. "We've been owners and we've looked after our own properties, so we know the challenges owners can face and how they can be very different from one situation to the next. Having that experience gives us the ability to understand our clients' goals and work with them one-on-one to fulfill them."

With a nod to one of the company's mottos, he adds: "We know what it's like for our clients because what we do is who we are."

## **Managing Properties. Growing Investments.**

Armadale's rich history has earned it more than a solid reputation. It had equipped its property management team with the time-honoured skills, insights, and instincts necessary to deliver lasting value across all asset classes. Indeed, from overseeing the complexities of property leasing and value management, to developing investment strategies and managing daily operations, Armadale leaves no brick unturned.

"Thanks to our strong relationships with building owners and our experience in a wide range of areas related to property management, we've been able to build our business on the principal of integration," says Senior Property

Manager Elizabeth Whitton, noting, "We know commercial property can be one of a client's most profitable investments over the long term, but only if it's managed well. We also know building owners have their hands full, and that while managing the building themselves just isn't feasible, neither is hiring separate firms to handle their leasing, daily operations, and property value."

"They need someone who can look after the entire picture; and that's where we come in. This holistic approach to property management begins the moment a potential client walks through Armadale's door. It starts with a comprehensive review of each new asset to determine its condition, its history, and its owner's intent – be it to sell a property for short-term profits or increase an asset's value for long-term gains."

Once these questions have been addressed, then and only then do Whitton and the Armadale team work with its clients to draft an integration plan outlining their goals, the steps required to achieve them, and all other ways Armadale can safeguard their investment.

"Our main goal is to optimize and integrate property leasing, building operations, and real estate value management for our clients," says Whitton. "To us, those are the three most crucial elements that generate the best possible ROI (return on investment) from a property. After all, at the end of the day we, like them, view their commercial property as an asset that should be growing in value all the time."



## Making the Right Moves

As an owner, Armadale understands that an asset's health depends on attracting and retaining the right type of tenants. As such, it offers a full slate of leasing services and expertise. Over and above preparing units for lease, it develops effective leasing policies and procedures, and collaborates with real estate agents to market available spaces and negotiate everything from potential third-party leasing offers to the final lease.

"The landlord's objectives must be at the forefront," insists Whitton. "Armadale will coordinate the selection of a leasing team with these objectives as their focus, and work with our partners and the landlord to achieve those goals."

That same focus is also applied to Armadale's building operations services, wherein it provides tenants with timely, reliable, and accountable building services around the clock. From assisting with move-ins and move-outs to organizing community events, and managing third-party service providers to

supplying up-to-date safety information and guides, Armadale Property Management is never at rest when it comes to tenant retention.

"More than anything, tenants appreciate the smooth operation of the property," observes Whitton. "They don't expect perfection, but they do expect that when problems do arise that they get handled quickly and efficiently. We get that because we've lived that; and that's why we hear from our tenants that they prefer to have us managing their building."

All services combined, Armadale is well-equipped to make good on its company-wide mission: to manage properties and grow investments. It does so from day one by determining each client's unique goals and ensuring the right strategies, partners, and services are in place to see them through.

"Value management is key here, and it involves looking at the property as a component of one's overall investment portfolio strategy. At Armadale Property Management, our goal is to implement value management strategies that take into account such





## The Armadale Legacy

*Armadale Co. Limited was originally founded in the early 1920s as the Sifton Family Company by renowned Canadian businessman Michael C. Sifton, grandson of Sir Clifford Sifton, Canada's minister of the interior. Over the decades that followed Armadale Co. played a significant role in shaping the province's commercial real estate landscape through numerous retail and commercial developments and redevelopments. Highlights include the redevelopment of its very own base of operations at 180 Renfrew Drive, and its 30-year redevelopment of the Buttonville Municipal Airport lands, which will see 170 acres (9 million square feet) transformed into a vibrant commercial space.*

*Nearly a century young, Armadale Co. has grown in leaps and bounds since its early days. Today, it is home to a vast range of businesses, including business consulting, automobile retailing, airport operations and management and – of course – property management. These divisions are fueled by 300-plus staff split amongst Armadale's group of companies, including Armadale Properties Limited, Armadale Management Inc., Highland Chevrolet Cadillac Ltd., and Toronto Airways Limited — all of which continue to build upon the Armadale name and its Sifton family legacy.*

issues as tax opportunities, asset appreciation, financing, and organizational structuring,” explains Sifton, adding, “It’s our job to help clients ensure that any leasing or operations decisions they make first and foremost supports their value management strategy.”

