



Renfrew County Housing Corporation

2025
Annual Report



Renfrew County of
Ontario . Canada



Renfrew County Housing Corporation respectfully acknowledges that we are on the unceded and unsurrendered traditional territory of the Algonquin Anishinaabeg, locally known as Omà̀m̀wininì. In Anishinaabemowin, Omà̀m̀wininì can be translated as ‘downriver people’. We recognize that our community housing units sit on lands where the rivers merge across this geographic region.

Grateful for Omà̀m̀wininì teachings, rich cultural history, care for the land, and many continued displays of friendship, our commitment is to the ongoing cultivation of a strong collaborative relationship with Pikwàkanagàn First Nation and all First Nations, Métis and Inuit peoples who live, travel through and work in communities across our region. Renfrew County Housing Corporation honours their stewardship from time immemorial of the beautiful land and water of Omà̀m̀wininiàki.

It is a shared responsibility to continue learning and increasing our understanding about the land, historical context and inequities of where our homes are built and how we engage as community members. We are all here to contribute to a sense of belonging, strengthen relationships and cultivate communities for everybody to call home. With respect and honour, we continue to build and support affordable homes for all community members to live with dignity and safety on traditional Omà̀m̀wininiàki.*

*We are grateful for the knowledge and teachings shared by Omà̀m̀wininì Pimàdjowin.

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Executive Summary

The Renfrew County Housing Corporation Annual Report for 2025 combines a reflection on the past year and a strategic vision to move forward and guide us over the next five years.

This Renfrew County Housing Corporation report and vision is grounded in the understanding that housing is a foundational social determinant of health and a human right. Safe, stable, and supportive housing directly impacts a person's and family's well-being, local connections and sense of belonging, community resilience, and the economic, and long-term health of society as a whole.

Both the 2025 Annual Report and Vision Forward are informed by local data, lived experience, reliable evidence, and strong collaboration with health, social service, and municipal partners. It aligns closely with the County of Renfrew's broader purpose of cultivating a compassionate, collaborative, creative, and inclusive environment. By embedding health and well-being considerations into everyday housing operations, departments are working together to improve tenant outcomes, reduce crises, and support residents to remain safely housed for as long as possible.

This Annual Report acknowledges and captures a year of reflection and hard work to inform the Renfrew County Housing Corporation Vision Forward Report. It is grounded in values based practice and a strong commitment to a culture of collaboration, effective systems, structural change and future thinking. The 'Journey Map' is a living document that will guide how we get there collectively and strategically.



Context

- Tenant's housing needs
- Tenant's previous housing experiences
- Tenant's resultant expectations of housing

- Standard of housing service

- Property quality

- Neighbourhood quality
- Availability of social support networks

- Rent levels
- Income levels
- Availability of benefits
- Landlord's response to financial difficulty

Mechanism

Housing becomes a home, reducing stress for tenants

Comfortable, well-presented housing enables relaxation and sense of status

Environment and networks reduce stress and increase opportunities for socialisation

Affordable housing reduces financial stress

Outcome

Improved Health & Wellbeing



Message from Jennifer Dombroskie, Manager of Community Housing

Housing is far more than a physical space. It is the foundation for connection, safety, dignity, and overall well-being. A stable home creates the conditions for individuals and families to build resilience, access opportunity, and fully participate in their communities.

In 2025, the Renfrew County Housing Corporation continued to strengthen its commitment to homelessness prevention and housing retention, advancing equity and human rights, and supporting those with the deepest and most complex needs. As pressures across the housing system continue to grow, our work has increasingly focused on proactive, person-centred approaches that support stability and help prevent crises before they occur. A key priority has been early engagement and wellness-focused service delivery. Through regular unit visits with a wellness lens, staff are building stronger relationships with tenants, identifying emerging needs, and connecting individuals to Community Services Outreach services for life skills and stability supports. These efforts help tenants maintain independence and remain successfully housed over time.

Supporting this work, we have invested in staff training grounded in trauma-informed practice and a health-focused lens. Enhanced capacity in crisis intervention and de-escalation, alongside communities of practice and structured debriefing sessions, helps staff respond effectively to complex situations while also mitigating the impacts of vicarious trauma. We have also strengthened our approach to housing retention through the use of social contracts and individualized supports, reducing reliance on enforcement measures such as the N4 — Notice to End your Tenancy Early for Non-payment of Rent, and other Landlord and Tenant Board applications. This reflects a deliberate shift toward prevention, working alongside tenants to stabilize housing and avoid eviction wherever possible.

Through the Mesa Community Housing Prioritization process, we are strengthening coordinated access for individuals experiencing chronic homelessness. With referrals now being received through HART Hub Bridge Housing, we anticipate approximately six unit offers throughout 2026, supporting individuals to move along the housing continuum into stable and permanent housing. These coordinated approaches help ensure that limited housing resources are directed where they are most needed and have the greatest impact.



In 2026, a significant milestone was the development of our Community Housing Vision Forward, establishing a clear direction for the next five years. This strategy reflects an integrated and equity-focused approach—prioritizing prevention, strengthening partnerships, and recognizing housing as a critical component of health and well-being. It also aligns our limited resources to protect and enhance the long-term viability of community housing while responding to increasing demand and complexity.

Across the organization, staff continue to demonstrate a strong culture of collaboration and care, supporting community members through complex and challenging circumstances with dignity, empathy, and skilled, thoughtful service. As we move forward, we remain focused on our role as both service providers and housing stewards, committed to building a responsive, compassionate, and sustainable housing system that supports stability, promotes wellness, and ensures residents of Renfrew County have the opportunity to thrive. This work is made possible through the dedication of our County of Renfrew staff, whose skill, compassion, and responsiveness are foundational to everything we do. They bring expertise and genuine care to complex and challenging situations, consistently demonstrating professionalism and a deep commitment to those they serve. Their work is making a meaningful and lasting difference in the lives of community members across Renfrew County. We are also grateful for the continued support and leadership of County Council, whose commitment to community well-being and responsible stewardship enables this important work to move forward.

Sincerely,

Jennifer Dombroskie

Manager of Community Housing



Message from Kevin Raddatz, Manager of Real Estate

2025 represented a transformative year for the Renfrew County Housing Corporation (RCHC) portfolio, as we continued our evolution from a largely reactive maintenance framework to a proactive, data-driven approach of asset management.

The completion and rollout of the Building Condition Assessment (BCA) in September 2024 established a thorough and reliable baseline of our portfolio's overall condition. The results underscored the reality that much of our housing stock is aging and will require significant reinvestment. This presents sustained capital challenges that call for disciplined planning, clear prioritization, and informed strategic decision-making. Importantly, this data now serves as the foundation for a more structured and sustainable approach to capital planning, asset renewal, and, where appropriate, strategic divestment.

In response, the Development and Property team focused on stabilizing core operations, strengthening service delivery, and enhancing internal processes. Through targeted staffing improvements, more effective procurement strategies, and stronger operational alignment, the team has significantly increased its capacity to deliver programs and services efficiently across the portfolio.

Reducing vacancy rates and accelerating unit turnover remained a central operational priority. In 2025, staff completed 102 unit turnovers across Arnprior, Pembroke, and Renfrew—an increase from 84 in 2024—averaging approximately two units per week. This achievement reflects a meaningful advancement in operational performance and has directly contributed to improved housing availability. As of May 2026, 42 units remain under active construction, with continued focus on the most critical units. Work will proceed steadily throughout the year, with an emphasis on expediting completions, reducing vacancy levels, and returning additional units to service to better meet community demand.

Another significant milestone was the achievement of full completion of unit inspections across the portfolio. This initiative has enabled the identification of previously unreported deficiencies, supported tenants in maintaining their units, and further advanced the shift toward a proactive maintenance model. Early results indicate a reduction in emergency repairs and noticeable improvements in overall building condition.

Operational performance remained strong throughout 2025, with a total of 3,721 work orders completed, including 1,279 high-priority, 1,602 medium-priority, and 840 low-priority tasks. These figures demonstrate both the scale of operational demand and the team's ability to respond effectively. Staff also showed exceptional professionalism and responsiveness in addressing unexpected and urgent situations, often requiring immediate coordination and action. Their adaptability under pressure ensured that critical issues were managed promptly, minimizing risk to tenants and maintaining continuity of service.

In 2025, the Real Estate Division successfully delivered approximately \$2.8 million in capital construction projects across 26 individual initiatives, each with a project value exceeding \$50,000. These projects included major building revitalization efforts, mechanical and electrical upgrades, roofing projects, building envelope improvements, and other critical infrastructure investments throughout the portfolio. In addition, approximately \$475,000 in OPHI funding was utilized across five projects, and \$850,000 in COCHI funding was utilized for the development of the new triplex at 135 Francis Street in Renfrew, helping to expand and improve affordable housing capacity within the region.

Alongside these planned capital initiatives, the team also managed an exceptionally high volume of unplanned construction and infrastructure-related projects throughout the year. Staff responded to over 100 unexpected capital and operational issues across the portfolio, ranging from emergency furnace replacements and major plumbing failures to electrical deficiencies, system breakdowns, and other critical building infrastructure concerns. Many of these situations required immediate coordination, rapid procurement, and expedited construction responses to maintain tenant safety and continuity of operations. Despite these ongoing pressures, the team continued to advance planned capital projects while effectively balancing day-to-day operational demands across the portfolio.

The year also delivered positive outcomes in life safety, including zero fire incidents across the portfolio. This accomplishment reflects ongoing investment in fire safety infrastructure, enhanced monitoring practices, and strong collaboration with local fire services.

These achievements are the result of a coordinated effort across the organization. Staff at all levels have demonstrated a high degree of professionalism, adaptability, and commitment to meeting evolving operational needs. This progress would not have been possible without the dedication of our Real Estate team, the support of leadership, and the continued collaboration with our colleagues in Community Services. This integrated approach has strengthened service delivery, improved tenant outcomes, and enhanced our ability to respond effectively to the needs of the communities we serve.

Continuing in 2026 and the future, maintaining this strong culture of collaboration will be critical to sustaining momentum and achieving long-term success. Building on the progress made in 2025 to stabilize the portfolio and enhance service levels, RCHC will advance a structured, forward-looking revitalization strategy. This approach will balance targeted reinvestment in existing assets with selective redevelopment and growth opportunities, ensuring the portfolio remains sustainable, resilient, and responsive to the evolving needs of our communities.

I would like to express my sincere gratitude to the entire team for their continued commitment. Their contributions have been integral to our progress!

