



Canadian  
Federation of  
Apartment  
Associations

Fédération  
canadienne des  
associations  
de propriétaires  
immobiliers



February 2010

# National Outlook

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**CFAA monitors key federal issues for landlords**

*By John Dickie, President, Canadian Federation of Apartment Associations*

As a result of prorogation, numerous federal Bills were wiped off the Parliamentary agenda. But that doesn't mean landlords have nothing to worry about from the federal government. There are four areas where government policy could pose challenges for landlords in the coming months.

**Tax Issues**

CFAA's primary goal is to achieve tax reform for rental housing. As a first step, CFAA is seeking tax deferral on sale and reinvestment in rental property. But because of the federal deficit, we cannot expect progress in this area any time soon.

In fact, in the near term, CFAA's main goal has to be damage control. Under the Liberal

*(Continued on page 3)*

**CFAA 2010 Rental Housing Conference in Vancouver**

The Canadian Federation of Apartment Associations (CFAA) is holding its 2010 Rental Housing Conference in Vancouver, British Columbia, from June 14 to 15, 2010. Rental housing executives, investors, property managers, individual landlords, asset managers, maintenance managers and realtors will all benefit from attending this year's event. Page 2 shows the Conference schedule updated as of February 15, 2010.

Held with the support of the B.C. Apartment Owners Association (BCAOMA) and the Rental Owners and Managers Society of B.C. (ROMS BC), the conference will feature seminars and discussions on both energy & environment and investment & management.

Energy & Environment Topics Include:

- Energy price outlooks

*(Continued on page 4)*

**La FCAPI suit de près des dossiers clés fédéraux au nom des propriétaires immobiliers**

La FCAPI suit de près de nombreux dossiers dans lesquels les politiques du gouvernement fédéral pourraient poser problème pour les propriétaires immobiliers au cours de la prochaine année.

**Questions relatives à la fiscalité**

L'objectif premier de la FCAPI est d'obtenir du gouvernement une réforme fiscale relativement aux logements locatifs. Comme première étape, la FCAPI réclame le report fiscal des recettes de vente d'immeubles locatifs et leur emploi. Mais en raison du déficit fédéral, nous ne pouvons nous attendre à ce qu'il y ait des progrès dans un avenir rapproché.

*(Continued on page 8)*

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**Schedule for the CFAA 2010 Rental Housing Conference - Energy/Environment and Investment/Management at The Coast Plaza Hotel & Suites, 1763 Comox Street, Vancouver, BC**

Monday, June 14, 2010  
Energy & Environment Conference

**Investor/Executive Stream\***

**Property Management Stream\***

8:00 - 8:45 Registration & Breakfast

8:45 - 9:45 

Future Energy Market Regulation	Waste Disposal & Recycling
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9:45 - 10:15 

Smart metering & Sub-metering	The bed bug problem - how to manage it
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10:15 - 10:45 Networking Break with Conference Partners' Exhibits

10:45 - 12:00 

Energy Price Outlook	Electricity savings measures & subsidies
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12:00 - 1:00 Lunch

1:00 - 2:15 

New Energy Technologies - Solar water heating & Geothermal energy	Fuel saving measures & subsidies
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2:15 - 2:45 Networking Break with Conference Partners' Exhibits

2:45 - 4:00 

Roundtable Discussions: Q & A with Energy & Environment Speakers	Financial evaluation of energy savings projects
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4:00 - 5:30 Hospitality Suite

5:30 - 9:30 **Cocktail Reception, Dinner & Entertainment\*\***

*"Hearing about available energy conservation subsidies from senior government officials in 2009 was terrific. The upcoming Vancouver Conference will address even more money saving approaches to energy management."*  
Paul Sander,  
Hollyburn Properties,  
Vancouver

Tuesday, June 15, 2010  
Investment & Management Conference

**Investor/Executive Stream\***

**Property Management Stream\***

8:00 - 8:45 Registration & Breakfast

8:45 - 10:15 

Cross Canada Round Up - New regulations & measures by Canadian cities and provinces - What may affect you next year and over the next 5 years	Moving towards a smoke free building
	Attracting and keeping tenants - the ongoing fundamentals

10:15 - 10:45 Networking Break with Conference Partners' Exhibits

10:45 - 12:00 

The economy in 2010 & 2011 - what it means for housing	Ancillary revenue sources - what's new & works best?
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12:00 - 1:00 Lunch

1:00 - 2:15 

Multi-family sales & CMHC's April Rental Market Report for Vancouver	Attracting and keeping tenants in the digital era
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2:15 - 2:45 Networking Break with Conference Partners' Exhibits

2:45 - 4:00 

Roundtable Discussions: Q&A with Investment & Management Speakers	The new HST & tax deferral on sale and reinvestment	CMHC's April Rental Market Report for Victoria
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*"I really enjoy Cross Canada Round Up; it provides valuable insight about developments affecting the rental housing industry across the country."*  
Martin Zegray,  
Realstar, Toronto

\* At the Conference itself, delegates can choose from either stream at any given time slot.

