

# 2018

## ANNUAL REPORT



[www.frpo.org](http://www.frpo.org)

Federation of Rental-housing  
Providers of Ontario



# WHAT A DIFFERENCE A YEAR MAKES

In 2017, our members faced an attack on the sustainability of the rental housing sector with the elimination of the post '91 exemption. By the end of 2018, the Government of Ontario took steps to reverse that damage and address the affordability crisis in the right way, improving supply.

Government relations has always been FRPO's most important function. We work hard to protect the interests of our members when it comes to the policy regime they operate under. That's why we were actively involved in shaping the views of all political parties before the 2018 election and during the campaign period.

The election brought a refreshing change in provincial posture towards rental issues. The industry now has a partner in government who looks at our issues from a perspective that truly balances the interests of both tenants and rental housing providers – a sharp contrast from years of an entirely anti-landlord policy environment.

I am pleased to report that we have made significant strides in building relationships with the Ford government and are working actively on solutions to address some of the key problems in the sector.

FRPO also continues to provide excellent services to our members across other areas.

Our annual MAC Awards Gala in 2018 was the biggest ever with close to 1,100 guests in attendance. This important event showcases the hard work of our members and their dedication to providing best-in-class professionally managed communities. I would like to especially recognize Eugen Drewlo for posthumously receiving the FRPO 2018 Lifetime Achievement Award at the Gala.

We continued to offer our industry accreditation program, the Certified Rental Building program, to promote professional property management.

In 2018, we introduced a new "State of Condition" management discipline and audit process that has been extremely well-received by members. It significantly raises the bar in demonstrating to Ontario renters that CRB-approved buildings are not only professionally managed but now also "well-maintained."

Giving back to the community has always been important to our members. In 2018, we continued our support for Interval House, Canada's first shelter for women and children by raising almost \$60,000 through our golf tournament.

Last year also marked a few key staffing changes in our FRPO team.

Our good friend, Daryl Chong, from the Greater Toronto Apartment Association took on the additional responsibility as the interim FRPO President in February while the Board underwent an executive search to find a permanent replacement.

We welcomed Tony Irwin as FRPO's new President and CEO in September. Tony has an exceptional background in advocacy and member servicing. He joins us from his previous role as President and CEO of the Canadian Consumer Finance Association. Tony is a recognized face in the Ontario PC inner circles having served as a Senior Advisor to the last PC Premier, Ernie Eves.

On behalf of the Board of Directors, we look forward to working with Tony as he leads our organization in advocacy on behalf of all members in 2019.

# GETTING RENTAL HOUSING RIGHT

I am very excited to be part of the FRPO team and an association that represents one of the most important sectors in our economy.

Rental housing has always been an important part of the housing equation. It is increasingly important with home ownership becoming more unaffordable and many millennials and boomers choosing rental as their preferred housing choice.

The stakes for getting rental housing right in Ontario are very high. We are facing a supply crisis that is worse than what we have seen in decades. Strong action is needed to address years of bad policy decisions.

We all know how important governments are to the sustainability of our industry. Knee-jerk policy decisions can make or break pro formas and we have all seen the damage in recent years. That is why I believe government advocacy should be FRPO's primary function as an association.

Since starting as your President and CEO in September, I have made my first priority to establish strong relationships with the key political and public service officials who govern the policy framework our sector operates under.

We have made tremendous progress in the last few months. The right officials in the new Ford government are now all aware of and understand our priorities. We participated in extensive consultations with the government on the development of the Housing Supply Action Plan. Most notably, we secured an early win with the creation of an exemption to the rent increase guideline for new rental units.

FRPO is starting to become a trusted partner to this government, offering them sound policy-

based solutions they can support that are based on credible third-party work including our recent baseline pro forma developed by Altus or the frequent rental market updates from Urbanation.

My priority will be to continue to work to create a policy environment that incents development of new supply and improves the operating climate for rental housing providers in Ontario.

Over the past year FRPO has continued to bring attention to the need for more rental housing choices for Ontarians through our Rent ON campaign, which had a large online presence through various social media platforms.

Governments react to changing public opinion on rental housing more than most other issues, and this government will be no different. FRPO will continue to raise our issues and outline our solutions in the broader public arena through speaking opportunities and media appearances.

