

COUNCIL RESOURCE

Underperforming Manager Scorecard

A printable council worksheet for deciding whether service problems justify a management search.

How to use this: print it, bring it to a council meeting, and fill it in before the discussion gets too broad. This is a working document, not a brochure.

Use this before the motion

A council should not switch managers because one week was frustrating. It should switch when the pattern is clear enough to defend in a meeting.

Score each item from 1 to 5. A 1 means the issue is persistent and documented. A 5 means the service is working.

Scorecard

AREA	SCORE 1-5	EVIDENCE
Response time		
Financial reporting		
Meeting preparation		
Contractor follow-through		
Bylaw support		
Insurance coordination		
CRF and project planning		
Owner communication		
Technology and records access		
Manager stability		

Read the total

40 to 50: stay, but ask for specific improvements.

25 to 39: start evaluating alternatives before the next renewal.

10 to 24: council has enough evidence to begin a replacement search.

Evidence log

ISSUE	DATE OR PERIOD	EVIDENCE COUNCIL HAS
Email unanswered or late		
Financial package missing or unclear		
Vendor follow-up delayed		
Meeting materials late		
Owner complaint unresolved		
Records request mishandled		
Insurance or claim coordination delayed		
Manager changed without a clear transition		

Action ladder

SCORE BAND	COUNCIL ACTION	WHAT TO DOCUMENT
40 to 50	Stay and set service expectations.	One written improvement request and review date.
25 to 39	Compare alternatives before renewal.	Evidence log, contract terms, and fee schedule.
10 to 24	Prepare a replacement search.	Motion, owner communication plan, and records inventory.

Improvement request email

Subject: Service review items for [BUILDING NAME]

Hello [MANAGER NAME],

Council reviewed recent service concerns and would like a written plan for the following items: [LIST].

For each item, please confirm the owner, next step, and expected date. Council will review progress at the [DATE] council meeting.

This request is meant to create a clear service floor before council decides whether to renew, renegotiate, or compare alternatives.

Thank you,

[COUNCIL CONTACT]

Before council decides to switch

- Read the current management agreement and renewal terms.
 - Confirm the contract notice period and any owner-approval requirement.
 - Separate one-off frustration from repeated, documented service gaps.
 - Collect evidence without publishing owner names or sensitive personal information unnecessarily.
 - Decide whether council wants an improvement period before requesting proposals.
 - If the issue may become a dispute, keep records organized by date and topic.
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Escalation paths

For service issues, start with the manager and managing broker. Keep the ask specific: what happened, what council needs corrected, and by when.

For licensing or conduct concerns, BCFSA is the regulator for licensed strata property managers and brokerages.

For many strata disputes, the CRT is the dispute-resolution venue. Because CRT timing can be measured in months, council should organize evidence before the situation hardens into a claim.

Source notes council should know

The Province of BC says a strata council can delegate work to a strata manager, but council remains responsible for meeting the Strata Property Act obligations.

BC's strata management contract guidance says the contract should be written, should spell out delegated authority, and should explain payment, signing authority, access to money, and duties.

When a strata management contract ends, provincial guidance says the brokerage must return strata corporation records in its possession or control within four weeks.

BCFSA says strata managers provide services through licensed brokerages and are supervised by managing brokers. Councils can verify professionals and brokerages through BCFSA's public register.

The CRT has jurisdiction over most BC strata claims, but its own site warns that review of a new application can take several months. That is a reason to document issues before they become disputes.

Sources checked: Province of BC strata council guidance; Province of BC strata management contract guidance; Province of BC information and record keeping in stratas; BCFSA strata management and Find a Professional pages; CRT strata property page; CHOA management-contract bulletin.

Research links

Province of BC - Strata councils: www2.gov.bc.ca/gov/content/housing-tenancy/strata-housing/operating-a-strata/roles-and-responsibilities/strata-councils

Province of BC - Strata management contract: www2.gov.bc.ca/gov/content/housing-tenancy/strata-housing/operating-a-strata/roles-and-responsibilities/strata-property-managers/strata-management-contract

Province of BC - Information and record keeping in stratas: www2.gov.bc.ca/gov/content/housing-tenancy/strata-housing/operating-a-strata/information-and-record-keeping

BCFSA - Strata management: bcfsa.ca/industry-resources/real-estate-professional-resources/education-and-licensing/becoming-licensed/strata-management

BCFSA - Find a Professional: bcfsa.ca/public-resources/real-estate/find-professional

Civil Resolution Tribunal - Strata property: civilresolutionbc.ca/solution-explorer/strata/

CHOA - Management contracts bulletin: choa.bc.ca/wp-content/uploads/pdf/200/200-007-Management-Contracts.pdf

Next step

If the score points to a search, use the match intake. Strata Match can return firms that fit your building instead of giving council a directory to sort through.

Start at stratamatch.ca/match/switch.

Need firms that fit the building?

Strata Match scores BC firms against size, geography, capacity, portfolio type, reputation, and issue fit. The team then returns two or three options for council review.

[STRATAMATCH.CA/SCORECARD](https://stratamatch.ca/scorecard)

Prepared by Strata Match. This document is general information for BC strata councils, not legal advice.