### All Hands on Deck

Armadale’s team-based philosophy is key to its clients’ success. From the moment Whitton and her team sit down with a prospective client, all of Armadale’s property management departments are tapped to bring every last skill set and perspective to the table.

“Our people work very closely together as one team; there are no separate departments with different mandates,” says McVeigh. “We have regular meetings to keep everyone up to speed on what each member is involved with, so every individual team has the ability to give their input and give the project leader all the necessary information they need to be that client’s point of contact.”

This collaborative philosophy also ensures its client’s goals are being met throughout the lifespan of their partnership with Armadale, no matter what obstacles and changes may come their way.

“The owner can often change their goals and vision and a property manager must be sensitive to this and stay in contact with all key players. It’s their job to keep the whole team focused on these goals at all times,” notes Whitton.

No doubt, this teamwork is essential to the prosperity of any given asset. And with more than 100 years of collective experience within the company — and countless more within the real estate industry in whole — clients who trust their properties to Armadale can sleep easy knowing every angle is being covered.

“Our united approach simply makes sense for both property owners as well as tenants,” agrees Whitton. “As a property owner, we work here as a

team so that you can focus on your core business, and be confident that we’re looking after your property as well as your long-term interests.”

### A Single Point of Contact

Armadale Property Management’s uniqueness comes from its ability to deliver team-based solutions through a single point of contact. That is, while each and every asset benefits from the collective strengths of Armadale’s team, clients are afforded the convenience of working with one dedicated property leader.

“This all goes back to our added value approach, which we define as ‘Managing the Property and Growing the Investment,’” says Sifton, explaining, “We do this by having one person coordinate all aspects of the relationship with the owner and ensuring that our internal teams provide the necessary expertise when required, be it accounting, leasing, or operations.

“The owner only deals with one accountable person but receives all the added value in a way that is easy to understand through reporting, easy service requests, asset management, and responsive servicing.”

For over 15 years, Whitton has embodied Armadale’s “single point of contact” philosophy. As a senior property manager, she is the point of contact between Armadale and its clients, supplying timely, focused, and data-driven services related to all elements of property management.

According to Whitton, it’s this strategy that helps ensure all parties are on the same page and focused on enhancing the value of an asset. “Providing that single point of contact prevents miscommunication within disparate departments, which can create potential gaps in knowledge and information and increases the odds of a decision being made that is not in the owner’s optimal benefit. We don’t have this problem as all discussions go through a single point of contact; therefore, all decisions





Cliff Sifton, CEO



Paul McVeigh, General Manager



Elizabeth Whitton, Senior Property Manager



Fred Chow, Corporate Controller

are filtered through a seamless team that works towards the owner's ultimate goal, which is maximizing ROI."

## Taking the Long View

At Armadale Property Management, it's the big picture that counts. That is, while tackling everyday issues is among its teams' top priorities, their larger goal is to deliver tangible, sustainable results.

"Armadale Property Management takes the long-term perspective into account in all their decisions, ultimately looking after the property's continual health and maximizing returns at all times," affirms McVeigh.

Maintaining a building's health, however, requires consistent communication between all asset stakeholders. Understanding this, Armadale Property Management makes dynamic reporting, industry research, internal and external newsletters, and online communications central to its client service model.

"From a client's perspective, receiving accurate information via regular reporting is critical to their ability to make good decisions. Without this valuable information, decision-making would be harder to do and ongoing asset growth would be more difficult to accomplish," says McVeigh.

Achieving sustainable growth also means making sure the right people are on-site to handle any service calls that may arise. For this, Whitton takes pride in leading a crew of superintendents who work day in and day out to deliver industry-leading service when and wherever they are needed.

"At the end of the day, clients want fast and reliable service and we're fortunate to have some exceedingly talented and dedicated people on our team who can do this. Our superintendents are all equipped with the best communication devices, they know their way around all of our systems, and they're all committed to maintaining the highest levels of professionalism," says Whitton.