FRPO will also continue to offer exceptional member benefit programs to our members including our legal information service, legal and business forms, amazing networking opportunities and events, and bulk purchasing benefits.

Thank you for your continued support of FRPO. You are served by an experienced, dedicated team of professionals whom I am proud to lead! I am excited about the challenges and opportunities ahead and look forward to working together to achieve a stronger rental housing industry.



# PROTECTING THE INTERESTS OF THE SECTOR

From a government relations perspective, the year 2018—an election year—can be divided into two distinct phases: The first half was all about playing defence and protecting the interests of the rental housing industry from the damage that comes when decisions are made less on sound policy and more on short-term electoral success and polling considerations. The second half was all about playing offense and securing action on the root cause of Ontario’s housing affordability issue, the lack of adequate supply.

## FIRST HALF OF 2018

### ***Vacancy Decontrol***

The policy of vacancy decontrol was under threat in the first half of 2018. There was an active campaign to inaccurately depict the tool as the reason behind what was branded by many as “renovictions” – evicting tenants to renovate and raise rents. The Liberal government was under pressure in a pre-election environment to eliminate vacancy decontrol.

FRPO was successful in its effort to convince senior political decision-makers in the Housing Ministry and Premier’s Office to protect vacancy decontrol. It also had countless conversations with the third party and persuaded them not to proceed with the legislation they had introduced in the House seeking the elimination of vacancy decontrol.

### ***Inclusionary Zoning***

FRPO had also lobbied to exempt purpose-built rental from inclusionary zoning requirements, arguing that it represented yet another barrier to rental development

in an environment where access to housing was constrained by a supply crisis. The original consultation paper released by the Ministry proposed an exemption for rental. However, the government had a last-minute reversal on its position in a pre-election environment and ended up proceeding with a regulation allowing municipalities to use inclusionary zoning in rental developments.

### ***Cannabis Cultivation***

In response to federal legalization of cannabis, which included allowing up to four plants in a residence, FRPO engaged with the Attorney General’s Office to argue for a provincial prohibition on cultivation in rental housing units. FRPO raised key issues including the impact of odour and mould on neighbouring tenants and excessive costs of damage associated with them, and asked Ontario to join a growing list of provinces moving towards restricting cannabis growth in rental units. FRPO continues advocacy on this front.

### ***Pre-election and Campaign Phase***

FRPO was very active in the pre-election period and during the campaign to ensure political parties did not make short-sighted populist commitments to bolster electoral success further deteriorating the rental housing climate in the province.

Through many conversations with leaders’ offices and campaign teams of all parties, FRPO educated decision makers on core issues central to the rental housing market and the adverse impacts of any short-sighted commitments. This advocacy was able to achieve the best possible outcome among the realistic potential outcomes in the platforms from each party’s perspective: the governing Liberals kept the status quo, the NDP moved away from what could have been a platform commitment to eliminate vacancy decontrol, and the opposition PCs committed to address affordability through incenting supply and not further rent controls.



## SECOND HALF OF 2018 – A NEW GOVERNMENT

FRPO had been working to educate key decision-makers in the PC party throughout 2018 on the rental housing market, its challenges and solutions. With the election of the PC government, FRPO continued that momentum and ensured new elected and unelected political decision-makers understood our top issues and secured a commitment from them to prioritize incentivizing rental supply as the solution.

FRPO's efforts paid off in the government's Fall Economic Statement where they announced the launch of consultations to develop the Housing Supply Action Plan. As part of the announcement, the first step they took was creating an exemption for new units from rent control. This exemption became law with the passage of Bill 57 in December 2018.

Since then, FRPO has been working very closely with the government on the



development of the Housing Supply Action Plan to ensure the rental industry is always front and centre in these conversations. The association has had extensive conversations with the premier's office, the ministry and participated in numerous consultation sessions on the topic. FRPO submitted a robust policy paper outlining actions the government can take to incent more rental development in Ontario.

FRPO continues to educate key decision-makers on our submission and are awaiting the government's much anticipated Housing Supply Action Plan.

