



2017

ANNUAL REPORT



Federation of Rental-housing
Providers of Ontario

www.frpo.org

RESPONDING TO CHANGE



Advocacy has always been paramount to FRPO and its members. FRPO has been the voice of the rental housing industry since 1985, created to promote a healthy and balanced rental housing market. Our industry has faced many challenges since then and 2017 was no different. FRPO remains committed to ensuring the views of the membership are represented in all political consultations and policy debates.

Looking back at 2017, FRPO successfully met its membership recruitment targets while event attendance grew once again, setting new records. These accomplishments demonstrate our members' strong desire to engage in networking and learning opportunities. The 2017 MAC Awards – FRPO's annual celebration of innovation, quality and service – has become one of the largest gatherings of rental housing professionals in the country with over 1,000 guests in attendance. This important event showcases the hard work of our members and their dedication to providing best-in-class professionally managed communities.

2017 also brought about swift regulatory changes to rental housing as Ontario's housing crisis remained a hot-button issue. FRPO actively responded to the changes by commissioning two Urbanation reports demonstrating the urgent need for more rental supply. FRPO participated in the Bill 124 consultations, and also held numerous government relations meetings with Ministry of Housing and political staff. As a result of these policy changes, FRPO was able to report that over 1,000 rental units were either put on hold or cancelled.

As we look to the 2018 provincial election, FRPO remains diligent in ensuring that our policy positions are heard on this important issue. FRPO launched a wide-scale public relations campaign to help educate voters

on the need for new rental supply. The Rent ON campaign successfully engaged with the public using social media and strategically placed ads, to highlight the need for all levels of government to work together to encourage new development.

The media's response to the Rent ON campaign was immediate. During its first four months, more than 140 stories appeared in print, online and via news broadcasts, both locally and nationally, including: *The Globe and Mail*, *Financial Post*, *Toronto Star*, *CBC Radio*, *BNN*, *the London Free Press*, *Brantford Expositor*, *Huffington Post*, and *Ottawa Citizen*. These hits have translated into over 54 million media impressions, and media interest continues to stay strong, with FRPO becoming the go-to on all issues relating to rental supply.

2018 promises to be a busy and exciting year for FRPO. We look forward to continuing our advocacy work on behalf of our industry and all members. FRPO's Board of Directors and staff are committed to creating an environment that promotes new rental supply and provides renters with choice in the marketplace. As my term comes to an end, I'd like to thank you all for your support, and welcome Margaret Herd of Park Property as our incoming Chair of the Board. I can say with great confidence that your interests will be well served in the year ahead.

MESSAGE FROM THE INTERIM PRESIDENT DARYL CHONG



TELLING A POSITIVE STORY

Before we file away 2017 as a distant, and not entirely fond memory, we should look back and acknowledge some of the bright spots hidden in the political weeds.

I'd like to thank our Board of Directors and all of our Committee Members for volunteering and sharing their expertise and talent for the benefit of our association. Many have provided years of service to FRPO and their commitment to the industry is second to none. FRPO's continued success is largely due to the active role that all our members play in helping to shape policy and industry responses.

On April 20th, the Premier announced Ontario's "Fair" Housing Plan without any forewarning. The government immediately introduced Bill 124, which included changes to the Residential Tenancies Act. Specifically, the Bill ended the "post-1991 exemption" from rent control; eliminated AGIs for all utilities; placed restrictions on evictions for personal use; and committed to a mandatory lease agreement.

None of these changes provided any encouragement for new rental supply. In fact, the changes largely had the opposite effect.

Still, the package was quickly passed into law, receiving Royal Assent on May 30th. FRPO immediately ramped up lobbying efforts with the clear focus on creating an atmosphere that encourages new rental supply. We met with more than 30 MPPs, Cabinet Ministers and the Premier's Office. We met with members of the Opposition and NDP MPPs. We met with a variety of ministry staff. We met with everyone we could to highlight the need for new rental housing in Ontario.

Rental has always played an important role in our housing continuum. It's on everyone's wish list, but many things need to line up in order to make it happen. First and foremost, investors

need legislative certainty. Investment decisions are made with considerable thought, and uncertainty skews the decision towards 'do not proceed'.

Governments are never accused of helping landlords, so we launched a public relations campaign to tell a positive story about the role rental plays in meeting Ontario's housing needs. Our goal was to increase the supply of rental housing. We engaged several groups to help share our #rentON message – namely, millennials who've made a lifestyle choice to be life-long renters, and empty nesters who have sold the family home to maintain equity in the bank.