Sincerely,

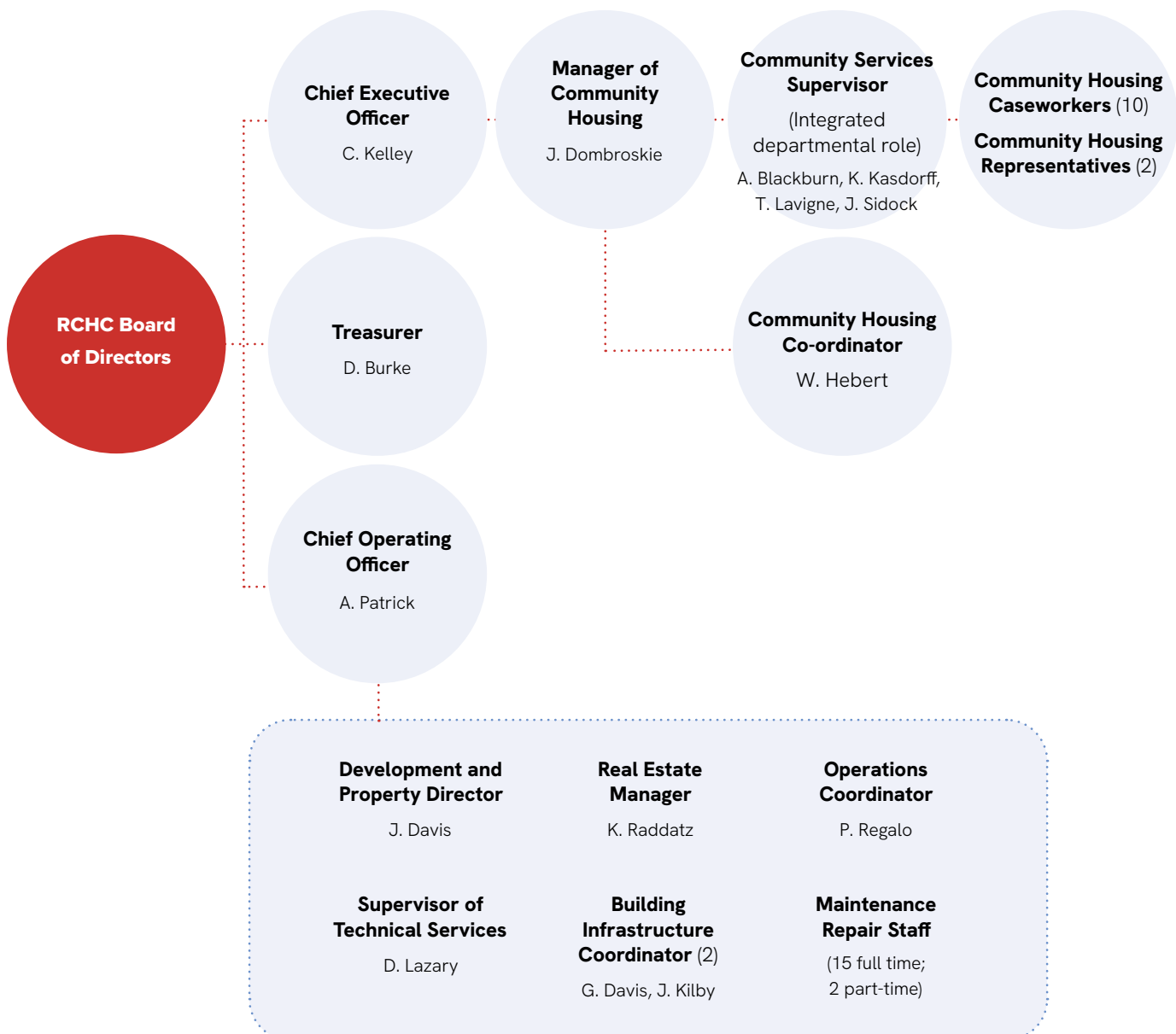
Kevin Raddatz
Manager of Real Estate

Who We Are

Renfrew County Housing Corporation is a community service organization that provides affordable, supportive housing and direct services to community members. We are a collective of elected officials, staff, partners, and community members working together to provide the right support and housing where and when they are needed. We work together to ensure the viability of our current housing stock while actively seeking opportunities to expand it. Our goal is to ensure affordable housing, benefits, and supports are available for those with the deepest need.

With the direction and support of our Board of Directors and a strong team of staff, the Renfrew County Housing Corporation team works collaboratively to provide safe, accessible, and inclusive housing with all the supports, programs, resources and services required to meet community members' needs.

Organizational Chart



Board of Directors

The RCHC Board of Directors are responsible for providing overall operational direction. In 2024, board members were appointed by the County Council and included members of the Community Services Committee, the Director of Community Services, the Director of Corporate Services, and the Chief Administrative Officer. Geographic representation provides a balanced and knowledgeable Board that understands the diverse and unique housing needs across the region.

In January, 2025 the format of committees shifted to a Committee of the Whole structure where all members of County Council operate in one committee setting. The new structure allows for open discussion where the entire council is more knowledgeable and can deliberate on important issues such as the complexity of housing and homelessness.



Anne Giardini

Chair, Town of
Laurentian Hills



Debbi Grills

Vice-Chair, Township of
Head, Clara & Maria



Ed Jacyno

City of Pembroke
Representative



David Mayville

Township of Killaloe,
Hagarty, Richards



Gary Serviss

Town of Petawawa



Neil Nicholson

Township of
Whitewater Region



Peter Emon

Town of Renfrew



Daniel Lynch

Town of Arnprior



Daina Proctor

Township of Horton



David Shulist

Township of
Madawaska Valley



Glenn Doncaster

Town of Deep River



James Brose

Township of North
Algona Wilberforce



Jennifer Murphy

Township of
Bonnechere Valley



Keith Watt

Township of
Laurentian Valley



Lori Hoddinott

Township of McNab
Braeside



Michael Donohue

Township of
Admaston Bromley



Rob Weir

Township of
Greater Madawaska



Valerie Jahn

Township of Brudenell,
Lyndoch and Raglan



Ron Gervais

City of Pembroke
Representative

Landscape

Renfrew County Housing Corporation operates in a challenging landscape of rising levels of poverty, food insecurity, health inequities, and homelessness. Unique demographics, complex needs, and collaborative multi-sector services are provided across large distances and often in challenging, rural and remote contexts.

As the largest geographic county in Ontario, covering 7645 square kilometres, distance is a noteworthy challenge for the housing and social services sectors. Transportation realities for tenants and staff represent significant barriers to access and provide services. Staff response times, and capacity to connect with community members is often affected by large travel times to reach multiple locations.



Feb 2025

Advancing Truth and Reconciliation (Day 2) at the Makwa Centre

June 2025

Reflection to Action Mesa Engagement day to identify services gaps and systems pressures

July–Sept 2025

Expansion of eviction prevention/mitigation and housing retention strategies

May 2025

Single family unit moved from 135 Francis St. in Renfrew to build a new affordable supportive housing triplex.

Non Violent Crisis Intervention training

July 2025

Community Services Strategic Plan completed

Aug 2025

Social contracts implemented to support life skills stabilization where Outreach workers are working in collaboration with Housing Case workers



According to the 2021 National Census, Renfrew County has a total population of 106,365 with unique demographics compared to the rest of Ontario. Of that population, 9,045 (8.7%) people identify as Indigenous (First Nations, Métis and/or Inuit) and 3,430 identify as racialized. Renfrew County also has a significantly older population, a strong military presence with Garrison Petawawa, one of Canada's largest operating military bases, and lower post-secondary education rates than the rest of Ontario.

In addition, the intersecting layers of poverty, trauma, substance use health and mental health contribute to a complex landscape of challenges for community members and service providers.

This timeline captures some important waypoints throughout 2025 and into 2026. It represents a small sample of the hard work accomplished by the diverse teams who work together to support the housing structures, systems, services, resources and programs of RCHC.



Oct 2025

Driven by Compassion training

Dec 2025

Arcori contract signed for systems modernization
Peer Committee formation

May 2026

County of Renfrew hosts another day of Advancing Truth and Reconciliation

Sept 2025

HPP Investment Plan approved

Nov 2025

Mesa Prioritization for Bridge Housing
County Council endorses the Renfrew County Administrators Group Reconciliation Commitment Statement

May 2026

Completion of the Francis St. triplex in Renfrew, a federal and provincial investment through the Canada-Ontario Community Housing Initiative (COCHI)



What We Do

Renfrew County Housing Corporation (RCHC) includes the structural and social health and well-being components that make up our housing system. It operates at the intersection of housing infrastructure, social and income programs, community health services and a network of community members, partners, peers and families who support each other's mental health, substance use health, well-being and sense of belonging.

RCHC operates as an integrated relationship between Community Services and Development and Property departments. Together, they support a complex network of structural responsibilities and human services, relying on strong people-focused communications, building trusted relationships and investing in sustainable housing infrastructure.

Jurisdictional responsibilities include asset management and the municipal duties of the Service System Manager that includes employment and income supports, housing services, homelessness services and prevention as well as children's and early years services. positioning our Community Services Outreach Services as well as our Community Housing Caseworkers to identify supports for RCHC tenant families, including services for children, and bridging these households to other service providers via referrals. Each of these are essential parts to the housing system and services that are essential to community members' basic needs.

The maintenance and procurement of properties, and provision of programs and resources requires a collaborative approach that depends on expanding and strengthening relationships to support person-centred seamless service delivery.



Unhoused

Precariously Housed

Why RCHC is Important

Housing is a fundamental social determinant of health and a human right. RCHC plays an essential role in the provision of housing, providing access to affordable homes and services to support community members in a home where their health, well-being and rights are supported.

A home is warm, dry, allows residents to breathe healthy air, offers security, a sense of safety and belonging. Without a healthy home environment, community members are exposed to social risk factors and physical environments that negatively affect their physical, mental and emotional well-being as well as injury risk. Investments in housing for health improves community member's quality of life, contributes to decreasing downstream health care costs through prevention and diversion and provides a strong return on investment by contributing to healthier communities. Housing focused investments bridge the gap between housing and health with the evidence to support an abundance of population health outcomes. (Bentley, 2025)

"Health housing is a foundational human right and critical social determinant of health. It means having a physical and social home environment that is safe, financially stable, structurally sound, and free from hazards like mould or toxicity, allowing occupants to thrive." (Bentley, 2025)



Precariously Housed

Securely Housed

How RCHC Works

Culture of collaboration and care

Inclusion is a foundational value that supports a culture of collaboration and care. RCHC is continuing to create an inclusive and engaged culture of care to effectively support the role we play in housing. Departments and community partners work together with community members to better understand and support needs. This approach focuses on addressing challenges before they become a crisis, stabilizing and strengthening both infrastructure and relationships.