\*\* The Cocktail Reception, Dinner & Entertainment are together a separate line item on the registration.

Schedule & Speakers as of February 19, 2010

Conference schedule and speakers are subject to change without notice.

## CFAA monitors key federal issues for landlords, cont'd

(Continued from page 1)

government the federal deficit was brought under control through various tax increases. For example, Finance Minister Martin increased the inclusion rate on capital gains from 50% to 75%. (That increase was later rolled back.)

We do not expect that the Conservative government would institute tax increases on capital gains, but the Finance Department is exploring solutions to deficit reduction, which undoubtedly include various possible tax increases.

If landlords' interests are to be protected, CFAA needs to seek to ensure that the rental housing industry is not targeted for tax increases nor sideswiped by a measure driven by other objectives.

### Energy/Retrofit Programs

To fight the economic downturn, the federal government created the Home Renovation Tax Credit. While it was extremely successful in stimulating renovations in the home ownership sector, landlords and tenants were left out in the cold. Exclusion from that program is only the latest in a series of policies by governments at all levels which discriminate against tenants and landlords. CFAA has expressed to the federal government that we support extending or renewing that program, provided the rental housing sector is included. We also made it clear that if the government will not include the rental housing sector, then it should end the program.

CFAA is also promoting the continuation of the energy retrofit incentive programs for rental housing. A program addressing energy retrofits and other needed repairs could be a way the federal government could help Ontario and BC mitigate the imposition of the HST. In those provinces it could work with provincial matching program to achieve a higher subsidy level. Of course, a federal program would help landlords in every province.

### Housing Policy

In terms of rental housing policy initiatives, new action is unlikely due to the deficit constraint. The government of Ontario is looking at a new long term affordable housing strategy which may impact the federal government's positions on housing issues. The Ontario strategy development has probably been delayed because the housing minister recently resigned in order to run for municipal office.

Advocates for the construction of new "affordable" housing would rush forward at any hint of a change in federal government policy. Bill C-304, introduced by the NDP and supported by the Liberals and the Bloc, is proof of this. If passed, that bill would have required the government to convene a national conference to create a national housing

(Continued on page 5)



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## HST Status Report

The BC and Ontario decision to harmonize their sales taxes with the GST now appear to be irreversible. The new HST will apply the provincial sales tax to numerous services and some goods that were not previously subject to PST. This will drive up the costs of operating rental property. The BC and Ontario apartment associations are now seeking mitigation of the impact on rental housing providers.

In BC the tax will be rebated on energy and electricity since the Province recently imposed a carbon tax. That rebate will apply to homeowners as well as to rental housing providers. Ontario has no carbon tax; and so, there is no public policy rationale for exempting fuel and electricity from the HST.

The BC apartment associations are still seeking mitigation of the effects of sales tax harmonization, as is FRPO in Ontario. That mitigation could be in the form of non-tax programs, such as new or enriched retrofit or repair subsidies, or changes to the rent control guideline.

Any of those changes or programs would help landlords adjust to the higher costs the HST will bring.

## *Marijuana Grow-ops a threat in Residential Rental Properties*

*Provided by the Calgary Apartment Association*

Grow ops aren't restricted to just residential homes and industrial areas anymore.

Recently six marijuana grow operations (grow ops) were found in different units in one residential rental townhouse project in Calgary. Alberta Health Services have condemned two of the units and the remediation costs are estimated at \$80,000 to \$90,000 each.

The grow ops were able to continue despite yearly inspections conducted on the site. Upon receiving the "Notice to Enter" notification 24 hours in advance, the residents would remove the additional lighting, pots and plants, chemicals, and place them in the attic of the townhouse.

