



*Capital Region Housing Corporation  
Group of Companies*



**Annual Report 2008**



*“Through a continuum of housing options,  
empower families of modest means to become more  
independent and improve their quality of life.”*



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# Contact Information

For further information on our Corporation please visit our website at [www.crhc.ab.ca](http://www.crhc.ab.ca)

or contact us at:

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## Message from Our Board Chair

The Capital Region Housing Corporation is one of Alberta's largest providers of housing. Over the last few years we have continued to focus on our two core businesses:

- Development of New Affordable Housing Options to Meet Client and Funders Needs
- Management / Administration of Existing Housing Units and Subsidy Programs

This report highlights our efforts to meet the housing needs in our community. We recognize the growing demand for affordable long term housing and will continue to work with government and other partners / stakeholders to find innovative ways of meeting those needs.

We express appreciation to our volunteer board members who have dedicated many hours of their personal time to the CRHC Group of Companies initiatives. We have had two members leave the board since our last report: Owen Edmondson in 2006; and Lynette Stanley-Maddocks in 2008. Their contributions were significant to our progress. New appointees to the board include Natalie Bunting, Douglas Topping and Shane Laptiste. Information on our group of companies and the board members can be found in the appendices to this report.

Appreciation must also be extended to Kent Fletcher who resigned in June 2007 as Executive Director of the Corporation. Mr. Fletcher held that position for twenty-six years. Following an executive search, Michael Leathwood was engaged as the new Executive Director in September 2007. Mike had previously served as the Corporation's Director, Property Development. In December 2008, Mike Leathwood left CRHC to assume the position of Assistant Deputy Minister, Alberta Housing and Urban Affairs. Mr. Fletcher returned on an interim basis and a search for a new Executive Director was underway at year's end.

Providing safe affordable housing options to over 9000 lower income households during 2008 and knowing that our efforts will result in an even larger number being assisted in future years allows us to claim success. The CRHC Group of Companies will continue to be an industry leader and innovator in the Alberta Capital Region. Our challenge is to find ways to address the needs of the four thousand (4,000) households currently on the waiting list for safe affordable housing.

**Reginald Appleyard**

Matheson Manor



95 Street Apartments



Sherbrooke Apartments



Sherbrooke Townhomes



These are some of the housing projects CRHC has developed to meet the growing need for long-term affordable housing in the Alberta Capital Region.

## **A. Our Accomplishments**

This section highlights the significant accomplishments of the CRHC Group of Companies in meeting the housing needs in the Alberta Capital Region.



## **Core Strategy #1 - Development of New Affordable Housing Options to Meet Client and Funders Needs**

As at December 31, 2008:

- CRHC has increased its portfolio of owned affordable housing units (through acquisition and construction) to three hundred and forty-seven (347) affordable housing units serving low income households.
- One hundred and twenty-six (126) additional units have been approved for capital grant funding and were under construction or in the process of being acquired.
- Land and rental accommodation holdings of the Corporation were valued at just over \$42 million and will rise to over \$53 million on completion of the 126 units mentioned above. These assets have been acquired / constructed with just over \$23 million in capital grants and approximately \$19 million equity contribution from the Corporation<sup>1</sup>. The balance of the capital cost has been obtained through commercial mortgage financing.
- Requests for Capital Grant Funding for an additional 272 units<sup>2</sup> had been submitted to the City of Edmonton and the Province of Alberta. Subsequent to year end approval was received for two hundred and sixty-two (262) of these units. Upon completion of acquisition / construction of the funded projects the holdings of the Corporation will be approximately \$110 million. More importantly we will have provided seven hundred thirty-five (735) units of long term affordable housing in the Alberta Capital Region.
- The Corporation successfully negotiated an administrative agreement with the Province for the provision of the Alberta Direct to Tenant Rent Supplement Program. Rental subsidies were made to 2023 households during 2008. The Corporation continues to allocate new subsidies under this program within the guidelines set by the Province.
- Partnerships have been struck with other non profit organizations to collaborate on proposals for grant funding for additional affordable and supportive housing units.

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<sup>1</sup> The Corporation's equity comes from the operations of its owned housing projects and from the Nominal Sum Disposition Program. Under that program the Province transfers ownership of provincially owned property to the Corporation for a nominal sum. The Corporation sells those assets and invests the proceeds in affordable housing projects.