We also partnered with Urbanation and released a research report clearly showing the province is short 6,000 rental units annually, and the adverse effects legislative changes can have on development. Our meetings, our research and our campaign were part of a concerted effort to raise awareness of the positive role played by rental and the need for government policies that act to deliver new supply.

We look forward to continuing to advocate for fair policy in rental housing while providing our membership valuable programs and initiatives to assist in daily operations. We recognize the commitment our members have to providing quality rental accommodation in Ontario and the vital role we fill in the housing market.

On behalf of the FRPO Team and our Board, I would like to sincerely thank you for participating in our association. We are here to represent your interests and to build a better future. We are much stronger when we work together. Thank you.

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PROMOTING THE INTERESTS OF RENTAL HOUSING PROVIDERS

FRPO's government relations mission is to advocate on behalf of the sector in order to promote the most favourable climate in government policy for rental housing providers.

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In response to the Ontario Ministry of Housing's regulatory and legislative changes in 2017, FRPO put significant effort into educating key government decision-makers. Highlights of those activities include:

- participation in various government consultations;
- a program of one-on-one meetings with MPPs to raise FRPO issues;
- collaboration with industry partners to develop common positions;
- member polls, economic research and media relations campaign in support of advocacy activities;
- a Spring Queen's Park Lobby Day and a Fall MPP Reception.

Overall, Ontario's Wynne Government has a bias toward tenant interests, and in the pre-election environment, its initiatives appear to have been calculated more to win votes among tenants, than to advance the goals of a sustainable and affordable supply of rental housing.

FAIR HOUSING PLAN

In April 2017, the Ontario government announced its so-called *Fair Housing Plan*, which eliminated the post '91 exemption from the Rent Control Act. FRPO strenuously opposed this change, arguing that it would deter the creation of new supply at a time when it was absolutely needed. The government chose to make a political decision but FRPO was able to

secure a Minister's letter of commitment that Ontario would not end the policy of vacancy decontrol. The Plan also included a \$125 million fund over five years to rebate development charges for purpose-built rental housing projects. While the size of the fund is insufficient to make up for the loss of the '91 exemption, it may be of interest to members who plan to construct new rental housing projects.

ONTARIO MUNICIPAL BOARD

The government proceeded with its long-awaited reform of the Ontario Municipal Board (OMB) in 2017. *Bill 139, Building Better Communities and Conserving Watersheds Act*, creates a new Local Planning Appeals Tribunal to replace the old OMB. Bill 139 limits the scope of appeals and adds extra steps to the appeals process. FRPO worked closely with BILD, OHBA and other stakeholders in opposing Bill 139. FRPO is concerned that the new process tips the balance in favour of neighbourhood opponents to intensification, and that it will impede the construction of new supply.

STANDARD LEASE

FRPO participated in a consultation by the Ministry of Housing to develop a standard lease for landlords and tenants. During the process, fundamental concerns regarding the need for a province-wide new standard lease were expressed. Existing leases and the template FRPO provides have been in

practice for many years and have stood the test of time. FRPO clearly articulated its core position that any lease which meets the requirements of the *Residential Tenancies Act* should be permitted.

Once it became clear that the Ministry was proceeding with a standard lease, the focus became to ensure rental housing providers had the ability to include additional clauses to address the unique nature of their rental arrangements. The government eventually agreed with FRPO's position and the new standard lease, coming into effect on April 30, 2018, will include the ability to add additional clauses.

RENTAL HOUSING WORKING GROUP

The government has repeatedly demonstrated that it lacks in-house expertise on how its policy measures will impact the rental housing market. To fix this gap, FRPO has long advocated that there be a technical working group with the Ministry of Housing on rental issues. In response to FRPO advocacy, the Ministry of Housing has now created a Working Group with a mandate to help the government understand the economic realities of the sector that govern how investment decisions are made.

The Working Group will serve to provide a basis for common understanding of policy decisions before they are made.



FRPO members will leverage the table to educate government policy experts on all unintended consequences of various measures that may be considered. It is hoped that the results of the Working Group will lead to better informed decision-making by the government.

ONGOING ADVOCACY

FRPO looks forward to the day when rent controls could be ended, and calls for policies that would create the kind of strength in our rental market that would facilitate such a change. In the meantime, we advocate for key measures to mitigate its negative side effects.