Peer Committee

The Peer Committee is a new departmental approach for clients, tenants, and/or families who may be at risk of losing their housing, financial benefits, and/or program eligibility. The committee includes staff representation and is designed to embody Community Services departmental values when addressing complex situations. It supports working together to bring recommendations forward proactively. This is upstream, preventative or diversion work. The committee serves as a forum to discuss matters before they escalate—such as cases prior to decisions being made that they are going to the Landlord and Tenant Board (LTB), situations of non-compliance, or decisions that could result in removing services from clients. The committee evaluates cases through a health and human rights lens, prioritizing dignity, equity, and a homelessness prevention approach.

The committee's purpose is to ensure that every decision aligns with the County's "Why": to cultivate a compassionate, collaborative, creative, and inclusive environment, providing our community with meaningful support and innovative solutions. This approach builds on the strengths of a team with diverse skills and perspectives. Direct involvement in a case and relevant experience contributes to person-centred decision making. This means that everyone will participate in the committee over time, supporting an inclusive and engaged community.

Relational Investment

Renfrew County Housing Corporation is investing in people and relationships. Relational leadership focuses on the strength of connection and understanding as well as responsibility and accountability. It is an investment that informs the Vision Forward and provides a strong foundation for systems change work.

In Barry's Bay the Community Housing building is sharing office space with the Barry's Bay and Area Senior Citizen Home Support Services. This helps to facilitate excellent partnerships to meet the needs of the many seniors living in those units and align work with an allied agency.

Similarly, Community Housing has provided the Boys and Girls Club with office space in the Lea St. Pembroke complex to help facilitate better connections with children and families in that area. Building a strong and supportive presence in housing locations, Community Services Outreach Workers are consistently on site in RCHC units and upon request, in other non-profit housing buildings. They are there to help connect vulnerable tenants with the social supports and services needed to help improve health and well-being. Integration of outreach staff working in housing provides extra support in the buildings and also strengthens relationships with both tenants and other service providers.

Partnerships

RCHC is strengthening and growing its commitment to partnerships across sectors to improve person-centred care. Increasing our collaborative capacity is having a distinct and positive impact on the overall well-being of our community members, providing them with the wrap-around supports they need to remain housed and move towards stability, security, well-being, and resilience. Partnerships and relational leadership make up the foundation of the Vision Forward over the next 5 years.

Training and Education

Investment in the training and educational components to build a culture of care and focus on constructive relationships has been a high priority for RCHC throughout 2025.

Frontline staff play a crucial role in our communities and are often the “arms that hold people up when life hits the hardest, providing them with essential services they need . . . while reminding them of their worth and agency.” (RCHC team member) They are the ones who have a way of “truly seeing” their community, finding ways to make a meaningful impact at a local level. Trauma-informed practice is foundational to service delivery in Housing and Social Service delivery. The Community Services team engaged Mary Hewitt to better understand the role of Adverse Childhood Experiences (ACEs), childhood trauma and its impact on a person’s lifespan. Toxic stress, hidden neglect, the role of attachment in relationships, the nuances of moral injury, affective vs. cognitive empathy, emotional competence were all explored and woven into a toolbox of strategies and mindsets to support staff.



Community Gardens

Compassionate care includes empathy building initiatives such as pawsitivity, an effort that brought animals into the workplace to support emotional connection, staff well-being through the invaluable emotionally supportive role of animals. This represents ongoing forward thinking in the face of local challenges, recognizing the strength of investing in the emotional capacity of our teams.



Food Security

Well-being, Connection and Belonging

The overall well-being of tenants and RCHC staff means they feel connected and a strong sense of belonging. Many initiatives throughout 2025 reflect this commitment.

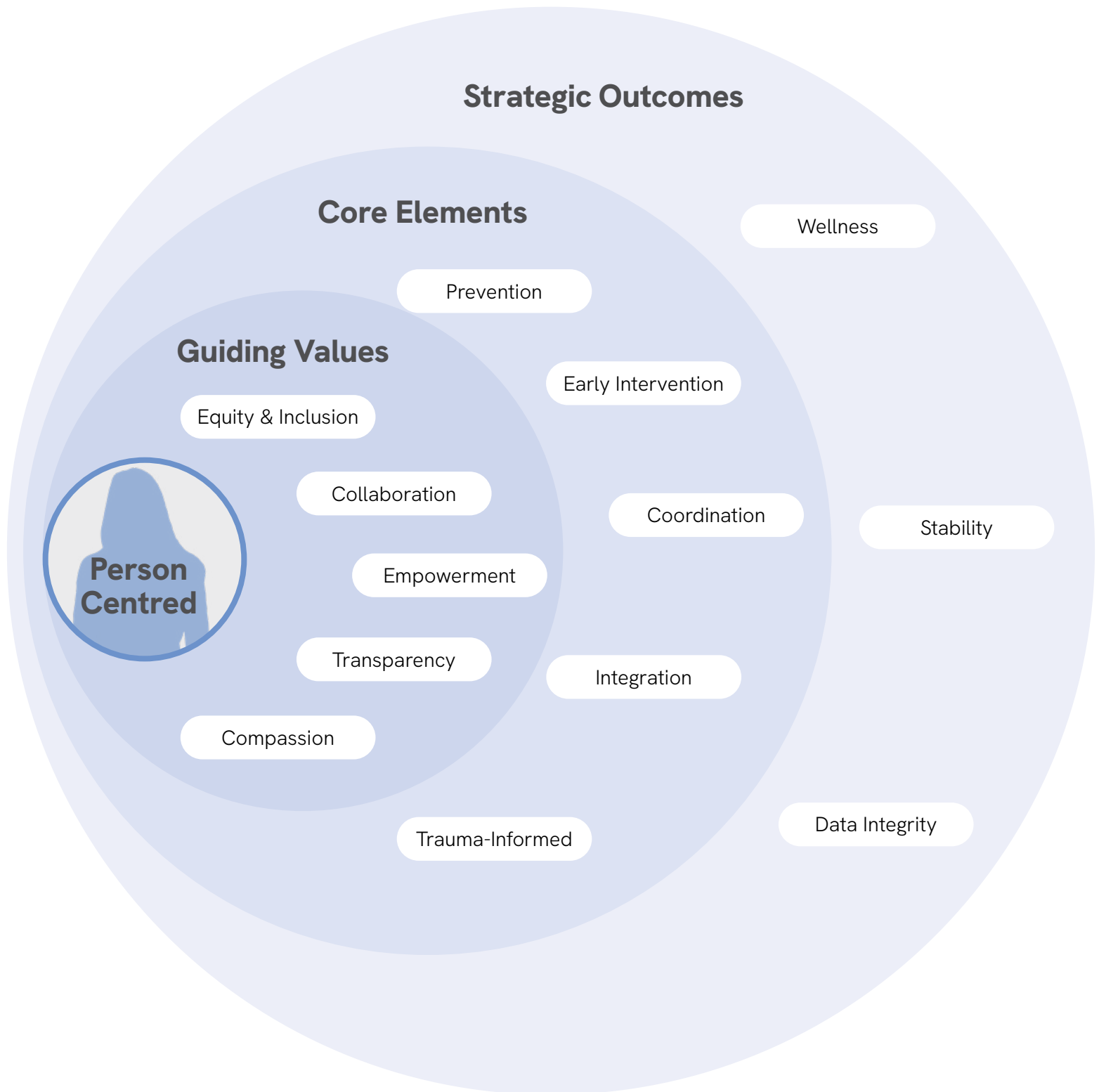
Community gardens contribute to the overall sense of community in our housing locations and promote the vital role of food and nature in well-being. They build a connection to food, emphasize the importance of food security and support tenants to build community and spend more time in healthy outdoor spaces.



Well-being Checks, Clinics

In 2025, it was evident that our community of care culture has had a visible return on investment. Compassionate care and generosity was abundant. In December, an anonymous community member contributed gifts to tenants over the winter holidays.

Model of Care



Data and Prioritization

Evidence informed decision making provides RCHC with a greater understanding of needs and allows us to flow resources where and when they are needed. We are working more closely with partners to better understand and support community member needs.

The BNL or By-Name List is a comprehensive list of every person in a community experiencing homelessness. It is designed to be a real-time and standardized dataset to identify individuals or families so that specific services meet community member's needs exactly where and when they are. It helps to ensure we know community members by name and adapt to meet the needs of our most vulnerable populations. **In 2025, there were 131 community members on the By-Name List.**

In order to support community members with culturally relevant services, RCHC identified that of the 131 people on the 2025 BNL, 29 community members identified as Indigenous. This represents more than 22%, a significant over representation of the population. In collaboration, the Vision Forward is cultivating stronger relationships with Indigenous communities and services in order to better support culturally relevant care.



Pembroke Regional Hospital worked with Case Managers and the Renfrew County housing list of clients living in Renfrew County Housing units to improve alignment of service delivery. The result identified that 50 of 370 (13.5%) active case management clients for Mental Health Services live in Renfrew County Housing.

RCHC teams work closely with the Community Paramedics from the Emergency Services Department. Together, they identified that 142 RCHC tenants are also Community Paramedicine patients. This improves a collaborative and consistent compassionate approach to meet essential needs and provide true wrap around support.

In addition, RCHC worked with the Health, Safety and Wellness Coordinator for the County of Renfrew. This new position supports the well-being of staff and supports the alignment and modernization of systems, supporting alignment, more clarity and improved communications.

2025 provided a strong platform to better understand that detailed data effectively informs how we can meet community member needs. It informed the Vision Forward priority of systems modernization and relational leadership. RCHC is committed to improving data collection and continuing to support evidence-informed and person-centred services.

Infrastructure and Departments

Community Services

As a core component of Renfrew County's community housing work the Community Services Department's purpose and why is an integral part of building the culture at RCHC. In 2025, there was significant work to build clarity on the department's purpose and team cohesion.

Community Services' purpose is to strengthen the well-being, stability, and inclusion of Renfrew County residents by ensuring individuals, families, and communities—particularly those facing the deepest and most complex needs—are connected to the right supports at the right time. Through coordinated services, strong partnerships, and responsive delivery across our large rural geography, we work to build local capacity and improve outcomes so all residents can live with dignity, security, and opportunity.