<sup>2</sup> 150 of these units are part of an application in partnership with the YMCA and Carrington Properties, for the Boyle Renaissance Project. Each of the partners will be making an equity contribution towards the capital cost of the project. CRHC's commitment is \$1.3 million

## **Core Strategy #2 - Management / Administration of Existing Housing Units and Subsidy Programs**

### **1. Community Housing**

In 2008, this program provided housing accommodation to five thousand one hundred and fifty two (5152) households (consisting of 7847 adults and 9073 children / dependents).

Community Housing provides government-owned rental units with rents based on thirty percent (30%) of the tenant's household income. The rent includes heat and water / sewer charges. The tenant pays for electricity and other utilities such as cable TV and telephone.

The portfolio consists of four thousand five hundred sixty two (4562) housing units and includes single family houses, row housing and apartment building types. The provincial housing programs that make up the community housing portfolio include the Community Housing program, the Rural and Native Housing program and the Public Rent Supplement program.

### **2. Private Landlord Rent Supplement Program**

In addition to the Community Housing portfolio, the Private Landlord Rent Supplement Program in the Alberta Capital Region is administered by our Corporation. This private / public partnership program allows for placement of households from the Corporation's waiting lists in privately owned rental housing units. The tenant pays rent based on thirty percent (30%) of the household income (RGI rent) and the program subsidizes the difference between the RGI rent and the market rent for the unit.

In 2008, nine hundred and twenty-six (926) low income households received subsidy through the PLRS program (consisting of 967 adults and 66 children/dependents).

### **3. Fixed Rate Rent Supplement**

The Corporation is provided with a fund from the provincial government that can be applied as a rental subsidy to help reduce rent to qualified tenants in private and not-for-profit housing projects. This program assisted seven hundred and one (701) households in 2008 (consisting of 3312 adults and 2345 children / dependents).

### **4. Affordable Housing**

As a result of the development efforts over the last three years, the Corporation and its partners now own and have operational three hundred and forty seven (347) affordable housing units providing some three hundred and twenty (320) households (comprised of 412 adults with 130 children / dependents) with housing at rental rates averaging thirty percent (30%) below market.

## 5. Direct To Tenant Rent Supplement

This new subsidy program was introduced by the Province of Alberta in 2008 and the Corporation was requested to be the Program Administrator. Qualified applicants receive a subsidy cheque from the Corporation to assist with their rental payments. The Corporation qualifies the clients, monitors continuing eligibility for the program, and issues the monthly subsidy to the participating clients. At the end of 2008 there were two thousand and twenty three (2023) households being assisted through this program (consisting of 2506 adults and 2049 children / dependents).

## 6. Supportive Management Services / Programs

The Corporation continues to be committed to its mission of helping its residents move toward self sufficiency wherever possible and to providing a safe environment for our residents.



The **Crime Free Multi-Housing Program** has now been implemented in almost all of our housing projects in co-operation with the Edmonton Police Service. Information on this program is available on our website at [www.crhc.ab.ca](http://www.crhc.ab.ca).



**Enhanced on-site security measures** have been implemented to help provide a safe environment for our tenants. Beretta Protection Services International Inc. provides regular patrols and emergency security response services.



Through the **HOME Program**, low income households, both resident and non-resident, receive education on how to become homeowners. They are provided a tool box of resources to help them work through the barriers in their lives and, when ready, are given financial assistance with the down payment for the purchase of a home (income eligibility criteria apply). At the end of 2008, there were eight hundred seventy eight (878) active participants in the province-wide program working towards home ownership. Since its inception the program has assisted four hundred thirteen (413) households become homeowners. Information on this program is available on the program's website at [www.thehomeprogram.ca](http://www.thehomeprogram.ca).



**Sixth Annual  
HACKERS FORE HOUSING  
Charity Golf Tournament**



Our 6th Annual Hackers Fore Housing Charity Golf Tournament in support of the HOME Program was held on June 11, 2008 and raised over \$30,000. Thank you to our tournament sponsors and participants. Our Major Corporate Sponsors were:



Local 118

**Community and resident based support programs**, including day care, after-school care, food banks, clothing exchange, movie nights, life-skills training, community activities, outreach, day camps, discount hair cutting, collective kitchens, etc. are operated from tenant and social centres provided in the housing projects. These programs not only benefit tenants, but assist in the security and social integration and neighborhood acceptance of the housing.

We are grateful to the many community partners and funders that make the provision of these support services and programs possible.