Advocating for More Sustainable Rent Control Guidelines

FRPO also continues to advocate for a change in the government's rent increase guidelines. We have repeatedly urged government to move towards a more sustainable CPI + "X%" cap on rent increases for existing buildings, and for a rolling exemption to the guideline for new construction.

Preserving Key Legislative Provisions that Mitigate the Negative Effects of Rent Control

A Swedish economist has (with only a bit of irony) described rent control as "the second worst thing" that can happen to rental stock – second only to "a sustained campaign of strategic bombing." This is because

rent controls use government rules to impose unsustainable constraints on the ability of managers to operate and sustain their buildings. Two provisions in the act, however, help to mitigate the negative effects of rent controls: vacancy decontrol and above-guideline increases (AGIs). These provisions are essential as they allow for periodic catch up in rents that would otherwise be frozen by legislation. FRPO continues to educate government decision-makers on the importance of these provisions, and to resist change that would exacerbate the negative effect of rent controls on Ontario's existing housing stock, and the market for new rental construction.

Cannabis Cultivation

The federal government is proceeding with a package to legalize cannabis, which would permit individuals to grow up to four cannabis plants in their residence. This presents a significant challenge to both landlords and neighbouring residents, as a result of odour, mould, increased electricity use and an inability to enforce infractions. Some provinces have moved to restrict what is enabled by the proposed federal legislation by banning home cultivation in rental units. FRPO will continue to advocate on behalf of its members and seek similar measures in Ontario.



FRPO'S #rentON CAMPAIGN

In 2017, with Ontario's vacancy rates plunging and rental housing supply reaching crisis levels, misguided government actions put the growing resurgence in purpose-built rental at risk. With the passage of Bill 124 last spring, it was crucial for FRPO to sound the alarm about the negative effect of government policies on the economics of new rental supply and the critical lack of choice for tenants.

In response, FRPO leadership developed a strategic campaign to marshal the facts and mobilize members, media and the public. Our highly successful Rent ON advocacy campaign was launched in late September, calling on Ontarians to demand policies that would create a supportive climate for new investment in rental housing to keep up with demand. The campaign employed a mixed digital and traditional public relations strategy, and was launched in tandem with a commissioned report by Urbanation that forecasts an annual shortfall of 6,000 rental units over the next decade unless political leaders act.

Less than two months later, the campaign message was reinforced when Canada Mortgage and Housing Corporation (CMHC) revealed the province's rental vacancy rate had dropped to a near two-decade low (1.6%).

Media coverage of the Rent ON campaign was extensive, appearing in national, provincial and local outlets. The Minister of Housing, Peter Milczyn, was forced to respond defensively following the launch.

Coverage has continued as the campaign has progressed, appearing in more than 140 stories in print, online and via news broadcasts, both locally and nationally, including: *The Globe and Mail*, *Financial Post*, *Toronto Star*, *CBC Radio*, *BNN*, *the London Free Press*, *Brantford Expositor*, *Huffington Post*, and *Ottawa Citizen*. These hits have translated into over 59 million media impressions to date. Six months



later, interest continues to hold strong, with FRPO now a top media source for commentary on all issues relating to rental supply.

On social media, the campaign has generated substantial engagement, earning over 3 million impressions via FRPO's Twitter, Facebook and LinkedIn platforms. The Rent ON hashtag (#rentON) is a strong presence on these channels, particularly among millennials who statistically are more likely to rent than older generations given the current housing market. The creative imagery

designed for the campaign also fostered a high amount of engagement on and offline, receiving hundreds of likes and shares on social media.

One of the main targets of the campaign is the political universe at Queen's Park. We know from numerous sources that the Rent ON campaign has been widely discussed and impactful. It has been ubiquitous in the "Queen's Park bubble", particularly via the Rent ON campaign ads on bus shelters and banner ads in QP Briefing, a popular publication among politicians and their staff.

FRPO leadership has also spread the Rent ON campaign message on the ground by taking on regional speaking opportunities to service clubs, chambers of commerce and housing organizations in the communities most impacted by the lack of rental supply.

As FRPO continues to push for more rental choice for Ontarians, we invite all members to support the Rent ON movement. Join the discussion online via FRPO's social channels. Like, share, retweet. Link Rent On to your company website.