In an effort to eliminate this type of criminal activity and prevent expensive remediation costs, rental housing staff should be familiar with the signs of a grow op, such as the following:

- Windows blackened out
- Minimal furniture, if any
- Neighbours complaining of humming sounds from loud fans and/or modified venting systems
- "Skunky" smell
- Condensation in windows
- Icicles hanging from vents, eaves or chimney stacks during the winter months
- Sweating, staining, condensation, or wet spots through

the unit

- Structural damage to the concrete near the electrical panel
- Moisture damage along the foundation, drywall and window casings
- Little or no snow on the roof during the winter when other nearby roofs are snow covered, particularly after a snowfall

During inspections it is important to examine a rental unit thoroughly, including basements and attics.

It may be advisable to check with your insurance carrier to determine what coverage, if any, you may have in the event a grow op is found on your property. Many insurance companies will not cover the remediation costs that are associated with this crime. You could be on the hook for tens of thousands of dollars, all out of your pocket.

Be very careful, diligent and observant. If you suspect there is or may be a grow-op on your property, call the police immediately.

***CFAA Editorial Note:*** While it might seem far fetched to us in the industry, apartment associations must be vigilant to ensure that the definition of "proceeds of crime" is not expanded to include the rent a landlord may have unknowingly received from the criminal running the grow operation. We must also ensure that the ability to seize property used for illegal activities does not extend to the seizure of rental property which has been used for criminal activity without the owner's knowledge.

## *CFAA 2010 Rental Housing Conference in Vancouver, cont'd*

*(Continued from page 1)*

- Future energy market regulation
- Smart metering and Sub-metering
- Geothermal energy
- Solar hot water heating
- Energy conservation approaches and subsidies
- Bed bug control
- Waste disposal & Recycling

Investment & Management Topics Include:

- Attracting and keeping tenants in the digital era
- The economic outlook for 2010 & 2011 as it affects rental housing
- Multi-family sales in Vancouver
- Ancillary revenue
- CMHC's April Rental Market survey
- Dealing with the HST and tax deferral

The CFAA conference is the ideal venue for networking and information sharing by rental housing owners and executives, and by property managers. There are also many partnership opportunities available for supplier companies

interested in promoting themselves to industry decision-makers nationwide.

Speakers of note include BC Housing Minister Rich Coleman, BC Climate Action Minister John Yap, Paul Wieringa, Assistant Deputy Minister of the BC Energy Department's Electricity & Alternative Energy Division, Tom Schwartz and Mark Kenney of CAP-REIT, Vince Brescia of FRPO, Scott Ullrich of Gateway Property Management, Paul Sander of Hollyburn Properties and representatives of Boardwalk REIT and Terasen Gas.

The 2010 CFAA conference will be held at the Coast Plaza Hotel & Suites in Vancouver. Special rates are available for those who register by April 22, especially for both days. To register, or to become a sponsor for this year's conference, please see the conference section of CFAA's website, [www.cfaa-fcapi.org](http://www.cfaa-fcapi.org), or contact Erin Wallace, CFAA Event Coordinator at [events@cfaa-fcapi.org](mailto:events@cfaa-fcapi.org) or telephone:(613) 235-0101.

## *Cabinet shuffle deals landlords a new energy card*

By Diana Mendes, CFAA Director of Communications

Canada's new minister for Natural Resources may be good news for the Canadian rental housing industry.

Natural Resources Canada (NRCan) is responsible for everything resource-related in Canada, including energy policy, mining and forestry.

Of special interest to landlords is NRCan's role in reducing Canada's greenhouse gas emissions. As a part of those efforts, NRCan designs and runs the energy conservation subsidy programs such as the Retrofit Incentive Program for Buildings, and the Retrofit Incentive Program for Homes (and low rise rental buildings).

In what he called a "minor" cabinet shuffle on Tuesday, January 19, Prime Minister Stephen Harper bumped Lisa Raitt from the top spot at Natural Resources, replacing her with Quebec MP Christian Paradis.

Minister Paradis is no stranger to the Natural Resources portfolio. He was parliamentary secretary to then Natural Resources Minister Gary Lunn from February 2006 to January 2007 until he was promoted to Minister of Public



NRCAN Minister Paradis

Works in 2007.

And while his attitude toward the rental housing industry is not yet clear, Paradis is pro-business. The mining industry isn't worried about him. One mining lobbyist told Reuters, "Minister Paradis has a track record of standing up ... for the mining sector."