In 2025 the Community Services department:

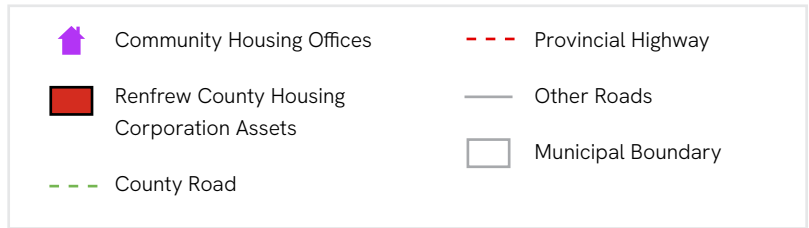
- Strengthened integration across programs and service areas:
- Advanced modernization and data-informed initiatives
- Expanded collaboration with community partners
- Responded flexibly to an evolving health crisis
- Increased outreach for complex client needs
- Improved cross-program coordination

Development and Property

The Development and Property Department is responsible for all of the community housing structures, property asset procurement, community housing expansion and maintenance. In an integrated role, they provide the bricks and mortar foundation of community housing. Working closely with Community Services, staff expand, maintain, enhance, and modernize the County of Renfrew's affordable housing infrastructure. Contributions include structural upgrades, environmental improvements such as HVAC systems, and improved accessibility.

In addition, as a collaborative partner in funding and strategic direction, Development and Property is an integral part of expanding local community housing through initiatives such as the Canada-Ontario Community Housing Initiative (COCHI).

Renfrew County Community Housing Sites



Arnprior



Barry's Bay



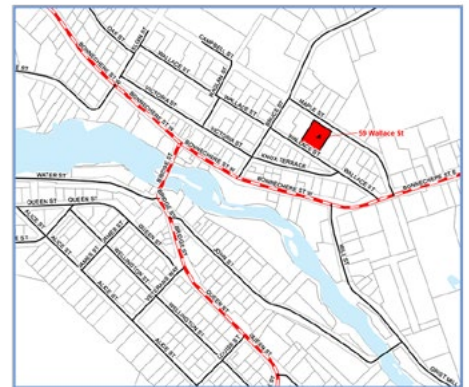
Beachburg



Cobden



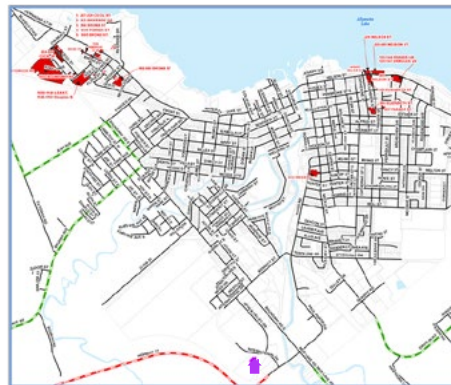
Deep River



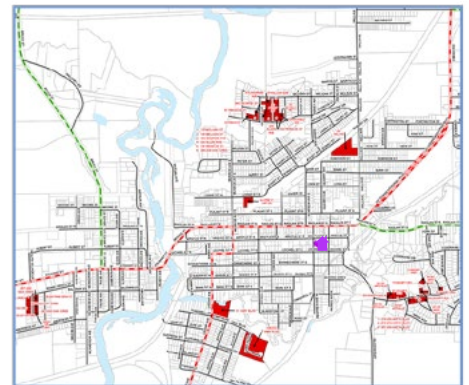
Eganville



Palmer Rapids



Pembroke



Renfrew

Current Property Inventory

1032

Total units

578

units in 18 apartment buildings

(Pembroke, Renfrew, Arnprior, Cobden, Beachburg, Eganville, Barry's Bay, Palmer Rapids, Deep River)

56

single family units

(Pembroke, Renfrew, Arnprior)

154

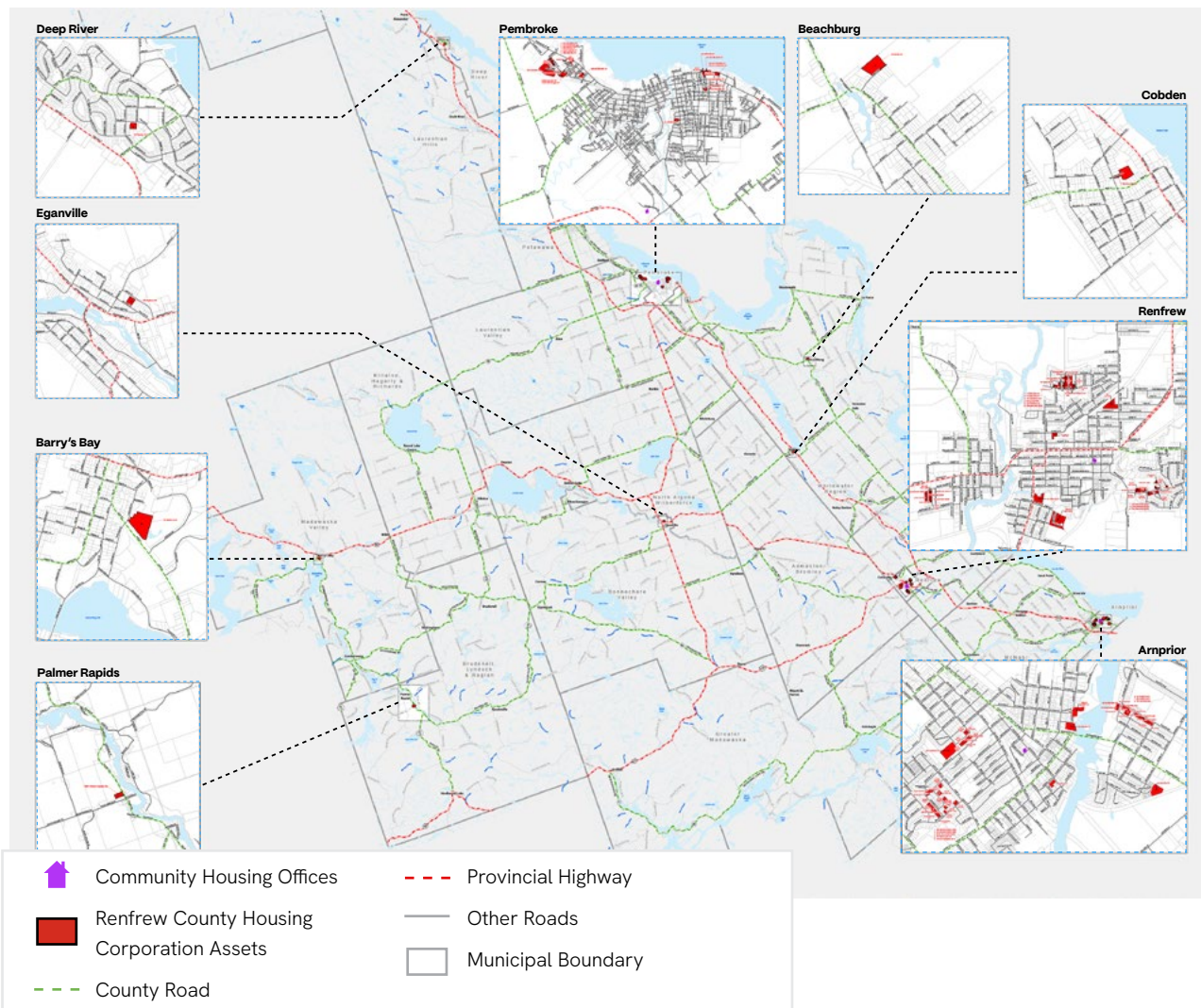
family duplex units

(Pembroke, Renfrew, Arnprior)

217

family row housing units

(Pembroke, Renfrew, Arnprior)



Foundations and Maintenance

Renfrew County Housing Corporation maintains the physical housing units that make up the overall portfolio. There are 1032 units across Renfrew County. Development and Property teams are invaluable members of our housing teams and responsible for the maintenance and availability of units. The flow of community housing availability involves important relationships with tenants as community members and Community Services staff. How tenants are supported has a direct impact on the maintenance of RCHC housing assets.

Focused on relational leadership, teams from both Community Services and Development and Property work together to both build and maintain homes (community housing units) to support a high occupancy rate, housing stability, security and overall well-being. There is a clear connection between unit maintenance, unit availability and tenant well-being. The flow of vacant units affects the availability of housing inventory and there are complex contributing factors affecting housing availability. Building strong relationships between all staff and tenants contributes to better living conditions and the social environment of our community housing.

Together, an interdepartmental effort supports the housing pillars of affordability, security and suitability, recognizing that the quality of home environments contributes to more secure and healthy living spaces.

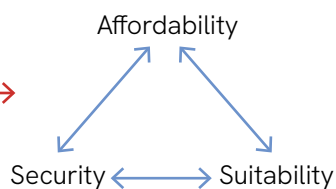
Household characteristics: income, gender and age composition, education, employment, ethnicity, and long-term health condition

Geographical context: urban or rural location and proximity to amenities

Household System

- Tenancy regimens and regulation
- Housing markets
- Housing stock
- Short-term and emergency accommodation
- Housing safety nets

Housing Pillars



Home Environments

- Indoor air pollution
- Toxic substances
- High or low temperature
- Structural damage
- Crowding
- Damp and mould
- Water contamination

Health and Health Inequity

- Respiratory health
- Cardiovascular health
- Infectious disease
- Mental health
- Injuries
- Cancer
- Maternal and child health
- Mortality

Contemporary social, commercial, and political context operating at the global, national, and subnational levels

Historical policies and legacies operating at the global, national and subnational levels

Systems, Programs and Supports

Community Housing HILS and Maximum Rents

Household Income Limits (HILS) and maximum rent adjustments for Community Housing are set under the Housing Services Act. HILS are the maximum gross income and asset thresholds used to determine eligibility for Rent-Geared-to-Income (RGI) and subsidized community housing. Maximum rent-geared-to-income rates are prescribed through O.Reg 370/11 of the Housing Services Act. Thresholds and maximum rent amounts are updated annually. The table in Appendix B illustrates maximum rent comparisons. Maximum household income thresholds are regional, consistent with the maximum rent amounts. Both of these amounts vary by service manager and location.

Maximum rent levels for each Service System Manager are established by the Province of Ontario and are intended to reflect regional market conditions and local economic factors. When a Community Housing household's income exceeds the applicable HILS threshold, the maximum rent is applied. Currently, there are approximately 100 Community Housing tenancies in the County of Renfrew that are paying maximum RGI rent.