And remember, the media always needs new hooks. If you know of a rental project that has been cancelled, converted to condo or put on the shelf, send us the details. That way, the campaign can continue to grow in strength and influence. With the June election almost upon us, it is more important than ever.

For more information, visit www.rent-on.ca or #rentON on social media.

CERTIFIED RENTAL BUILDING PROGRAM



This past year was a challenging one for Ontario's Certified Rental Building Program—particularly from a growth standpoint, as the introduction the City of Toronto's new Apartment Registration & RentSafe TO program had a negative influence.

While the CRB program did receive a good degree of positive recognition within the City's new bylaw, meaningful recognition (value-added) with City staff required that the program's standards be upgraded to encompass all key elements related to the City's various property standards bylaws. This was accomplished in late November, and discussions with the City are ongoing regarding what status should be given to the program.

Other key accomplishments in 2017 included the completion of a Resident Satisfaction survey at 89 CRB-approved properties in the GTAA. Over 3,000 residents participated in the survey. Results were very positive with a large percentage of residents indicating a high degree of satisfaction (84%) with their decision to live in CRB-approved apartment communities. Participants also indicated a high degree of satisfaction with the "quality of service" (86%) and "quality of product" (83%) provided in their apartment homes.

Meanwhile in British Columbia, CRB continues to grow while demonstrating a positive image within the industry and with government stakeholders.



RECOGNIZING RENTAL HOUSING EXCELLENCE

On Thursday, November 30th, FRPO held its annual awards gala in Toronto. The MAC (Marketing, Achievement and Construction) Awards recognize success and quality in Ontario's rental housing sector. This event continues to grow with over 1,000 guests and 150 award submissions.



Lifetime Achievement Recipient
Tom Schwartz, CAPREIT

Best Property Management Website
Hollyburn Properties Ltd.
www.hollyburn.com

**Advertising Excellence
for a Single Campaign**
Skyline Living
Harris Place Phase I & II

Advertising Excellence – Social Media
Greenwin Inc.

Best Lobby Renovation
Hollyburn Properties Ltd.
103 Avenue Road, Toronto

Best Curb Appeal
Greenrock Property Management Ltd.
40,50 Alexander Street &
55 Maitland Street, Toronto



#rentON

FRPO
2017
MAC
AWARDS



Best Suite Renovation under \$12,500
Preston Group
2 Secord Avenue, Toronto

Best Suite Renovation over \$12,500
Metcap Living Management Inc.
201 Sherbourne Street, Toronto

Rental Development of the Year
Sifton Properties Limited
West 5 Townhomes, London

Amenities Excellence
Minto Properties Inc.
185 Lyon Street North, Ottawa

Outstanding Community Service
Starlight Investments

Environmental Excellence
Sifton Properties Limited

Leasing Professional of the Year
John Burns, Greenwin Inc.

Property Manager of the Year
Theresa Lapensee
Sifton Properties Limited

Resident Manager of the Year
Linda & Fernando DaSilva, Greenwin Inc.

Customer Service Award of Excellence
Minto Properties Inc.

**Marvin Sadowski Memorial Award
for Certified Rental Building Member
of the Year**
Hollyburn Properties Ltd.



#rentON

FRPO
2017
MAC
AWARDS

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WORKING TOGETHER TO MAKE A DIFFERENCE

FRPO and its members are proud to be making a difference in our communities by volunteering our time and efforts toward several important causes.