## **7. Administration / Staff**

A special thank you goes out to the employees of the Corporation and the contracted Resident Managers. They are the front-line workers who have responded to meeting the needs of our clients. Starting with the application process, and continuing throughout the tenancy, they have assisted many to move forward in their lives. A recent client satisfaction survey conducted by the provincial government indicates a high client satisfaction rating for our Corporation and its staff.

In December 2008 the Corporation purchased an office building that will provide the necessary physical space for our expanding business operations. The Corporation moved into the new facility at 10232 112 Street NW Edmonton in March 2009.

**Senior Administration Staff at December 31, 2008**

Kent Fletcher	<i>Acting Executive Director</i>
Cynthia Hanley	<i>Director Property Management</i>
(Vacant)	<i>Director Property Development</i>
Lucille Normand	<i>Manager Financial Services</i>
Susan Halabey	<i>Manager HR &amp; Corporate Services</i>
Bernice Gordon	<i>Manager Systems</i>
Harry Karch	<i>Manager Maintenance Services</i>
Joan Kaiser	<i>Manager Collection Services</i>
Barbara Radford	<i>Manager Community Housing</i>
Barbara Sommerfield	<i>Manager Affordable Housing &amp; Subsidies</i>
Paul Welch	<i>Project Manager</i>



## **B. Financial Report**

The financial position of the Corporation as at December 31, 2008 is reflected in the following excerpts from the Audited Financial Statements. The full auditor report may be viewed on our website at [www.crhc.ab.ca](http://www.crhc.ab.ca) . The consolidated statements include the operations of the following companies:

Capital Region Housing Corporation  
Capital Region Housing Foundation  
CTD Housing Solutions Edmonton Ltd.  
CTD Realty Ltd.

Because the majority of board members on the other three companies are also board members of Capital Region Housing Corporation, a consolidated financial statement is required.

Edmonton Housing Assistance Partnership is also a member of our group of companies but the board structure for that company does not require consolidation.

Please refer to Appendix “A” of this report for information on these entities and their roles within the group of companies.

## AUDITORS' REPORT

To the Board of Directors of the  
Capital Region Housing Corporation

We have audited the consolidated statement of financial position of the Capital Region Housing Corporation as at December 31, 2008 and the consolidated statements of operations, changes in net assets and cash flows for the year then ended. These consolidated financial statements are the responsibility of the corporation's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these consolidated financial statements present fairly, in all material respects, the financial position of the corporation as at December 31, 2008 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Edmonton, Alberta  
March 2, 2009

  
Chartered Accountants

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

**CAPITAL REGION HOUSING CORPORATION**

December 31  
2008                      2007

**ASSETS**

**CURRENT ASSETS**

Cash and short-term investments--Note 4	\$10,152,508	\$ 8,558,634
Accounts receivable	3,606,075	3,213,113
Prepaid expenses	421,545	136,396
	14,180,128	11,908,143

**ASSETS HELD IN TRUST--Note 5** 445,865                      2,292,541

**INVESTMENT IN RELATED PARTY--Note 6** 222,069                      89,172

**PROPERTIES HELD FOR RESALE--Note 7** 11,677,590                      2,106,810

**PROPERTY AND EQUIPMENT--Note 8** 42,508,485                      30,692,540

\$69,034,137                      \$47,089,206

**LIABILITIES AND NET ASSETS**

**CURRENT LIABILITIES**

Accounts payable and accrued liabilities	\$ 7,996,356	\$ 7,326,069
Accounts payable related to property and equipment	1,197,276	0
Accounts payable restricted for rent supplement programs--Note 4	11,523,612	1,253,874
Rents received in advance	976,560	945,241
Mortgages payable--Note 9	6,129,925	5,779,243
	27,823,729	15,304,427

**TRUST LIABILITIES--Note 5** 445,865                      2,292,541

**DEFERRED CONTRIBUTIONS RELATED TO PROPERTY AND EQUIPMENT--Note 10** 17,522,038                      13,196,570

**DEFERRED CONTRIBUTIONS RELATED TO PROPERTIES HELD FOR RESALE** 3,236,310                      2,106,810

49,027,942                      32,900,348

**NET ASSETS**

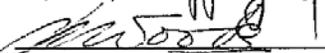
Invested in property and equipment	17,659,246	12,919,525
Unrestricted	1,784,017	1,073,497
Internally restricted reserve	562,932	195,836
	20,006,195	14,188,858