### ***Ongoing Advocacy***

Aside from incentivizing new supply, FRPO continues to advocate on issues that improve the climate for existing rental housing operators in the province. Some of the key policies we are advancing include moving to a CPI +2% model for the annual rent guideline, process improvements at the Landlord & Tenant Board to improve efficiencies while also ensuring it has the appropriate resources, protecting and improving the above-guideline increase process, and encouraging sub-metering of individual rental units.



# FRPO'S #rentON CAMPAIGN

Rental demand in Ontario is rising at its fastest rate in more than 40 years. With Ontario's rental housing supply at a critically low level, FRPO remains a fierce advocate for rental-housing providers and a thoughtful partner in developing solutions to Ontario's housing crisis.

Demand for rental is a reflection of success, with record high population inflows, young working adults looking for affordable homes and boomers seeking a sustainable, urban lifestyle. However, the gap between supply and demand is a direct result of failed government policies at all levels.

With a supply gap of up to 10,000 units per year over the next decade, we need more rental supply, and we need it now. It is essential to break down the barriers that continue to stand in the way of new supply, such as prohibitive development charges and lengthy approval processes.

The Ford government's removal of rent control for new projects completed after November 15, 2018 was a very positive step to correct an ill-considered measure by the previous administration, but more work is needed.

We need awareness to drive action. That's the reason for our #rentON campaign, which has produced strong results in getting the message out to government and the public. Media coverage of the #rentON campaign in 2018 included 42 stories in print, online and news broadcasts both locally and nationally that reached an audience of up to 5.5 million, including: Canadian Property Management, Real

Estate Management Industry, TVO, Le Lezard, Ontario Real Estate Association, NewInHomes, Canadian Real Estate Magazine, Mortgage Broker News, HOMES Publishing Group, The Hamilton Spectator, The Toronto Star, The Korea Times Daily, and Toronto Storeys.

In 2019, we're continuing to see a great response, with over 30 stories in print, online and in news broadcast both locally and nationally, that reached an audience of up to 11 million including: TVO's The Agenda, CTV's Your Morning, Toronto Star, MingPao, Hamilton Spectator, Waterloo Record, Niagara Falls Review, Peterborough Examiner, Welland Tribune, Our Windsor, Toronto Storeys, and St Catharines Standard.

The campaign also generated extensive engagement on social media over the last year, with over 9.8 million impressions and over 12,000 visitors to the website and 411 new email sign-ups. Since the relaunch in 2019, the campaign has earned over 880,000 impressions via FRPO's Facebook, Twitter and Instagram, and it continues to grow and outperform typical benchmarks for these kinds of advocacy campaigns.

Instagram, a new FRPO platform, has grown exponentially and continues to

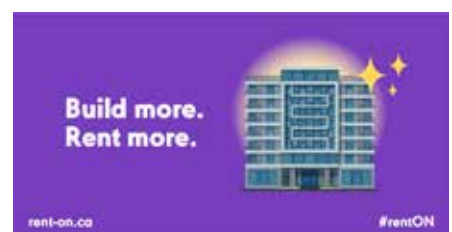
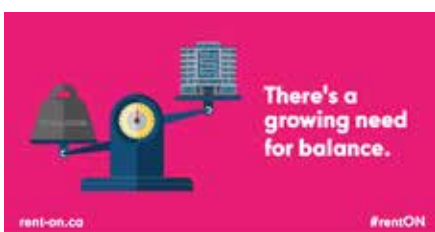
perform well with millennial audiences who favour the platform, while Facebook is a great driver of traffic for the baby boomer audience who are turning to renting as they downsize.

As FRPO continues to advocate for more rental choice for Ontarians, Tony Irwin has taken on speaking engagements throughout the province, including well-received presentations to the Rotary Club of Hamilton and the Rotary Club of London.

Tony was also invited to address The Empire Club, one of Toronto's most influential speaker platforms. Before more than 150 housing-industry leaders, government decision-makers and business executives, Tony highlighted the #rentON campaign and drove home the key barriers and solutions to rental supply. His impactful speech resulted in a Toronto Star story that was reprinted in several newspapers across southern and eastern Ontario.

We need your help to continue delivering the message. We're asking all FRPO members to keep promoting the #rentON movement to get Ontario back in the business of building more rental housing.