Maximum Rent by Year	1 Bedroom	2 Bedrooms	3 Bedrooms	4–5 Bedrooms
Annual income cut off for 2025	\$38,500	\$46,500	\$52,500	\$61,000
2019	\$775	\$950	\$1,088	\$1,350
2020	\$792	\$970	\$1,111	\$1,379
2021	\$792	\$970	\$1,111	\$1,379
2022	\$801	\$981	\$1,124	\$1,395
2023	\$821	\$1,005	\$1,152	\$1,429
2024	\$842	\$1,030	\$1,181	\$1,465
2025	\$863	\$1,056	\$1,211	\$1,502

Homelessness Prevention Programs (HPP) By-Name List (BNL)

April 1, 2025-March 31, 2026

Individual Data Elements	Overall	Chronically homeless	Youth (aged 16-25)	Indigenous	Transitioned from provincial institution
Number of people active on BNL in the year	126	88	9	29	0
Number of households active on BNL in the year	126	—	—	—	—
Number of new people on BNL (Inflow)	111	72	9	24	0
Number of people returned to active status on BNL (Inflow) from any inactive status (excludes from housing)	14	9	1	2	0
Number of people that return to homelessness on BNL from housing, 1 or more times (Inflow)	26	20	0	3	0
Number of people become inactive on BNL (outflow)	30	20	2	9	0
Number of actively homeless people on BNL moved to housing (any type) (outflow)	74	48	5	16	0
Number of actively homeless households on BNL moved to housing (any type) (outflow)	70	—	—	—	—
Number of households on BNL assisted through HPP to be housed in Supportive Housing or Long-term Housing (rent supplements or housing allowances)	1	1	0	1	0

Number of Households Waiting for Rent-Geared-to-Income Housing

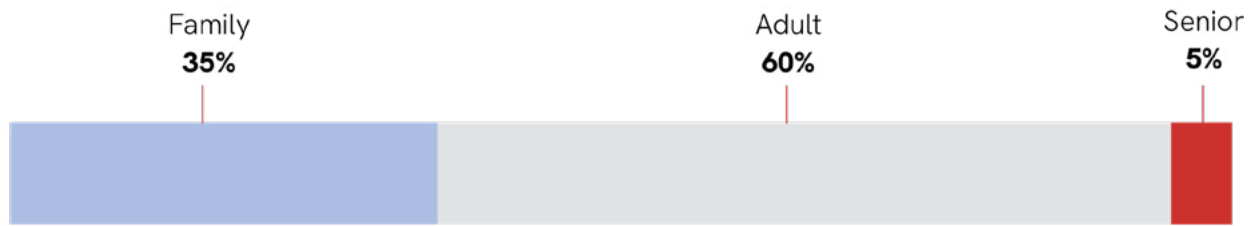
RCHC 2024–2025 Waitlist Statistics	2024	2025
Number of Households on the Chronological Waitlist	1,763	1,992
Number of Households with Special Priority Status	108	100
Chronological Waitlist Households moved into an RGI unit	95	81
Special Priority Status Households moved into an RGI unit	58	51
Average Wait-Time to be Housed Special Priority Status	2 years	2 years
Average Wait-Time to be Housed Chronological Waitlist	7–10 years approx.	8–10 years approx.
Households that moved out of RCHC units	65	95
Internal transfers (current tenants that have moved to another unit)	29	19

Total Number of Applications – Bedroom Size Requested

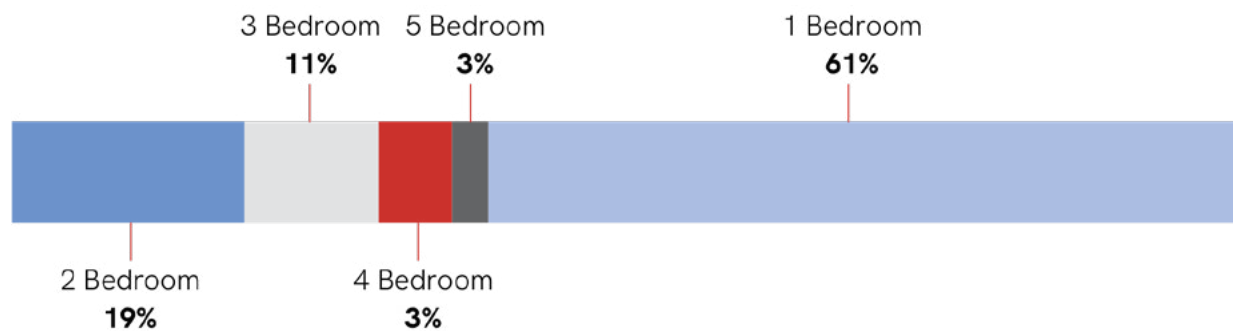
Bedroom Size Requested	Senior	Adult	Family
1	97	1122	0
2	8	76	290
3	0	0	211
4	0	0	118
5	0	0	70
Total	105	1,198	689

Waitlist Demographics

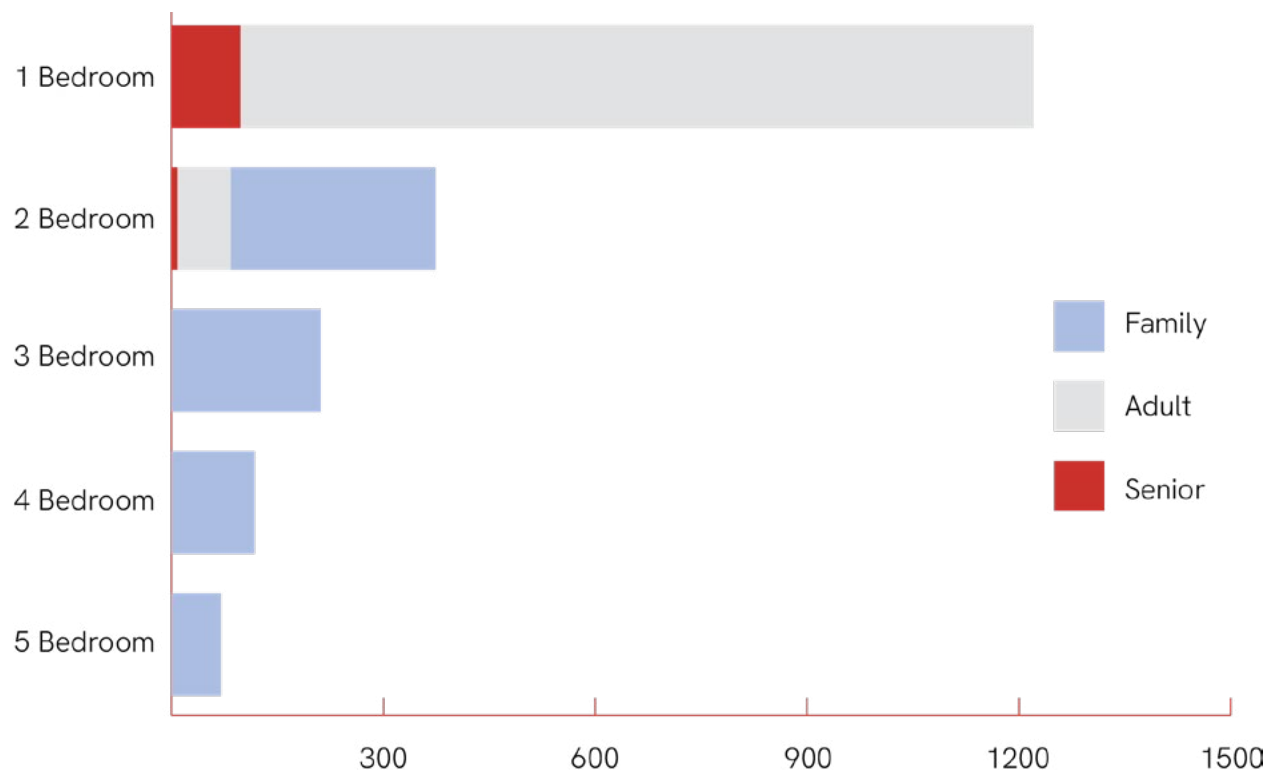
Groups on Waitlist



Waitlist by Bedroom Size



Groups on Waitlist by Bedroom Size



Homelessness Prevention Program (HPP)

Program	2024–2025 Investment	2025–2026 Investment*
Emergency Housing Assistance Program (delivered by Ontario Works)	\$1,598,640	\$2,315,740
Rent Supplement Program	\$200,000	\$200,000
Rent Allowance Program	\$822,000	\$800,000
Emergency Minor Home Repair Program	\$150,000	\$75,000
She C.A.N.	\$100,000	—
Hoarding and High Content Supports Pilot	\$105,000	—
Homelessness Coordinator Contract	\$90,100	—
Food Security and Winter Warmth Programs	\$250,000	—
Supportive Bridge Housing	\$823,640	
Capital investments (affordable housing units—Douglas St.)	—	—
Administrative Fee (maximum 5% allowed)	\$178,460	\$178,460

*As Service System Manager, it is our responsibility to assess and respond to gaps in service. The figures reflected in this column are based on projected needs identified through those gaps — not actuals — and were proposed and approved on that basis. As additional services come online, we will reassess and reallocate resources accordingly to ensure alignment with evolving system capacity.

Rent Programs and Systems

Rent-Geared-to-Income (RGI)

Rent-Geared-to Income is a type of housing assistance where rent is calculated based on household income, making it more affordable to the resident(s). It is designed so that households pay no more than 30 per cent of their income towards rent.

Rent-Geared-to-Income is a program available to the following:

- All Renfrew County Housing Corporation units
- St. Joseph's Housing Corporation
- Petawawa Housing Corporation
- Kinsmen Court Home
- Killaloe and District Housing Incorporated
- Baskin Place Senior's Residence.

Online RGI applications are through the Housing Registry and eligible applicants are placed on the waitlist, a chronological, multi-year wait. To qualify for RGI, an applicant's household income needs to be less than the Household Income Limits (HILs). The Province of Ontario Housing Services Act determines the income levels. The rate of rent subsidy is calculated by using line 236 of a person's Income Tax Notice of Assessment (most recent year). In most cases, RGI rent is 30% of a household's monthly Adjusted Family Net Income. Separate RGI rates are determined for households that receive Ontario Works (OW) or Ontario Disability Support Program (ODSP) benefits. *If a household income rises above the HIL prior to RGI eligibility, tenants are charged a maximum rent rate based on the unit's number of bedrooms. On average, approximately 10-15% of RCHC tenants pay the maximum rent rate.

Emergency Housing Assistance and Homelessness Prevention Program

Emergency Assistance is a provincially funded program through Ontario Works that provides short-term financial support to individuals who are not eligible for social assistance due to income or asset levels exceeding established thresholds and who are experiencing an emergency situation that poses a risk to a household member and cannot be addressed through personal resources, credit, insurance, or other means.

The Homelessness Prevention Program is a locally delivered initiative funded through the Ministry of Municipal Affairs and Housing, designed to address emergency situations in order to prevent homelessness and housing instability. Eligible expenses under this program include rent arrears to prevent eviction, heat or utility arrears to prevent service disconnection, and transportation costs to access safe housing or shelter in another community.

Together, these programs help address critical gaps in the social safety net by providing timely support to residents facing emergency situations.