\$69,034,137                      \$47,089,206

**COMMITMENTS--Note 13**

**APPROVED BY THE BOARD**

 Director

 Director

**CONSOLIDATED STATEMENT OF OPERATIONS**

**CAPITAL REGION HOUSING CORPORATION**

	Government Owned Properties and Programs	Corporation Owned Properties	Year Ended December 31	
			2008	2007
<b>REVENUE</b>				
Rent	\$18,117,300	\$ 1,880,880	\$19,998,180	\$19,001,736
Interest and other	107,186	946,358	1,053,544	1,231,803
Maintenance recovered	553,105	11,546	564,651	527,979
Utilities	431,485	28,501	459,986	470,404
Administration fees	0	568,739	568,739	0
Development fees	0	406,134	406,134	0
Referral Commissions	0	115,833	115,833	95,401
Gain on sale of property held for resale	0	925,518	925,518	1,546,725
	<u>19,209,076</u>	<u>4,883,509</u>	<u>24,092,585</u>	<u>22,874,048</u>
Share of earnings of related party	0	132,897	132,897	54,870
	<u>19,209,076</u>	<u>5,016,406</u>	<u>24,225,482</u>	<u>22,928,918</u>
<b>EXPENSES</b>				
Municipal grants and utilities	13,929,588	836,293	14,765,881	13,346,241
Administrative	5,372,980	560,951	5,933,931	4,424,510
Maintenance	5,291,914	174,520	5,466,434	4,122,987
Operating	4,961,432	375,526	5,336,958	4,067,421
Major project	4,852,121	307,054	5,159,175	5,388,073
	<u>34,408,035</u>	<u>2,254,344</u>	<u>36,662,379</u>	<u>31,349,232</u>
Less:				
Restricted grant	4,279,054	0	4,279,054	4,095,750
Operating grant	11,030,445	0	11,030,445	7,106,885
	<u>15,309,499</u>	<u>0</u>	<u>15,309,499</u>	<u>11,202,635</u>
<b>NET EXPENSES</b>	<u>19,098,536</u>	<u>2,254,344</u>	<u>21,352,880</u>	<u>20,146,597</u>
<b>REVENUE OVER EXPENSES BEFORE AMORTIZATION</b>	110,540	2,762,061	2,872,602	2,782,321
<b>AMORTIZATION NET OF DEFERRED CONTRIBUTIONS</b>	<u>110,540</u>	<u>221,197</u>	<u>331,737</u>	<u>97,739</u>
<b>REVENUE OVER EXPENSES</b>	<u>\$ 0</u>	<u>\$ 2,540,865</u>	<u>\$ 2,540,865</u>	<u>\$ 2,684,582</u>

## Appendix “A “ - The Group of Companies



**The Capital Region Housing Corporate Partners are the following five entities.**

<p><b>Capital Region Housing Corporation</b>  <i>Company Type:</i> Management Body  <i>Incorporated:</i> January 1, 1995  <i>Incorporating Legislation:</i> Alberta Housing Act  <i>Board:</i> Reginald Appleyard, Chair  Robert David, Vice Chair  Peter Flynn  Percy Woods  Gerry Kinsella  Dianne Unger  Neil Gower  Natalie Bunting  Doug Topping  Shane Laptiste</p>	<p><b>CTD Housing Solutions Edmonton Ltd.</b>  <i>Company Type:</i> Not-For-Profit  <i>Incorporated:</i> October 21, 2002  <i>Incorporating Legislation:</i> Alberta Companies Act  <i>Board:</i> Robert David, President  Percy Woods, Vice President  Reginald Appleyard, Treasurer  Peter Flynn, Secretary</p>
<p><b>Capital Region Housing Foundation</b>  <i>Company Type:</i> Not-For-Profit, Charitable Organization  <i>Incorporated:</i> September 27, 2000  <i>Incorporating Legislation:</i> Alberta Companies Act  <i>Board:</i> Natalie Bunting, President  Gerry Kinsella, Vice President  Percy Woods, Secretary/Treasurer  Peter Flynn  Reginald Appleyard  Robert David  Dianne Unger  Neil Gower</p> <p><i>Shareholders:</i>  Capital Region Housing Corporation  CTD Housing Solutions Edmonton Ltd.</p>	<p><b>CTD Realty Ltd.</b>  <i>Company Type:</i> For-Profit, Real Estate Brokerage  <i>Incorporated:</i> December 4, 2002  <i>Incorporating Legislation:</i> Business Corporations Act  <i>Board:</i> Robert David, President  Percy Woods, Vice President  Reginald Appleyard, Treasurer  Peter Flynn, Secretary</p> <p><i>Shareholders:</i> CTD Housing Solutions Edmonton Ltd.  <i>Broker:</i> Kent Fletcher</p>
	<p><b>Edmonton Housing Assistance Partnership Ltd.</b>  <i>Company Type:</i> Not-For-Profit  <i>Incorporated:</i> March 02, 2004  <i>Incorporating Legislation:</i> Alberta Companies Act  <i>Board:</i> Reginald Appleyard  Robert Burden  Robert David  Percy Woods</p> <p><i>Shareholders:</i>  CTD Housing Solutions Edmonton Ltd.  Meadowcroft Housing Society of Edmonton</p>