Interval House

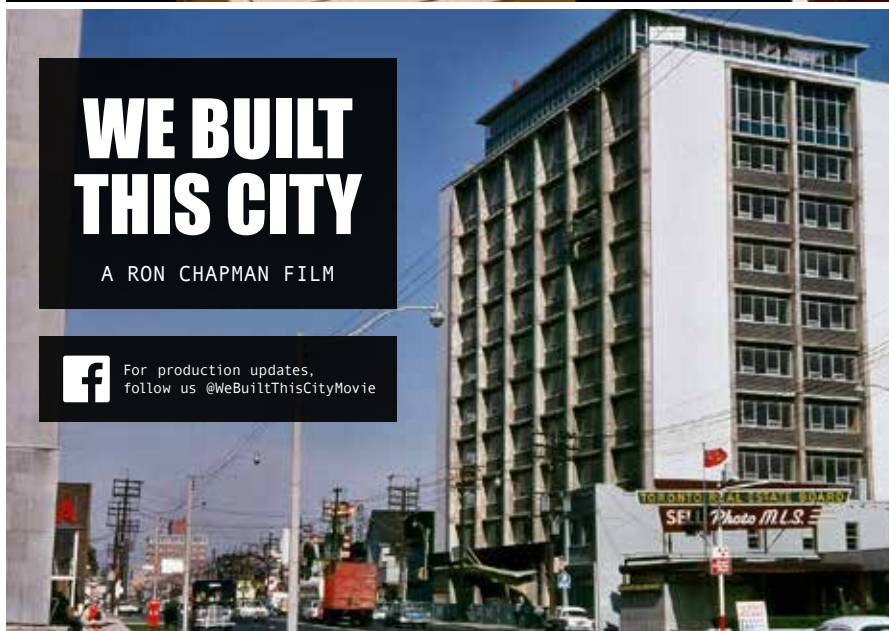
For over a decade, FRPO has worked closely with Interval House, the first shelter for abused women and children in Canada. FRPO has supported Interval House through financial donations and advocacy support. Since 2007, FRPO has raised almost half a million dollars for the shelter, funds that have allowed it to continue its programs and introduce new services. Last year, Interval House provided over 435 hours of programming and housed 38 clients.

Spring HOPE Food Drive

Each April, FRPO organizes the province-wide Spring HOPE Food Drive in conjunction with our regional associations. This initiative allows residents and housing providers to work together to help those less fortunate. It is one of the largest food drives in Canada, having collected 400,000 pounds of food for food banks in 40 communities in 2017. In one evening, 2,500 property management staff, volunteers and residents collected food donations in more than 2,500 apartment buildings, then delivered those donations to local food banks.

“We Built This City”

In 2017, FRPO provided support to the Ontario Jewish Archive for its “We Built This City” documentary, a film that explores the history of the multi-residential sector in Toronto. This community project recognizes the many Jewish developers who over three decades, created one of the most unique concentrations of apartment buildings and communities. The goal of this unprecedented project is to preserve, document and celebrate the apartment industry’s vibrant history.



A MEMBERSHIP THAT MATTERS

Over 2,200 professionals who own or manage more than 350,000 rental homes across Ontario, as well as industry partners, including service providers, suppliers and industry consultants, are FRPO members.

Members benefit from FRPO's knowledge-sharing, resources and industry advocacy, along with many valuable exclusive operational savings and discount programs, including:

FREE LEGAL INFORMATION

Members are entitled to unlimited free legal information on landlord and tenant matters related to the Landlord Tenant Board and the Residential Tenancies Act.

FORMS AND LEASES

FRPO members can purchase over 30 operational forms at a discount, including Multi-Residential Tenancy Agreements, application forms, maintenance forms, suite inspections and a lease that complies with the Residential Tenancy Act. FRPO also offers a Multi-Residential Standard Privacy Policy Kit and an AODA kit specifically designed for rental-housing providers.

EDUCATIONAL EVENTS

All members receive discounted pricing on FRPO's topical industry seminars and webinars, including the regularly sold out annual Residential Tenancies Act Seminar Series.

CERTIFIED RENTAL BUILDING PROGRAM

FRPO members can enroll their properties in North America's first accreditation program for multi-family communities. CRB accreditation publicly identifies well-managed rental communities that comply with quality maintenance and high customer service standards.

FE MAGAZINE – FRPO'S RENTAL INDUSTRY NEWS AND EMAIL BULLETINS

Members receive a subscription to FRPO's 'Fair Exchange' Magazine containing current rental housing news, and timely bulletins on issues affecting the industry.

Credit Check Discounts FRPO members can save up to 77% on a variety of rental screening, search and risk-assessment tools and reports available from RentCheck Credit Bureau.

Midnorthern Appliance Replacement Program FRPO has an exclusive appliance replacement and purchase savings program from Midnorthern Appliance accessible to all members across Ontario. To date, this program has helped members replace over 15,000 old refrigerators with new energy efficient models.

Natural Gas and Electricity Programs ECNG provides FRPO members with valuable natural gas and electricity discount programs on one and three year terms, with a mix of fixed and floating rates. Members benefit from intelligent energy procurement strategies and building optimization advice.

Advertising Discounts Members can take advantage of various discounts on advertising with Find-A-Rental, Rentseeker.com and 4Rent.ca to help fill vacant units quickly and efficiently.