Rent Supplement Program

Rent supplements are RGI subsidies approved within private market rentals. Eligibility is consistent with RGI for RCHC units and determined by the chronological housing registry waitlist. Through the Rent Supplement Program, landlords play an important role in ensuring units meet by-law standards, comply with the Residential Tenancies Act, and are maintained in a safe and good condition for those who call them home. The subsidy range is based on household income, unit size and mutually determined rent amount. This program is funded by both the RCHC budget (provincial transfers), and the Homelessness Prevention Program (HPP). In 2025, 74 households were supported through the rent supplement program. The average monthly subsidy was \$540.19.

Rent Allowance Program

The Rent Allowance Program is funded by the HPP and provides a monthly amount to households. Qualification requires that applicants are registered with the housing registry and intake is based on either chronic homelessness, validated through By-Name Data or by more than 4 years waiting on the housing registry. Access is based on chronological waiting time and offers are extended to applicants who have been waiting the longest. Rent allowance cases fluctuate throughout the year. Measures indicate that the average number of cases is 210 with 70% single and 30% households with children.

Emergency Minor Home Repair

The Emergency Minor Home Repair program provides up to \$7,500 in a one-time grant to help low-income homeowners with essential repairs such as roof repair, furnace replacement, and improved accessibility. In fiscal year 2024-2025, 20 households were assisted. In fiscal year 2025-2026, 8 households assisted.



Structural Investments

Francis Street, Renfrew — Triplex



Team Approach

Teams are the backbone of the Renfrew County Housing Corporation. They are pulling together with the same purpose. Trust is an integral component to each of our teams. They show up in some of life's most difficult circumstances for community members and work together to address challenges.



Renfrew and Area
Community Housing Team



Pembroke and Area
Community Housing Team



Renfrew and Area Outreach Team



Pembroke and Area Outreach Team



Peer Committee Engagement Session



RCHC Maintenance Team

Future Thinking

The past few years have been transformational for how the Renfrew County Housing Corporation operates. It has created a growing culture of collaboration and is constantly learning, adapting and looking forward to how it can do better as a person-centred, trauma-informed approach to housing.

2025 emerged as a critical year to shift our thinking and operational capacity. Looking towards the future, we are all aligning our approach and cultivating an integrated vision. From this future focused thinking emerged the Community Housing Vision Forward for the next five years.



Community Housing Vision Forward

(2026–2030)

A 5-year Renfrew County Housing Corporation Journey Map

Introduction

Within a landscape of rising levels of poverty, food insecurity, health inequities, mental health and substance use health challenges, and people experiencing housing instability and homelessness, the Community Services and Development and Property teams, under the Renfrew County Housing Corporation, are working collaboratively to design and operationalize a 5-year Vision Forward Journey Map.

This map is informed by staff and community member experience, data, and evidence. Grounded in shared values and a collaborative vision, it will guide our collective practices, processes, decision-making and investments.

It is a clear, people-centred direction for the future of Community Housing across Renfrew County. Vision Forward reflects a shift away from purely transactional housing operations towards a systems-focused, holistic, compassionate, and collaborative model of care.

Vision

The Renfrew County Housing Corporation vision is grounded in the understanding that housing is a foundational social determinant of health and a human right. Safe, stable, and supportive housing directly impacts a person's and family's well-being, community resilience, local connections and economic, long-term societal health.

The vision is informed by local data, lived experience, reliable evidence, and strong collaboration with health, social service, and municipal partners. It aligns closely with the County of Renfrew's broader purpose of cultivating a compassionate, collaborative, creative, and inclusive environment. By embedding health and well-being considerations into everyday housing operations, departments are working together to improve tenant outcomes, reduce crises, and support residents to remain safely housed for as long as possible.

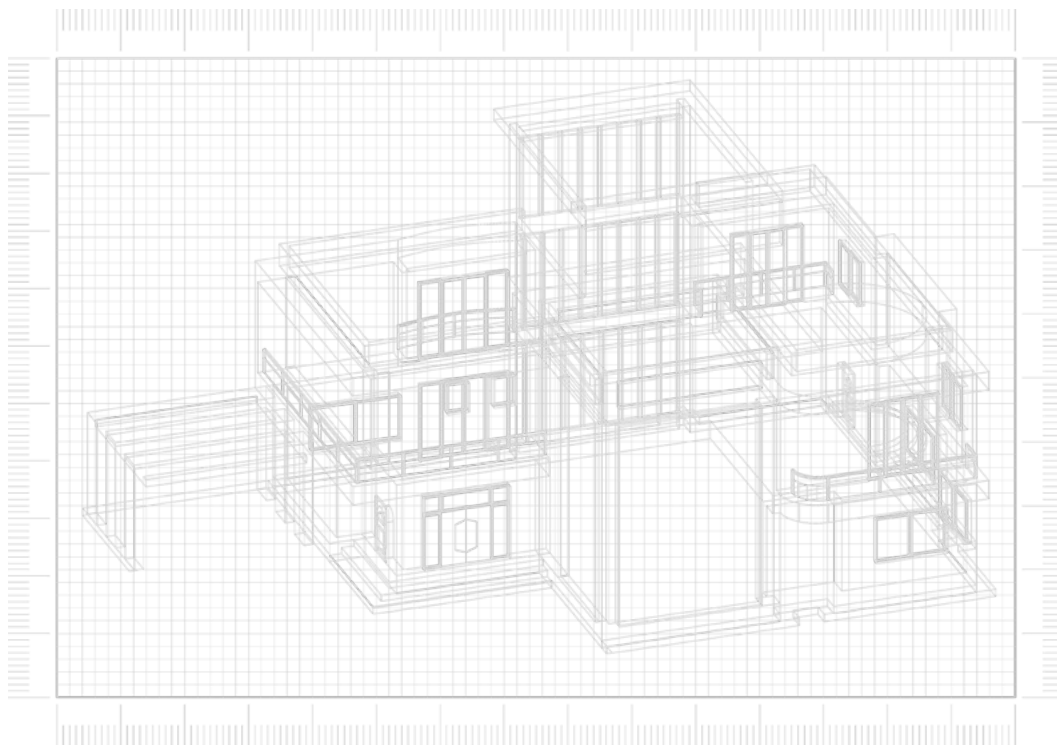
Looking forward, this vision honours accountability in our role as housing stewards and reflects well-informed decision-making. Investments in technology, data, and long-term viability planning ensure that decisions are evidence-informed and that resources are directed where the need is greatest. Through this process, the Renfrew County Housing Corporation continues to evolve as a responsive, innovative leader within the community housing sector, while staying rooted in dignity, respect, and human connection.

Context

The County of Renfrew, as Service Manager under the Housing Services Act, 2011, is responsible for maintaining a prescribed number of Rent-Geared-to-Income (RGI) units and administering housing and homelessness programs across the service area. The Renfrew County Housing Corporation (RCHC) portfolio currently contains 1,032 units in communities across the region. Many buildings within the portfolio are aging and will require significant capital investment or replacement over the coming years as identified in the Building Condition Assessment (BCA). This creates an opportunity to examine not only how buildings are replaced, but also how the housing system itself is structured and operates.

The RCHC Revitalization Plan outlines an approach that has generally followed a build 'like-for-like' model, where units removed from service would be replaced with the same number of units in a similar configuration.

There is an opportunity in this landscape. The bright spot, considering evolving demographics, fiscal considerations, and changing housing needs within the community, is an alternative approach that focuses on greater flexibility, strategic partnerships, program redesign and collaborative leadership to more effectively meet current and future housing needs. We are working together to leverage this moment and offer a vision moving forward.



Purpose

This Vision Forward for Community Housing across Renfrew County is designed to constructively examine the current housing portfolio, the housing programs and social services currently delivered by the Service Manager. Focused on servicing community members with the deepest needs and paying attention to a high demand and limited supply reality, it is future focused and grounded in a clear current picture. It provides a transformational road map to guide equitable access to housing, meet critical needs, and improve operations to better serve communities and community members.

The strategy focuses on the following structural housing components, social service and relational systems:

- Financial sustainability of the housing system
- Modernizing the community housing portfolio
- Improving tenant services with a focus on dignity
- Simplifying and streamlining housing programs
- Leveraging partnerships and mixed-market developments
- Responding to evolving community needs while maintaining legislated Rent-Geared-to-Income (RGI) unit obligations



The intent is to ensure the County is prioritizing community members, working collaboratively both internally and externally, supporting residents with the deepest housing needs, and delivering housing supports in the most financially astute, efficient, transparent and compassionate way possible. This requires strong relational leadership and fiscal responsibility.

Vision Forward

At its core, Vision Forward recognizes that Community Housing needs to respond to increasingly complex tenant needs while simultaneously maintaining aging infrastructure and operating within significant fiscal constraints. This approach balances these realities by building on our strengths, focusing on strategic partnerships, being proactive with supports, continuing to focus on community member well-being, services and technology modernization, and long-term planning. Each of these areas is interconnected and reinforces how departments need to work together to provide equitable, responsive, compassionate, and sustainable housing services across Renfrew County.

Rethinking how and what we build requires a shift from a pattern of building 'like-for-like', towards a transformative process that reflects community needs, innovation, and forward thinking. Duplication of existing infrastructure is not currently serving the needs of our community members. Instead of automatically replacing units with identical developments, the County will examine growing opportunities for:

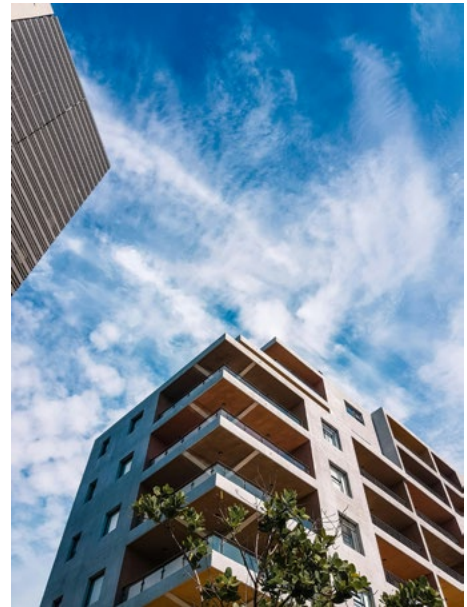
- Incremental densification within existing neighbourhoods
- Partnerships with community agencies and private sector developers
- Mixed-market developments
- Strategic use of rent supplements

Focusing on programs that address the deepest housing needs first contributes to a more equitable housing approach. Housing programs need to prioritize residents experiencing the highest levels of financial and social vulnerability, while ensuring programs remain accessible, clear, and understandable to the public.