**For more information, visit [www.rent-on.ca](http://www.rent-on.ca) or join the conversation on social media using the hashtag #rentON.**



# CERTIFIED RENTAL BUILDING PROGRAM



Wow! 2018 marked the 10th anniversary of FRPO's Certified Rental Building program (CRBP). CRB-approved apartment buildings now dot the landscape of nearly every major community in Ontario providing renters and prospective renters with the "peace of mind" that a professional property manager is managing their apartment building.

The B.C. CRBP is beginning to take a strong foothold, and now has over 205 properties certified in the B.C. marketplace. CRBP's Living GREEN Together environmental standards have been well embraced by members and is the only meaningful environmental certification in the industry where property managers and their residents are working to lower the environmental-operating footprint of multi-res apartment properties.

With continuous improvement always in mind, CRBP did not sit back and coast into its 10th year. As with all business strategies (and accreditation programs), they must be constantly reviewed and re-positioned to meet the future needs of its members, customers (renters), and government stakeholders.

FRPO's Certification Committee oversaw a number of major changes to CRBP last year that included the introduction of a new Standard of Practice discipline: "State of Condition Management". It introduced hundreds of new requirements to help property managers ensure the physical aspects of their properties are being well-maintained. A new audit regime and reporting was also introduced to oversee the implementation of these new requirements. Members whose properties were audited last year, speak highly about the value of the new audit reporting. It provides them with a third-party audit perspective as it relates to reporting on the condition and appearance of their assets.

The Committee also approved an overhaul of the CRBP website and sanctioned a new marketing strategy that will see the emergence of a new "Best of the Best in Apartment Living" across the province. Training and education was also upgraded and saw the introduction of CRBP's



New Ambassador's Training program. The new program emphasizes the role of professional management with CRB-approved building staff, and the vital role they play in changing the image of the industry with their residents.

The future is a bright one for FRPO's CRBP as it continues to demonstrate our industry's Corporate Social Responsibility commitment while providing Ontario renters with comfort, safety, and protection.



# RECOGNIZING RENTAL HOUSING EXCELLENCE

On Thursday, November 29th, FRPO held its 18th annual awards gala in Toronto. The MAC Awards recognize success and quality in Ontario's rental housing sector. Our event continues to grow with almost 1,100 guests and 150 award submissions in 2018.

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**Lifetime Achievement Recipient**  
Eugen Drewlo, Drewlo Holdings

**Best Property Management Website**  
Quadreal Property Group  
[www.quadrealres.com](http://www.quadrealres.com)

**Advertising Excellence  
for a Single Campaign**  
Vertica Resident Services  
The Livmore

**Advertising Excellence: Social Media**  
Greenwin Inc.

**Best Lobby Renovation**  
CAPREIT  
18 Panorama Court, Toronto

**Best Curb Appeal**  
Starlight Investments  
77 Parkwoods Village Drive, Toronto

**Best Suite Renovation under \$15,000**  
Briarlane Property Management  
265 Dixon Road, Toronto







**Best Suite Renovation over \$15,000**  
 Timbercreek Communities  
 165 Bathurst Street, Toronto

**Rental Development of the Year**  
 Medallion Corporation  
 Primo Tower, 2 Vena Way, Toronto

**Amenities Excellence**  
 Shiplake Properties  
 99 Davisville Avenue &  
 118 Balliol Street, Toronto

**Outstanding Community Service**  
 Sifton Properties

**Outstanding Community Service  
 (Supplier Member)**  
 Wyse Meter Solutions Inc.

**Environmental Excellence**  
 Skyline Living

**Leasing Professional of the Year**  
 Roomana Nazli – Morguard

**Property Manager of the Year**  
 Nina Rastegorac – MetCap Living

**Resident Manager of the Year**  
 Saffia Hassin Dewan – MetCap Living

**Customer Service Award of Excellence**  
 CAPREIT

**Marvin Sadowski Memorial Award for  
 Certified Rental Building Member of  
 the Year**  
 Greenwin Inc.



# MAKING A DIFFERENCE TOGETHER

As usual, our 2018 community outreach initiatives delivered great results. Here is a summary of our latest charitable efforts:

## INTERVAL HOUSE

FRPO and its members are proud to be making a difference in the communities we work and live. 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, as well as providing advocacy support for their programs. Since 2007, FRPO has raised over half a million dollars which enables the shelter to continue their programs and introduce new services.