In an effort to provide affordable housing in the Capital Region, the Board of Directors of the Capital Region Housing Corporation promoted the creation of a group of companies, each company sharing the same mission, vision, but with unique mandates. Through the efforts of these companies over 9000 lower income families and single individuals have affordable housing. Applying sound development strategies, this group of companies anticipates providing a minimum of 200 new permanently affordable rental housing units annually over the next five years. We will build on the strong and supportive relationships we have with all orders of government and private and not-for-profit partners.

### **Capital Region Housing Corporation**

The Edmonton Housing Authority was established in 1969 by Ministerial Order to administer housing units developed by the three orders of government. In 1995 a new housing act was adopted and Housing Authorities were changed into "Management Bodies". The Capital Region Housing Corporation was established as Management Body on January 1, 1995 by Ministerial Order and all of the assets, liabilities and operations of the Edmonton Housing Authority were transferred to the Corporation.

As a Management Body, CRHC, is responsible for the administration of government-owned rental housing units and rental assistance programs in accordance with the *Alberta Housing Act* and the regulations thereto. Approximately 8,000 low income households are assisted annually through these government programs. The Annual Operating Budget for the government owned housing programs is approximately \$40 million.

In addition to administration of the government portfolio and programs, the Corporation has developed/purchased a number of its own rental housing units. Approximately 320 households are now being provided affordable housing and the plans for several hundred more units are underway. Sixty-eight additional units are under construction, and grant approvals for an additional 60 more have just been approved.

The Management Body works under granted authority of the Provincial Minister, *the Alberta Housing Act* and Regulations thereto.

There are eleven (11) volunteer directors, two (2) recruited and appointed by the City of Edmonton, the others recruited and appointed by the board itself.

### **Capital Region Housing Foundation**

This not-for-profit company was incorporated as "Edmonton and Area Community Housing Development Corporation Ltd" on September 27, 2000. This Corporation was granted status as a registered charitable organization by Canada Customs and Revenue Agency on September 19, 2002. The name was changed to "Capital Region Housing Foundation" on February 5, 2004.

The objective of this Charity is to raise monies for the development of housing for low income households.

As grant funding from the government has been made available over the last several years major fund-raising has been deferred.

Any donations to the Charity for which a charitable donation receipt is issued are placed in a fund to be used in the future to achieve the objectives of the Charity.

The current major activity for the Charity is the annual "Hackers Fore Housing Charity Golf Tournament" held in June each year. The proceeds from this event have been used in support of "The HOME Program" offered by CTD Housing Solutions Edmonton Ltd.

This company has two shareholders, Capital Region Housing Corporation and CTD Housing Solutions Edmonton Ltd. Each shareholder appoints four (4) directors.

### **CTD Housing Solutions Edmonton Ltd**

This not-for-profit development company was incorporated on October 21, 2002 to expand the opportunities for innovative solutions and partnerships to meet the housing needs in the Alberta Capital Region.

CTD Housing Solutions now owns 43 units of affordable housing serving lower income households in the Capital Region and is applying for additional capital funding to build more. Assets of the company will be appropriately leveraged to "build more doors".

With startup-funding made available through the Alberta Real Estate Foundation, CTD formed a partnership with Real Estate and Credit industry professionals to launch a homeownership education and support program called "The HOME Program". This program is now offered in many communities in Alberta, helping lower income households achieve homeownership, through education, counseling, support and down payment assistance (see [www.thehomeprogram.ca](http://www.thehomeprogram.ca) ).