While Lisa Raitt was the Minister, CFAA cultivated a strong relationship with NRCan based on mutual respect and a desire to produce good policy for landlords and all Canadians. We expect that Minister Paradis will continue this relationship. He has a reputation for standing up for politically unpopular issues, and we are hopeful that he will continue doing what is fair for landlords and tenants, as well as homeowners.

Minister Paradis, 36, was a corporate lawyer in Thetford Mines before being elected to Parliament in 2006. A rising star in the Conservative caucus, Paradis is the Minister responsible for the Montreal region, and he succeeded Lawrence Cannon as the Prime Minister's principal Quebec lieutenant.

## *CFAA monitors key federal issues for landlords, cont'd*

(Continued from page 3)

strategy with a heavy emphasis on social housing. As reported in the November issue of National Outlook, at page 8, CFAA opposed the prescriptive elements of that bill. Thanks to CFAA's intervention, if such a conference were to happen, it would include representatives of the private rental housing sector.

### **Other Issues**

CFAA has recently been in contact with the Canadian Pest Management Association (CPMA). The CPMA has organized a day-long symposium on the bed bug problem as a part of its national conference in Ottawa. One of the difficulties in pest management is the conditions the federal regulatory agency requires in order to approve the use of new chemicals to combat bed bugs and other pests. CFAA is working with CPMA to encourage the government to allow a faster and less expensive approval process.

Another long term concern is that a growing number of advocacy groups are promoting the recognition of housing as a human right. While CFAA and landlords support the right of low income people to sufficient income support to address their essential housing needs, formally recognizing housing as a human right may have dangerous implications. There are concerns that the human rights approach may interfere with a landlord's ability to evict tenants in order to ensure the landlord receives the rent when providing

housing services.

Landlords should also be aware of a movement to include "social condition" as a prohibited ground of discrimination in order to prevent landlords from refusing to rent to the homeless. This ignores the fact that many homeless people already return to private rental housing by renting rooms or economical apartments. However, landlords need the ability to screen tenants for their ability to pay the rent and to ensure that the prospective tenants are likely behave in a manner which allows all other tenants in a building their right to reasonable enjoyment of the premises without undue disturbances.

Canadian privacy regulations are also inflicting unnecessary hardship on tenants and landlords. The federal privacy act, PIPEDA, and its provincial equivalents in Alberta and British Columbia, act as roadblocks for those landlords trying to get professional help for tenants with mental health problems. PIPEDA prohibits landlords from disclosing a tenant's identity or address to anyone, include mental health outreach teams. The governments fund outreach teams to help tenants and others with mental health problems, but because of PIPEDA, landlords (the people who may be the first to be aware of the need for these services) are prohibited from calling in the services when they are most needed. When time is available in CFAA's lobbying schedule, CFAA will seek to address that issue.

## *Toronto Building Audit program – one year later*

The City of Toronto's Multi Residential Apartment Building (MRAB) audit project is effective and proceeding well, says a report issued by City staff.

In operation for one year, the MRAB project conducted 187 building audits, including knocking on approximately 2,700 apartment doors to offer unit inspections. As of December 31, 2009, Municipal Licensing and Standards had issued over 960 Orders and Notices of Violation. Municipal Licensing and Standards undertook remedial action on 16 occasions and initiated prosecution in 12 other instances.

The report says that the improvements to Toronto's housing stock initiated by the MRAB audit program already exceed \$6,000,000.

While the City is pleased with the results of the program, staff did recommend some changes, including better improving communications with landlords. Currently, landlords are given two weeks written notification of the date that their buildings will be audited. Staff propose to post inspection schedules on the City web site three weeks in advance. In addition, the written notice will provide a brief overview of the elements that the Property Standards Officers will be specifically looking for during the audit.

Finally, audit team leads will contact landlords and property managers five days before the audit to advise them orally of the audit team's needs and expectations on the day of the audit. Staff say this should enable landlords to make repairs prior to the audit, as well as compile any documentation that may aid the Officers in conducting their audit. Thus, audits should become more efficient and run more smoothly for both the audit team and landlords.

Staff considered the possibility of introducing a fee to cover to costs of an expanded MRAB audit program as done in some other municipalities. However, city staff admitted to an enforcement imbalance that needs to be addressed first. Currently, although rental properties make up about one half of all residents, considerably less than half of enforcement effort is devoted to these properties. Staff believe that a more balanced approach, with a greater emphasis on rental properties and a consequent redeployment of resources, will result in an adequate level of staffing for the MRAB audit program in 2010.