Armadale's on-site staff are indeed supported through paid training and education, and the provision of the latest tools and technologies to get the job done. This, says Whitton, is important to maintaining Armadale's level of service on the frontlines where it arguably counts the most. "Our people work hard and they're well looked after."

Having the right team in place is also critical to building long-lasting relationships with all asset stakeholders, says McVeigh, adding, "You need to have strong relationships with the owners and everyone working on an asset. They have to trust you, they have to know you're looking after your buildings, and their goals have to be aligned."

## Tools of the Trade

While its talent and approach are paramount to Armadale's success, so too are the technologies and innovations which support its operations. Through its online Angus System, for instance, Whitton and her team can maintain 24/7 communication with its clients while providing an easily accessible platform for owners and tenants through which incidents, complaints, and service calls can be logged, tracked, and addressed.

"Property managers have the best intentions to taking care of your problems, but they're only human. Systems like this make sure each and every complaint or service call comes to the attention of the entire team, and it lets us easily address them, whether that means sending contractors out to fix a problem or getting in touch with the right people to answer timely questions," explains Whitton, adding, "What's more, at the end of the day when the owner

gets a bill, they're able to see each and every step that went into solving that problem."

Complementing the Angus System is inventory software that accurately tracks and analyzes equipment within each asset. For example, offers Whitton: "Say a landlord wanted to take a look at the age of the particular HVAC, this system can give them that information instantly. And, as I get a new HVAC unit, I can put it in the system where we can then easily generate reports. The same applies to all pieces of equipment, and the advantage is it allows us to be organized and accountable, while moving towards being a paperless organization."

Combined with other on-site technologies and systems, Armadale is outfitted with the tools and resources to stay on top of industry advancements, while always putting its best technical foot forward.

"Technology is vital to this industry," emphasizes Whitton. "It streamlines everything we do, eliminates the room for error, and keeps us all accountable. For Armadale, having these systems allows us to get the problems to the right person who is going to fix it instantly, and then loop the entire team in on what's being done, so their issues are not ignored."

With an eye on future trends, she adds: "We innovate all the time and bring new and exciting

## Strength in Numbers

*Accounting is among Armadale's most visible strengths. General Manager Paul McVeigh is a Certified Public Accounting (CPA) and Certified Management Accountant (CMA), and similar designations can be found throughout the company. Alongside experience from its other team members, Armadale Property Management is able to go above and beyond in making sure its clients' bottom lines are cared for just as much as their properties.*

*"We have a lot of strengths among our staff, and especially in the accounting field," says McVeigh. "That's one thing that we bring to the table; we're a little bit more astute compared to typical property management companies when it comes to taxes, income tax, refinancing, accounting strategies, financing strategies."*

*McVeigh attributes Armadale's accounting acumen to its team-based approach, which allows it to look at each asset or portfolio individually and determine the best strategies for each. "Obviously, many of our clients have their own CA's, and we work with them, but we'll know what not to step into and how to avoid big pitfalls, and we'll also know when to call in a tax expert because it's beyond our expertise."*

products and services that help us deliver on our promise. If we find a way to do it faster and efficiently, we'll invest in the technology to do it."

### On Step Ahead

As a small-sized company with large aspirations, Armadale is always looking ahead. Its plans include expanding its property management services to clients throughout the GTA while continuing to improve and expand upon its commercial property management offerings.

"We grow slowly in manageable steps to ensure that we do not disappoint anyone as we evolve," notes Sifton. "First and foremost, we ensure that we have the resources and capabilities, and we do not stretch beyond our capabilities just to win a client.

"We stay true to our philosophy and don't over commit because we are not prepared to have even one unhappy client," he adds.

Nevertheless, McVeigh says Armadale Property Management is poised to take advantage of whatever the future brings, noting, "You never know where opportunities might appear, but we're flexible and ready for when the right opportunity comes." ■

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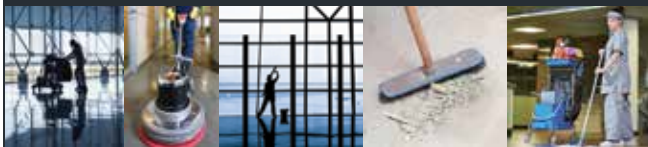
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