As a commitment to clarity and transparency, this Vision Forward will simplify and streamline program offerings. Housing programs have grown into a complex system that is difficult for residents and service providers to navigate. A simplified approach would ensure that:

- Programs and services are transparent
- Administrative resources are used efficiently
- Funding is directed toward the greatest need

The Vision Forward is designed with three areas of focus. The first focus is on the structural systems including the housing programs and the physical structures, or the bricks and mortar. The second is focused on systems modernization, and the final area of focus is on partnerships and relational systems



Vision Forward Journey Map

Structural Systems

Structures & Programs

Programs Review (Sunset of Affordable Home Ownership Program and Ontario Renovates)

Explore Opportunities within Existing Housing Portfolio

Service Systems

Collaboration, Connection
& Modernization

**Equity and
Prioritization**



**Systems
Modernization**



Relational Systems

Collaboration & Care

Seniors Supportive Housing

Strengthen and Grow Partnerships

Mixed-market Development

Relational Growth and Leadership



Portfolio Renewal Strategy (i.e. Nelson St. Redevelopment)

Incremental Replacement Strategy (conversion of single-family homes to duplex or triplex)

Expansion of Private Market Rent-Geared-to-Income (RGI)

Integration & Prevention



Tenant Services



Tech & Data



(i.e. with Non-Profit Housing Partners, Health Sector Systems and Private Market)



Structural Systems

Programs Review and Recommended Changes

Following an extensive review of existing programs, it is recommended that the County simplify the housing program framework.

Programs Recommended for Sunset

The following programs are recommended to be phased out or retired:

- Affordable Home Ownership Program
- Ontario Renovates

These programs are no longer backed by provincial funding streams, do not directly increase the supply of deeply affordable rental housing, and require significant administrative resources to deliver.

Programs Recommended for Continuation

The following programs are recommended to continue as core components of the housing system:

- Emergency Homelessness Prevention Program (EHPP)
- Rent Allowance Programs
- Emergency Minor Home Repairs Program

These programs play an important role in preventing homelessness and helping individuals achieve and maintain stable housing.

Expansion of Private Market RGI

It is recommended that the County seek opportunities to increase the use of Private Market RGI units where possible.

Private Market RGI allows households to rent within the private market while receiving an RGI subsidy, offering several advantages:

- Faster access to housing
- Reduced capital costs
- Flexibility to respond to market conditions
- Ability to match housing size and location to household needs

Portfolio Renewal Strategy

The Building Condition Assessment identifies several aging buildings that will require replacement or removal from service over time. Instead of replacing each building with a new development of identical size, the County will pursue incremental, diversified replacement strategies that maintain the legislated RGI count while improving flexibility.

Nelson Street Redevelopment Strategy

The first building identified for retirement is the 24-unit row housing block at Nelson Street in Pembroke. Rather than rebuilding 24 new units in Pembroke area, it is recommended that the unit count be replaced through a combination of redevelopment and program adjustments:

Proposed Unit Replacement Plan

Strategy Units:

- Lea/Douglas new build 8 units
- Cecil Street — conversion from single to duplex 1 unit
- Francis Street — conversion from single to triplex 2 units
- Conversion of RCHC shop to residential unit 1 unit
- Private Market RGI increase 12 units

Total Replacement: 24 units

Recommendation:

Nelson Street building will be placed for sale during the summer, 2026. The proceeds from the sale would be used to:

- Strengthen RCHC capital reserves
- Support upcoming redevelopment projects
- Improve financial readiness for future BCA-driven building replacements

Recommended Action:

The Nelson Street building is to be placed up for sale and the proceeds from the sale would be used to:

- Strengthen RCHC capital reserves
- Support upcoming redevelopment projects
- Improve financial readiness for future BCA-driven building replacements

Opportunities within the Existing Housing Portfolio

A review of the housing portfolio identifies several single-family homes that could potentially be converted to duplex or triplex formats to increase unit supply without major developments.

Within the RCHC portfolio there are multiple single-detached units across several communities, including:

Renfrew Area

- 7 single homes on Francis Street
- 2 single homes on McLean Street
- 6 single homes on George Avenue
- 14 single homes on Allan Avenue
- 2 single homes on Archibald Avenue

Arnprior Area

- 5 single homes on Riverview Drive
- 3 single homes on Third Avenue
- 15 single homes on Fourth Avenue
- 1 single home on Laird Street
- 1 single home on Bridge Street

These homes present opportunities for modest densification using the Francis Street conversion model, where single homes can be redesigned as triplex units.

Incremental Replacement Strategy

Recommendation for staff to review these single-detached properties to determine suitability for conversion or redevelopment. Using the Francis Street model as a template, this approach would allow the County to:

- Incrementally increase unit counts
- Replace units removed through BCA retirement
- Avoid large capital projects that strain staff capacity

This approach provides a steady and sustainable pace of development, recognizing both financial constraints and the operational capacity required to oversee multiple projects.

Systems Modernization

Within the context of this Vision Forward, modernization is defined as a person-centred strategy to enhance service quality and build a more responsive, compassionate, and efficient housing system. Strengthening service delivery requires a focused review of how community members access supports and how staff are equipped to respond effectively.

Tenant services

- Proactive social and health supports through early identification and engagement
- Wellness-focused unit inspections that prioritize tenant well-being alongside property standards
- Modernized laundry systems that improve accessibility, reliability, and ease of use
- Expanded digital access, including the ability to submit service requests and work orders online
- Increased communication options to meet diverse tenant preferences (in-person, phone, and digital)
- Streamlined administrative processes to reduce barriers and increase staffing time available for direct supports

Technology and data

The Vision Forward emphasizes evidence-informed decision-making, supported by accurate, consistent, and real-time data. Improved data quality will strengthen the County's ability to understand community needs, prioritize supports, and make equitable service decisions.

Enhanced access to real-time dashboards will support more accurate eligibility reviews, better tracking of outcomes, and informed planning. Investments in modern data management systems will improve coordination, transparency, and service responsiveness across the organization.

Integrating new software technology into operations increases system efficiencies. Arcori is a platform designed to support affordable housing systems through integrated tools for waitlist management, rent-gear-to-income calculations, reporting, and operational oversight. In addition to improving efficiency, the platform supports consistent, high-quality documentation practices across all service areas.

Accurate, objective, and shared documentation is critical in a trauma-informed system. When information is properly recorded and accessible, tenants are not required to repeatedly retell their stories or re-explain past experiences, reducing the risk of re-traumatization. Consistent documentation also supports coordinated service delivery, ensures continuity of care across staff and departments, and allows for more respectful, informed interactions with community members.

By strengthening both data systems and documentation practices, RCHC improves service quality while maintaining a focus on dignity, consistency, and tenant well-being.

Service Systems

Equity and Prioritization

Service systems with an equity lens means we are servicing the highest needs first. There are currently more than 2,000 community members on the waitlist for housing. It is our responsibility to provide services that meet the depth of need through a housing prioritization process that is defined by equity and transparency.

The current focus on the health, safety and well-being of our community members includes a relationship building approach to checking in on how residents are doing. Observations include levels of squalor, indicators of high contents, and isolated seniors with concerning markers such as weight loss and cognitive changes. Adapting a housing system that provides for the highest needs first honours an equitable approach to housing and service systems.

Services are also focused on building strong and trusted relationships with community members. Trust and consistency in relationships with tenants helps us to be more attuned to needs and work together to address concerns early.

Relational Systems

Partnership / Collaborative Innovation

Seniors Supportive Housing

Staff are collaborating with health sector partners to assess the feasibility of establishing private market rent-geared-to-income (RGI) units within a seniors' health and housing facility, with the objective of addressing the needs of aging individuals in the community who require supportive housing with access to personal care services but are unable to afford such options independently. Staff believe this initiative would provide a valuable opportunity to expand private market RGI options while addressing a service gap for the aging population, particularly for individuals who lack the financial means to transition to retirement housing or access necessary in-home care supports.

Healthcare Systems Pilot — Hospital to Home Initiative

At the April meeting of the RCHC Board, staff were given direction to pursue strategic partnerships with area hospitals to better support vulnerable seniors through access to appropriate housing combined with enhanced hospital-to-home services. Hospitals have identified growing challenges with patient discharge, noting that many individuals remain in hospital due to a lack of safe housing and limited social supports rather than ongoing medical needs. This contributes to avoidable admissions, increased pressure on emergency departments, and higher Alternative Level of Care (ALC) rates.

The model emphasizes a coordinated housing approach with wraparound supports to improve system outcomes. Anticipated benefits include reduced avoidable admissions and ALC days, improved patient flow, increased acute care capacity, and reduced pressure on long-term care waitlists by enabling seniors to maintain independence in community settings. The approach aligns with local housing priorities and proposed developments, with near-term opportunities to secure designated units in Barry's Bay and Renfrew to strengthen service coordination and support collaborative planning. Plans are underway to pilot this initiative with Renfrew Victoria Hospital and St. Francis Memorial Hospital, focusing on shared patients and clients served by both the health and housing systems. Outcomes will be evaluated to determine the initiative's effectiveness, scalability, and potential for expansion to additional hospital partners if it demonstrates value.

Mixed-Market Development

Staff will also continue exploring opportunities to expand RGI housing through partnership developments.

Projects such as the Generations concept illustrate how mixed-market housing could provide opportunities to add RGI units within larger projects.

Partnership models allow the County to:

- Increase RGI supply
- Leverage private investment
- Integrate affordable housing within broader developments
- Replace aging housing stock in a financially sustainable way

Partnership with Non-Profit Housing Providers

An important component of the County's community housing system is the network of five non-profit housing providers operating within Renfrew County. These organizations play a critical role in delivering rent-geared-to-income housing and supporting stable, affordable housing options across the region.

The County of Renfrew, as Service Manager, maintains service agreements with these housing providers to ensure compliance with provincial legislation and to support the ongoing delivery of community housing.

In September 2025, Council approved a new Service Agreement template that will be used as existing Operating Agreements with housing providers reach their expiry. Within this updated agreement framework, funding has been embedded for capital investments, including the potential expansion of housing units where providers wish to grow their portfolios.

Several of the non-profit housing providers have expressed interest in exploring opportunities to expand their unit counts. Supporting these initiatives aligns directly with the County's Vision Forward strategy, as any new units created by these providers count toward the Service Manager's overall legislated Rent-Geared-to-Income (RGI) unit requirement.

Encouraging growth within the non-profit housing sector provides several advantages:

- It increases the supply of affordable housing without requiring the County to directly develop or own all new units.
- It leverages the community expertise and governance structures of established non-profit organizations.
- It strengthens the long-term sustainability and diversity of the local housing system.

The County will continue to support non-profit housing providers through a combination of financial assistance and in-kind professional support to ensure that these organizations remain strong, sustainable partners in the delivery of community housing across Renfrew County.