City staff recommended adjusting the re-inspection fees to cover the costs of re-inspecting all properties that fail to comply immediately and thus require more than two visits. Currently the fee is \$60 per hour with a one hour minimum. Under the new arrangement the fee will be \$94 for the first hour and \$55 for additional time. Since 95% of the re-inspections require one hour or less, that will increase the City revenue by \$195,000 per year.

Despite the increase in the re-inspection fees, landlords seem satisfied with the report. "This is a very comprehensive report on the program, and the

recommendations make a lot of sense," said Brad Butt, President of the Greater Toronto Apartment Association (GTAA). "So long as the program focuses on the poorly maintained buildings without raising costs for everyone else, we think the City is moving in the right direction."

## *CFAA Welcomes New Director of Communications*

CFAA is happy to welcome Diana Mendes as CFAA's new Director of Communications.

As Director of Communications, Diana is responsible for communication between CFAA and its members, as well as the public. She is responsible for researching issues, writing articles for CFAA newsletters and member association newsletters, submissions, press releases and policy statements, as well as material for the CFAA website. As Director of Communications, Diana will sometimes represent CFAA in government consultations or at meetings with other stakeholders and at association events. CFAA President John Dickie will continue to be CFAA's main voice speaking to politicians, government officials and the media.



Photograph: Diana Mendes, CFAA Director of Communications

Diana has a Bachelor of Journalism Degree from Carleton University (specializing in business and economic reporting), and a Master of Arts degree in the History of International Politics from the London School of Economics. Diana has worked as a reporter for the *Guelph Mercury* and the *Kingston Whig-Standard*, both of which are daily papers. She has also produced shows for CBC Radio.

Diana's appointment does not affect the hierarchy of CFAA. John Dickie remains the President; David Lyman, the Vice-President; and Erin Wallace, the Membership & Event Coordinator. Avrom Charach remains the Chair of the Board of Directors, which give directions to CFAA's paid staff.

## ***IPOANS Plots Exciting New Path***

*By Diana Mendes, CFAA Director of Communications*

After 30 years speaking as the voice of landlords in Nova Scotia, the leadership of the Investment Property Owners Association of Nova Scotia (IPOANS) has decided to re-focus the organization. Jeremy Jackson, IPOANS new President, hopes to make the association a more effective, "positive voice for landlords."

The first step to achieving this goal was confirming IPOANS's overall mission, goal and objectives. Many CFAA member associations have similar goals, but IPOANS has formally codified its vision in a ten page document entitled "IPOANS Strategic Plan, 2010."

"It confirmed and affirmed the three core platforms," said Jeremy Jackson, "and it gives us a roadmap to work on."

The plan includes a specific list of the critical issues, diffi-

## ***CFAA Compensation Survey a Big Hit in Edmonton***

The first nationwide employee compensation survey for the rental housing industry in Canada was very well received, especially in Edmonton, Toronto, Waterloo, Ottawa and London.

Eight national landlords and dozens of regional landlords participated in the survey and obtained copies of the survey for up to 14 cities surveyed. The survey reports were sold separately by city. Special rates were also available for the full national survey.

Compared to the size of the rental base in each city, Edmonton was by far the city with the most uptake, followed by Waterloo, London, Ottawa and Toronto. Smaller numbers of surveys were bought by independent landlords in Winnipeg, Hamilton and other cities across Canada.

The survey will help Human Resource coordinators, regional managers and property managers to manage compensation costs by reporting market salaries or wage rates, and total compensation (including bonuses, reduced rent and car allowances), for property managers, superintendents, maintenance technicians, cleaners and leasing agents. All of these positions are included in virtually all the reports.

The data varies by city, but many of the surveys also include several of the following positions: regional manager, marketing manager, maintenance manager, property assistant manager, property administrator, legal administrator/paralegal, property accountant, doorman/concierge and security guard.

To find out more, or to order the compensation survey, please go to CFAA's website at [www.cfaa-fcapi.org](http://www.cfaa-fcapi.org), or contact Erin Wallace at (613) 235-0101 x227.

culties and goals for IPOANS to tackle in upcoming years. Instead of focusing on the negative, the plan offers solutions and detailed plans for accomplishing these objectives. IPOANS focuses on three "strategic themes:" (a) advocacy, (b) education and (c) member services.