Paint Program Dulux Paints' dedicated sales team for FRPO members offers exclusive discounts on paint products to help keep units and properties looking their best.



CONNECTING MEMBERS ACROSS THE PROVINCE

FRPO member events are designed to engage, inform and connect members across the province in person and online. FRPO's activities create valuable opportunities for members to stay up to date on key issues and to learn, share and contribute data in a meaningful way.



SEATTLE HOUSING TOUR

The 6th annual FRPO Housing Tour took place in September in Seattle, Washington. This popular event provided over 40 attendees with the opportunity to learn about the latest trends and experiences in the Seattle rental housing market from some of the largest operators in the USA. FRPO members were also pleased to network with representatives from the National Apartment Association, Canadian Federation of Apartment Associations, Greater Toronto Apartment Association, Landlord BC and the Washington Multi-Family Housing Association.

RTA RESIDENTIAL TENANCIES ACT SEMINARS

These half-day refresher seminars are presented by experts in Landlord-Tenant law and focus on various legal and legislative topics. Events are held annually with an updated curriculum each year. FRPO's 2017 RTA Seminars were held in Toronto, Ottawa, Kingston, London and Sudbury. These seminars saw 550 members and industry professionals in attendance.

CMHC RENTAL MARKET SURVEY BREAKFAST

This popular annual event held in conjunction with the Greater Toronto Apartment Association continues to grow in attendance and was well attended by over 200 members. The 2017 breakfast event, presented by CMHC economists, provided valuable information related to market conditions and factors driving the multi-residential industry. The CMHC data equips FRPO members with the information needed to make intelligent business decisions and continue to meet demand for rental housing.





WOMEN IN RENTAL HOUSING

The FRPO annual Women in Rental Housing luncheon celebrated its 5th anniversary with 250 women in attendance. This year's event featured two guest speakers: BJ Santavy of Skyline Living, and Trish McPherson of CAPREIT. This event addresses the challenges women face in the workplace and provides advice to women on achieving their professional goals.

FRPO WEBINARS

Webinars are a valuable source of information and education for FRPO members located throughout the province. They allow members to access resources and participate regardless of geography. In 2017, FRPO held several webinars for members on topics such as: Bill 124, Rental Supply Market Report, Toronto Apartment Bylaw, Government Relations Updates and member benefit programs.



2017 FRPO CHARITY GOLF CLASSIC

This sold out event saw 300 members take to the links in support of Interval House at Rattlesnake Point Golf Club in Milton. Through the generosity of our members and sponsors, FRPO was pleased to contribute over \$60,000 to Interval House, which will directly assist women and children fleeing domestic violence. FRPO is proud to support Interval House, which offers shelter, counseling and innovative programming to those needing a fresh start.



FRPO COMMITTEES

EXECUTIVE COMMITTEE

Chair: Mark Kenney

The Executive Committee is responsible for managing activity and providing strategic direction at FRPO between Board of Directors meetings. Members have continued to make key policy decisions regarding financial statements and to monitor the activities of FRPO Committees.

CREDENTIALING COMMITTEE

Chair: David Horwood

The Credentialing Committee oversees the policies and program development of association-based certification programs, including the industry's Certified Rental Building (CRB) Program along with FRPO's wide variety of investments in continuing education initiatives. The Credentialing Committee is supported by the direct efforts of the Certification Committee and Governance Sub-Committee focused on the CRB Program.

CRB - CERTIFICATION COMMITTEE

Chair: Randy Daiter

The focus of this Committee's efforts is to strengthen the program's risk management practices, continuously improve on the program's Standards of Practice, and to continue to build awareness with Ontario rental housing providers and the consumers they serve. The Committee oversees the membership applications and ultimately awards certification to the buildings that qualify in meeting the stringent standards that make up the CRB Program. The Committee also administers the regular and random audit programs that ensure both initial and ongoing compliance with the Program standards.

CRB – GOVERNANCE SUB-COMMITTEE

The Governance Sub-Committee oversees the management processes and structures that support the Certified Rental Building Program. In addition, this Sub-Committee is charged with reviewing any and all tenant enquiries related to the standards or ongoing certification process. Committee members also provide valued input and advice on the audit reporting process and the continuous review process of the random audit program.