The company currently has four (4) members (must be current or former directors of Capital Region Housing Corporation) and they each serve as volunteer directors and officers of the company.

## **CTD Realty Ltd**

This for-profit licensed real estate brokerage was incorporated on December 4, 2002 to provide the licensed brokerage necessary for "The Home Program" to be in compliance with *the Real Estate Act of Alberta*. Its only activity at the present time is the referral (for a fee) of HOME Program graduates to participating realtors in an effort to find a house the graduates can afford.

CTD Housing Solutions Edmonton Ltd. is the sole shareholder of CTD Realty Ltd and the two companies share the same directors and officers.

## **Edmonton Housing Assistance Partnership Ltd**

Our group of companies was approached by Meadowcroft Housing Society, a not-for-profit owner and developer of affordable housing, offering to provide funding for some of our housing development strategies. It was determined that the best vehicle to do this would be through a partnership between CTD Housing Solutions Edmonton Ltd and Meadowcroft Housing Society.

EHAP was incorporated as a not-for-profit company on March 2, 2004 with CTD Housing Solutions Edmonton Ltd and Meadowcroft Housing Society as the two shareholders. Each shareholder appoints two voluntary directors to the board of EHAP.

EHAP has been able to purchase housing units from Capital Region Housing Corporation, giving that corporation funds needed for new housing strategies. EHAP has worked with tenants to get them into a position where they were able to purchase their housing unit. The assets of the company will be appropriately leveraged to "build more doors".



**Appendix “B” - Board Member Biographies**



**Reginald Appleyard** operates his own public accounting firm. His community contributions include: Board member Greater Edmonton Foundation (Housing for Seniors); Board member of Boys & Girls Club of Edmonton; Finance Committee member of Boys & Girls Club of Edmonton; On Board of Kara Family Support Centre Society; On Finance committee of Kara Family Support Centre Society; Founder of Kara Family Support Foundation; On Committee of Flying Fathers fund raiser; Chair of Property Committee of Trinity United Church; Past President of Belmead Community League; Director Meadowcroft Housing Corporation Ltd.; Director Meadowcroft Housing Society of Edmonton.

Appointed by Board of Directors  
Board Member since November 1999  
Currently serving as Board Chair

**Robert David** retired as a senior manager for the City of Edmonton in 1994. During his working career he served as City Engineer and General Manager of the Transportation Department (1979-1988) and as President and CEO of EDEL from 1988-1994. He has served on: The Federal Government Information Highway Advisory Committee; the National Board of the YMCA; as Chair of the Bissell Centre and was the Edmonton Area United Way Campaign Chair (1992). At present Bob is Chair of the Board of PPM 2000 Software Company, Chair of the Board of One World Wireless a cell phone program provider and of the Edmonton People in Needs Society (EPINS).

Appointed by Board of Directors  
Board Member since December 2001  
Currently serving as Board Vice-Chair, Chair of the Property Development Committee

**Peter Flynn** is a professor and the former Poole Chair in Management for Engineers in the Faculty of Engineering at the University of Alberta. He is involved in teaching, administration and research in the field of Engineering Management. After obtaining his PhD in Chemical Engineering, Peter worked in senior management for a number of companies including Syncrude Canada Ltd., Sherritt Inc., Edmonton Telephones and Colt Engineering. With these companies he managed a variety of business areas and ventures in engineering, manufacturing, marketing, sales and service and information technology. He is currently a director of Plutonic Power Inc., Fort Edmonton Foundation and the Balancing Pool of Alberta. In the past he has served on a number of boards and agencies including: EPCOR, Corod Industries Inc., CNG Fuel Systems Inc., Ex Terra Foundation, Federal Minister's Information Highway Advisory Council, Keyano College Foundation, Theatre Network, and the University of Alberta Board of Governors (Graduate Student Representative).

Appointed by Board of Directors  
Board Member since January 2001  
Currently serving as Audit Committee Chair

**Percy Woods** is the Executive Vice President of the Building Owners and Managers Association – Edmonton. Percy has resided in Edmonton for over 30 years and is a former educator. While working at the Northern Alberta Institute of Technology he developed and managed a number of education and training programs for business, industry and government. He has shared his talents and knowledge in the community including involvement with the following: Chair of the Alberta Library Board; Vice-chair of St. Albert Business Incubator Centre; Vice-Chair St. Albert Business Development Steering Committee; Chair St. Albert Development Appeal Board.