Under advocacy, the plan suggests better communications with decision makers, including local and provincial governments. It also specifies 10 actions to achieve these goals including identifying key government representatives and mounting a public relations campaign to counter negative perceptions of landlords, as well as consulting other associations on best practices for addressing advocacy issues

*(Continued on page 8)*

### ***CFAA Thanks its 2009-2010 Allied Members!***

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Places4Students.com  
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## La FCAPI suit de près des dossiers clés

(suite de la page 1)

En fait, à court terme, l'objectif principal de la FCAPI ne peut être que de limiter les dégâts. Lorsque le Parti libéral était au pouvoir, le déficit fédéral a été maîtrisé grâce à diverses hausses fiscales. Par exemple, le ministre des Finances Paul Martin avait augmenté les déductions pour gains en capital de 50 % à 75 %. (Cette hausse a été abaissée par la suite).

Nous ne nous attendons pas à ce que le gouvernement conservateur impose des hausses fiscales sur les gains en capital, mais le ministère des Finances explore des solutions pour réduire le déficit qui engloberont sans doute diverses hausses fiscales.

Pour protéger les intérêts des propriétaires immobiliers, la FCAPI doit chercher à s'assurer que l'industrie du logement locatif ne soit pas ciblée par ces hausses fiscales ni soumise à des mesures découlant d'autres objectifs.

### Programmes d'énergie et de rénovation

Pour contrer l'essoufflement économique, le gouvernement fédéral a instauré le Crédit d'impôt pour la rénovation domiciliaire. Bien que le programme ait connu un vif succès auprès des propriétaires de maison en favorisant les rénovations, les propriétaires immobiliers et les locataires sont restés en plan. L'exclusion de ce programme n'est qu'un exemple parmi tant d'autres politiques de tous les paliers de gouvernements qui exercent une discrimination à l'égard des propriétaires immobiliers et des locataires. Des représentants de la FCAPI ont signalé au gouvernement fédéral que nous appuyons le prolongement ou le renouvellement du programme à condition que l'industrie du logement locatif puisse en bénéficier. Nous avons aussi exprimé clairement au gouvernement que s'il n'étend pas le programme à l'industrie du logement locatif, il devrait l'abandonner.

La FCAPI continue aussi à promouvoir le maintien du programme Incitatif écoÉNERGIE Rénovation pour le logement locatif.

### Politique du logement

Quant aux initiatives en matière de la politique du logement, aucune nouvelle démarche n'est prévue en raison des contraintes imposées par le déficit. Le gouvernement de l'Ontario se penche actuellement sur une nouvelle stratégie à long terme de logement abordable qui pourrait influencer sur les positions du gouvernement fédéral sur les questions de logement. L'élaboration de la stratégie ontarienne a probablement pris du retard puisque le ministre du

Logement a récemment démissionné afin d'être candidat aux élections municipales.

D'ailleurs, les champions de la construction de nouveaux logements « abordables » s'empresseraient à défendre leur cause au moindre changement proposé aux politiques du gouvernement fédéral.

### Autres dossiers

La FCAPI souhaite aussi défendre les intérêts des propriétaires immobiliers en réclamant un processus plus rapide et moins coûteux pour l'approbation de produits antiparasitaires et en surveillant les démarches des défenseurs des droits des locataires pour modifier les lois sur les droits de la personne de façon à rendre plus difficile l'éviction de locataires pour le non-paiement de loyer ou à restreindre davantage les moyens des propriétaires immobiliers pour présélectionner leurs locataires.

## IPOANS Strategic Plan

(Continued from page 7)

The education section of the plan includes an external public relations campaign to increase the credibility of landlords in the eyes of the public and educate the public about issues that are important to landlords (e.g. the effect of property taxes on tenants).

The internal education campaign seeks to improve "effective communication" with IPOANS' own members via newsletters, website/email, e-bulletins, meetings and events. The education plan also includes an extensive revamp of the IPOANS newsletter. This recommendation has already been implemented, as the IPOANS newsletter—*Insight*—is now a glossy, 4 page colour format with substantial editorial content such as member profiles, features and a President's message.

The final theme of the revitalization is Member Services. IPOANS hopes to develop a broader, more extensive membership benefits program. The goal is to "secure as many discounts as possible" on heating oil, appliances, paint, flooring, insurance, banking, roofing, accounting, and numerous other services and products landlords use.

By all these means IPOANS seeks to increase its value to members and prospective members.

After a year of planning, all that's left is implementation. "The Strategic Plan is about planning the work," said Jackson. "Now, in 2010, we're 100% focused on working the plan."



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