FINANCE & AUDIT COMMITTEE

Chair: Paul Chisholm

The Finance & Audit Committee oversees and directs FRPO's financial management, reporting and controllership functions. The Committee is also responsible for the

development of the corporation's annual operating budget for approval by the Board of Directors. The Committee also ensures the organization's compliance with generally accepted accounting standards and acts at arms length from management and the Board of Directors in dealing with the organization's external auditor.

GOVERNMENT RELATIONS COMMITTEE

Chair: Ken Kirsh

The Government Relations Committee develops overall advocacy strategies to respond to key industry issues. This Committee develops appropriate approaches in dealing with government ministries, Cabinet Ministers and other officials on matters affecting the rental housing industry. The Committee works to ensure our industry's message is being properly and effectively conveyed to government, the media and the public.

LEGISLATION & ADJUDICATION COMMITTEE

Chair: Allan Weinbaum

The Legislation & Adjudication Committee proactively monitors and responds to legislative issues that impact our industry, including regulations and legislation beyond the Residential Tenancy Act. The efforts of this Committee are aligned with the activities of the Government Relations Committee as regulatory frameworks get introduced following the policy development or consultation process.

MEMBERSHIP & MEMBER SERVICES COMMITTEE

Chair: Patti-Jo McLellan Shaw

The Membership & Member Services Committee pursues and develops additional member programs and services to help property owners and managers improve their buildings and businesses. Overall, these benefits included an ongoing program of education seminars, social events and membership information sessions.

NOMINATING & GOVERNANCE COMMITTEE

The Nominating & Governance Committee is responsible for qualifying and recommending new individuals to serve on committees and/or the Board of Directors. It is also charged with the review and evaluation of changes to the organization's bylaws, administrative and management policies, and general governance oversight as a Committee of the Board.

FRPO BOARD OF DIRECTORS

Chair	Mark Kenney CAPREIT
Vice Chairs	Margaret Herd Park Property Management Inc. Ken Kirsh Sterling Silver Development Company
Secretary-Treasurer	Paul Chisholm Berkley Property Management Inc.
Directors	Jason Ashdown Skyline Group of Companies Scott Bigford Realstar Management Ugo Bizzari Timbercreek Asset Management Kris Boyce Greenwin Inc. Paul Chisholm Berkley Property Management Inc. Allan Drewlo Drewco Development Corp. Ruth Grabel Morguard Corporation David Horwood Effort Trust Company Gary Lee Bentall Kennedy (Canada) LP. Patti-Jo McLellan Shaw Hapfield Developments Brent Merrill Metcap Living Management Inc. Anne Morash GWL Realty Advisors Inc. Rob Pike Minto Properties Inc. Gloria Saloman Preston Group Tyler Seaman Oxford Properties Group Allan Weinbaum WJ Properties Geoff Younghusband Osgoode Properties Ltd.

FRPO Staff



Daryl Chong
Interim President & CEO



Ted Whitehead
Director of Certification



Lynzi Michal
Director of Membership & Marketing



Laurie Cooper
Director of Finance



Chloe Hill
Membership Development Coordinator



Lillie Armstrong
Executive Assistant to the President/
Administrative Coordinator



Who We Are

The Federation of Rental-housing Providers of Ontario (FRPO) is the largest association in Ontario representing those who own, manage, build and finance residential rental properties and their industry partners. FRPO works on behalf of members to promote a balanced and healthy housing market with a vital rental-housing industry, choice for consumers, adequate government assistance for low-income households, and private sector solutions to rental-housing needs.

Over 2,200 professionals who own or manage more than 350,000 rental homes in every part of Ontario are members of FRPO, as are our industry partners, including service providers, suppliers and industry consultants. Whether you manage one small building or a single rental unit, or are part of the province's largest property management firms, FRPO will help you.

Our Mission

Our mission is to provide the highest quality services to our members through education, policy development and advocacy. We do this through:

- upholding public policies that support the availability of quality housing for all
- protecting the rights of private sector landlords and property managers while helping them profit from their investment in multi-residential real estate
- informative and educational training sessions on regulatory issues and best practices
- promoting industry best practices, fair conduct and professional standards of our members
- fostering better communication and information sharing amongst members
- educating government, the media and general public on the critical role of the private sector in the supply of well-managed and maintained rental accommodation



Federation of Rental-housing
Providers of Ontario

Become a member.

Visit www.frpo.org or email membership@frpo.org for more information.

Toll-free: 1-877-688-1960 | **Direct:** 1-416-385-1100