Appointed by Board of Directors  
Board Member since April 2001  
Currently Serving as Chair Property Management Committee

**Gerry Kinsella** is a Chartered Accountant and currently President and Chief Executive Officer for Peace Hills Trust Company and Alternate Board Member of the Canadian Payments Association. Past President and Treasurer of Parkview-Valleyview Community League. He is a past Board member and Treasurer of Racers Swim Club; past Board member and communications director of the Whitemud West Hockey Association and a Member of the Financial Executives Institute.

Appointed by Board of Directors  
Board Member since March 2004

**Dianne Unger** is an elementary teacher with Edmonton Public Schools. Her early training and interest in the arts led her to the theatre program at the National Theatre School in Montreal, the vocal music program at MacEwan College, the musical theatre program at the Banff School of Fine Arts and a Bachelor of Arts Degree at the University of Alberta. Mrs. Unger eventually decided upon teaching as her career and she was awarded with an Excellence in Teaching Award in 1991. She proudly convocated with a Masters in Education in 2007. Currently, Dianne enjoys a position at an Arabic Bilingual school in north Edmonton, sings with the Richard Eaton Singers, conducts the RESwingers and enjoys long distance cycling.

Appointed by City of Edmonton  
Board Members since January 2005  
Currently serving as Chair, Communication Committee

**L. Neil Gower, Q.C.** is a senior partner of MacPherson, Leslie & Tyermann LLP, practicing primarily in the area of business and property law in Alberta and the Northwest Territories. Neil has degrees in Arts and Law (1973) from University of Alberta and was appointed Queen's Counsel in 1998. In his legal practice, Neil provides high level advice and transactional support in the area of corporate commercial law, real estate, and mergers and acquisitions. Neil has, throughout his career, been an active volunteer in the Edmonton community. In addition to being a City of Edmonton appointee on Capital Region Housing Corporation, Neil is the secretary of the Board of Directors of the Edmonton Community Foundation, a member of the Inuvialuit Arbitration Board, and an instructor in the bar admission program at the Canadian Centre for Professional Legal Educational Development. He has also served as President of Canterbury Foundation, President of Theater Network, and has been an active participant in political, church, cultural, legal, sports and fund-raising organizations. He enjoys canoeing, skiing and history.

Appointed by City of Edmonton  
Board Member since April 2006

**NATALIE BUNTING** is the Manager of Project Services at ATCO Electric, having been with the ATCO Group of Companies for 29 years. She is a Certified Management Accountant and member of the Alberta Arbitration and Mediation Society. Natalie has a passion for community development, and has served on numerous boards, including the Rosedale Community League, the Edmonton Alpine Ski Racing Society, the Windsor Park School Parent Council, the University & Community Day Care, the Downtown Development Corporation's Paramount Theatre Development Project, and as an advisory board member on the Louise McKinney Riverfront Park Advisory Committee.

Appointed by Board of Directors  
Board Member since June 2006

**Douglas R. Topping** retired in 2009 from Edmonton Power/EPCOR where 25 years of service included: commissioning engineer, project management, operations director, vice president, business unit senior vice president- coal, gas, bio mass, wind, hydro powered facilities. Previous employers included Montreal Engineering/Monenco and Ontario Hydro. His professional designations include: B.Eng. Sc (UWO 1969), ICD.D (Institute of Corporate Directors – 2008), P. Eng. (Alberta, Ontario). His professional affiliations have included: Association of Professional Engineers, Geologists & Geophysicists of Alberta, Professional Engineers of Ontario, Institute of Corporate Directors, Canadian Electricity Association, Institute of Electrical and Electronics Engineers, Coal Industry Advisory Board. He serves as a Director of the Alberta Motor Association and has been a past director / member of the following: EPCOR Power LP, Alberta Chamber of Resources, Chateau Mission Court Management Board, St. Albert Development Appeal Board and the Electricity Sector Council

Appointed by Board of Directors  
Board Member since September 2008

**Shane Laptiste** is a LEED accredited intern architect with Architecture | ATB. Shane has BSc(Arch) and M.Arch degrees from McGill University, where he refined his interests in cultural sensitivity and environmental sustainability in architecture. He has previously served on the board of the NCC | Charles H Este Cultural Centre in Montreal and served multiple roles including Treasurer and Art Director for Locus Suspectus Magazine.

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Board Member since September 2008





**Capital Region Housing Corporation**

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