## 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. This is one of the largest food drives in Canada, and in 2018 we collected 400,000 pounds of food for food banks in 40 communities. Over 2,500 property management staff, volunteers and residents helped collect food from over 2,500 apartment buildings over the course of one evening and deliver them to local food banks.

## COMMUNITY EVENTS

FRPO also participated in several community events including the Taste of Jane & Finch at San Romanoway Apartments. This event brought residents together for a day of food trucks, family and fun. The Certified Rental Building Program also regularly participates in apartment community events to promote the “Living Green Together” program. The goal of this initiative is resident education and reducing the environmental footprint of apartment buildings. Other contributions include raising funds on jersey day at FRPO events and participating in several holiday toy drives.





# EVENTS, ADVOCACY, SAVINGS AND MORE

More than 2,200 rental housing owners, managers, service providers, suppliers and industry consultants make up the FRPO membership. These industry professionals benefit from FRPO's knowledge-sharing, resources and advocacy, as well as many exclusive operational savings and discount programs.

## 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 application forms, maintenance forms, suite inspections and a lease that complies with the Residential Tenancies 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. This program has helped our members replace tens of thousands of old appliances 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 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 & ENGAGING

FRPO member events are designed to educate, engage and connect rental housing professionals across the province. Our events create valuable opportunities for members to stay up-to-date on important issues, regulations and best practices.



### RESIDENTIAL TENANCIES ACT SEMINARS

These half-day RTA 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. In 2018, RTA seminars were held in Toronto, Ottawa, Hamilton and London, drawing more than 650 members and industry professionals.

### CMHC RENTAL MARKET SURVEY BREAKFAST

This popular annual event held in conjunction with the Greater Toronto Apartment Association continues to grow in attendance, with over 250 members joining us in 2018. Presented by CMHC economists, the event provided valuable information related to market conditions and factors driving the multi-residential industry. The CMHC data presented assists in equipping FRPO members with the information needed to make intelligent business decisions to meet rising demand for rental housing.

### NASHVILLE HOUSING TOUR

The 7th annual FRPO Housing Tour took place in October in Nashville, Tennessee. This popular event provided over 40 attendees with the opportunity to learn about the latest trends and experiences in the Nashville rental housing market from local operators. FRPO members were also pleased to network with representatives from the National Apartment Association, Canadian Federation of Apartment Associations, Greater Toronto Apartment Association and the Greater Nashville Apartment Association.







#### WOMEN IN RENTAL HOUSING

FRPO's "Women in Rental Housing" luncheon continues to be one of our most popular events. The 6th annual luncheon was held at the Old Mill Inn with 275 women in attendance. This event addresses the challenges women face in the workplace and provides advice to women on personal and professional goals. This year's event included Dr. Gillian Mandich who is a happiness researcher as well as a panel of the industry's leading Human Resources professionals.

#### 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 2018, FRPO held webinars on topics such as incentive programs, the provincial election, electric car charging stations, privacy legislation, the standard lease, apartment inspections and more.



#### 2018 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 almost \$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, counselling and innovative programming to help abused women and their families get a fresh start.

# FRPO COMMITTEES

## EXECUTIVE COMMITTEE

**Chair: Margaret Herd**

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

**Chair: Anne-Marie Breen**

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

**Chair: Margaret Herd**

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

**Margaret Herd**  
Park Property Management Inc.

## Vice Chair

**Ken Kirsh**  
Sterling Silver Development Company

## Directors

**Jason Ashdown**  
Skyline Group of Companies.

**Ugo Bizzari**  
Timbercreek Asset Management.

**Paul Chisholm**  
Berkley Property Management Inc.

**Allan Drewlo**  
Drewco Development Corp.

**Jonathan Fleisher**  
CAPREIT

**Ruth Gabel**  
Morguard Corporation

**David Horwood**  
Effort Trust Company

**Adriana Keresztes**  
Northview Apartment REIT

**Gary Lee**  
Bentall Kennedy (Canada) LP.

**Colin Martin**  
Realstar

**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



**Tony Irwin**  
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



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### Become a member.

Visit [www.frpo.org](http://www.frpo.org) or email [membership@frpo.org](mailto:membership@frpo.org) for more information.

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