Relational Growth and Leadership

This Vision Forward recognizes the role that the RCHC plays as a leader in the housing sector. Relational leadership is grounded in how we focus on building strong relationships within our departments, with partners, and most importantly with the community members who need our services.

Strengthening relationships with sector partners and community members sets RCHC up to be a leader in the housing landscape. Effective collaborative work with non-profit housing providers supports their ability to expand. An expanding non-profit sector, inclusion of private market roles, mixed-market opportunities and innovative partnerships in community housing are all important components of maintaining and growing the supply of affordable housing in the region. Alignment with connected sectors contributes to accountability, minimizes fragmentation in the housing and social services sectors as a whole and helps to support stable and safe housing for everyone.

Financial Case

Economic Responsibility

According to The Canadian Mental Health Association, the evidence demonstrates that construction and provision of supportive housing contributes to both individual and community economic well-being. There are clear economic benefits and cost savings for taxpayers.

Every **\$10 invested** in supportive housing results in an average **savings of \$21.72** across the health care, social services and justice systems

For every \$1 invested in housing construction, there is \$1.52 multiplier effect on the local economy

Providing social housing (i.e. supportive housing) costs **\$613 per month**

Providing a shelter bed is **\$2,100 per month** or **three times more expensive**

Providing a correctional bed is **\$4,300 per month, seven times more expensive**

Providing a hospital bed is **\$13,500 per month, 22 times more expensive**

This table compares the calculated costs to house someone in three ways:

Bedroom Size Requested	2025 cost per unit
RCHC	\$5,524.13
Non-Profits	\$5,098.61
Private Market RGI	\$4,343.28

There are measurable economic benefits and cost savings to approaching housing as financially and socially responsible. This Vision Forward will continue to measure the financial benefits and weigh the risks of each step on the journey map.

Vision Forward Summary

The Vision Forward document was approved by County Council on May 27, 2026. Together, we recognize that the housing needs across Renfrew County are evolving and that the housing system and structure, in collaboration and alignment with related social health systems, needs to evolve with them. Moving towards a diversified strategy that includes program redesign, targeted private market RGIs, modest densification, and effective community partnerships will allow the County to maintain required RGI units while responding more effectively to community needs.



Simplifying programs, modernization, strategically managing the housing portfolio, and implementing incremental redevelopment positions the County to deliver a sustainable, transparent, and responsive housing system for the future. We will ensure that similar or increased level of community housing stock remains in Renfrew County, meeting greatest depth of need, not replacing 'like for like', effectively supporting innovation, collaboration and financial efficiency by continuing to replace aging housing stock over time, as per the BCA report, and being shovel ready to apply for emerging funding opportunities.

This approach values the essential role that the Renfrew County Housing Corporation plays in the health and well-being of community members, the economic and social strength of collaboration and recognizes the leadership position and responsibility that housing has in building stronger and more resilient communities.

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Appendix A:

Peer Committee Principles

Values-Driven and Equity-Focused

The committee grounds all discussions in the Department's values of equity and inclusion, collaboration, empowerment, transparency, and compassion, with particular attention to supporting those with the deepest need.

Preventative and Wellness-Oriented

The committee seeks to prevent escalation wherever possible, recognizing the interconnected impacts of decisions on client well-being, housing stability, and staff wellness.

Strengths-Based and Empowering

Reviews will balance challenges with client strengths, progress, and protective factors, promoting dignity, self-determination, and meaningful engagement.

Collaborative and Shared Accountability

The committee operates as a collaborative team, bringing diverse perspectives together to strengthen decisions while respecting existing roles, and responsibilities.

Transparent and Evidence-Informed

Recommendations are:

- Clearly reasoned
- Supported by available data and documentation
- Informed by consistent and accessible data practices across programs

The committee also identifies opportunities to strengthen data quality and consistency to support ongoing service improvement.

Respectful, Safe, and Non-Judgmental

Discussions are conducted in a manner that is:

- Respectful and inclusive
- Focused on systems and supports rather than blame
- Safe for both staff and client-centred reflection

Confidential and Trust-Based

All information shared is treated as confidential and used solely to support fair, thoughtful, and compassionate decision-making.

Aligned with the County's "Why"

The committee's work reflects the County's commitment to:

A compassionate, collaborative, creative, and inclusive environment that provides meaningful support and innovative solutions.

Appendix B: Maximum Rent Comparisons

Arnprior

Arnprior			2026 Maximum Rent 2.1% Increase	2025 Maximum Rent 2.5% Increase	2024 Maximum Rent 2.5% increase	2023 Maximum Rent 2.5% increase	2022 Maximum Rent 1.2% increase	2021 Maximum No Increase
Duplexes, Townhouses, Single Detached Homes								
	13 Units	2 BDR	\$930	\$902	\$871	\$840	\$820	\$811
Fourth Ave., Laird St., Bridge St., Wilfred Cres., Allan Dr., Sullivan Cres., Wilfred Cres., Edward St.	50 Units	3 BDR	\$968	\$939	\$907	\$876	\$855	\$845
	18 Units	4 BDR	\$1,043	\$1,012	\$978	\$945	\$922	\$912
	2 Units	5 BDR	\$1,096	\$1,064	\$1,029	\$995	\$971	\$960
With the exception of 228 Edward St.	1 Unit	3 BDR	\$1,043	\$1,012	\$978	\$945	\$922	\$912
Caruso St. & Spruce St.	27 Units	2 BDR	\$964	\$935	\$903	\$872	\$851	\$841
Caruso St. & Spruce St.	14 Units	3 BDR	\$1,006	\$976	\$943	\$911	\$889	\$879
Apartments								
Albert St., Burwash St., Russell St.	118 Units	1 BDR	\$867	\$840	\$810	\$791	\$772	\$763
	1 Unit	2 BDR	\$905	\$877	\$846	\$826	\$806	\$797
Spruce Cres.	16 Units	1 BDR	\$859	\$832	\$802	\$773	\$755	\$747
Total Arnprior Units			260 Units					

Pembroke

Pembroke			2026 Maximum Rent 2.1% Increase	2025 Maximum Rent 2.5% Increase	2024 Maximum Rent 2.5% Increase	2023 Maximum Rent 2.5% Increase	2022 Maximum Rent 1.2% Increase	2021 Maximum No Increase
Duplexes, Townhouses, Single Detached Homes								
	53 Units	2 BDR	\$902	\$874	\$843	\$813	\$794	\$785
Nelson St., Cecil St., Lea St., Frasers Ln., Arnolds Ln., Bronx St., Reynolds Ave.	63 Units	3 BDR	\$967	\$938	\$906	\$875	\$854	\$844
	14 Units	4 BDR	\$1,031	\$1,000	\$966	\$933	\$911	\$901
	7 Units	5 BDR	\$1,091	\$1,059	\$1,024	\$990	\$966	\$955
204 to 242 Cecil	36 Units	2 BDR	\$899	\$871	\$840	\$810	\$791	\$782
		3 BDR	\$965	\$936	\$904	\$873	\$852	\$842
		4 BDR	\$1,027	\$997	\$963	\$930	\$908	\$898
		5 BDR	\$1,089	\$1,057	\$1,022	\$988	\$964	\$953
Apartments								
	177 Units	1 BDR	\$800	\$774	\$746	\$719	\$702	\$694
Nelson St., River Rd., MacKay St., Elizabeth St.	1 Unit	2 BDR	\$902	\$874	\$843	\$813	\$794	\$785
Total Pembroke Units			351 Units					

Renfrew

Renfrew Site			2026 Maximum Rent 2.1% Increase	2025 Maximum Rent 2.5% Increase	2024 Maximum Rent 2.5% increase	2023 Maximum Rent 2.5% increase	2022 Maximum Rent 1.2% increase	2020 Maximum No Increase
Duplexes, Townhouses, Single Detached Homes								
Moran Heights	31 Units	2 BDR	\$1,004	\$974	\$941	\$919	\$897	\$887
		3 BDR	\$1,004	\$974	\$941	\$919	\$897	\$887
		4 BDR	\$1,041	\$1,010	\$976	\$953	\$930	\$919
Airth Blvd.	29 Units	2 BDR	\$897	\$869	\$839	\$809	\$790	\$781
		3 BDR	\$946	\$917	\$885	\$854	\$834	\$825
		4 BDR	\$1,014	\$984	\$951	\$919	\$897	\$887
		5 BDR	\$1,014	\$984	\$951	\$919	\$897	\$887
Oak Crescent	26 Units	2 BDR	\$897	\$869	\$839	\$809	\$790	\$781
		3 BDR	\$936	\$907	\$876	\$845	\$825	\$816
		4 BDR	\$1,014	\$984	\$951	\$919	\$897	\$887
		5 BDR	\$1,014	\$984	\$951	\$919	\$897	\$887
Vimy Blvd.	42 Units	2 BDR	\$882	\$855	\$825	\$796	\$777	\$768
		3 BDR	\$974	\$945	\$913	\$881	\$860	\$850
Apartments								
Lorne St., Vimy Blvd., Hall Ave.,	143 Units	1 BDR	\$826	\$800	\$771	\$743	\$725	\$717
		2 BDR	\$860	\$833	\$803	\$774	\$756	\$748
Total Renfrew Units			271 Units					

Outlying Areas

			2026 Maximum Rent 2.1% Increase	2025 Maximum Rent 2.5% Increase	2024 Maximum Rent 2.5% increase	2023 Maximum Rent 2.5% increase	2022 Maximum Rent 1.2% Increase	2021 Maximum No Increase
Apartments (Outlying Areas)								
Deep River	24 Units	1 BDR	\$779	\$754	\$726	\$699	\$673	\$656
Cobden	20 Units	1 BDR	\$773	\$748	\$720	\$693	\$667	\$650
Eganville	26 Units	1 BDR	\$773	\$748	\$720	\$693	\$667	\$650
Barry's Bay	35 Units	1 BDR	\$773	\$748	\$720	\$693	\$667	\$650
Beachburg	12 Units	1 BDR	\$773	\$748	\$720	\$693	\$667	\$650
Palmer Rapids	21 Units	1 BDR	\$773	\$748	\$720	\$693	\$667	\$650
Total Outlying Units			138 Units					

Maximum Rents Effective by Date	1 Bedroom	2 Bedrooms	3 Bedrooms	4/5 Bedrooms
Income Limit	\$46,000	\$52,500	\$56,000	\$65,000
January 1, 2024	\$842	\$1,030	\$1,181	\$1,465
January 1, 2025	\$863	\$1,055	\$1,210	\$1,501
January 1, 2026	\$881	\$1,077	\$1,235	\$1,532



County of
Renfrew
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