



# Capital Region Housing Corporation 2007- 2009 Business Plan

*"...empower families of modest means to become more independent  
and improve their quality of life"*





## TABLE of CONTENTS

<b>Executive Summary</b> .....	<b>4</b>
<b>A. The Corporation</b> .....	<b>5</b>
<b>B. Mission / Vision</b> .....	<b>5</b>
<b>C. Significant Opportunities and Challenges</b> .....	<b>6</b>
Edmonton’s Rental Market.....	6
Real Estate Sales Market .....	6
Rising Costs / Ageing Portfolio .....	6
Increase in Crime / Social Problems .....	7
Government Interest in Housing.....	7
<b>D. Business Strategies 2007-09</b> .....	<b>7</b>
Core Strategy #1 Delivery of Housing/Support Programs.....	8
Goal #1.1 Existing housing units to be maintained in good repair .....	8
Goal #1.2 Timely, efficient and effective service to be provided to clients.....	9
Core Strategy #2 Addition of Affordable Housing .....	10
Goal #2.1 Addition of Affordable Housing Units.....	10
<b>E. Operating and Financial Projections</b> .....	<b>11</b>
Government-Owned Rental Housing Units .....	11
Rent Supplement Programs .....	12
Corporation-Owned Rental Housing .....	12
Corporate Administration .....	13
<b>Appendix A - CRHC Board Members</b> .....	<b>15</b>
<b>Appendix B – Housing Portfolio</b> .....	<b>19</b>
1. Government-Owned – CRHC Managed Portfolio .....	20
2. Corporation-Owned & Managed Portfolio.....	20
3. Rent Supplement Programs .....	20
a. Private Landlord Rent Supplement Program.....	20
b. Provincial Fixed Rate Rent Supplement Program .....	21
c. City of Edmonton Fixed Rate Rent Supplement Program.....	21
d. Alberta Rent Supplement Program.....	21
<b>Appendix C - Corporate Network Chart</b> .....	<b>23</b>

## Executive Summary

During the period of January 1, 2007 to December 31, 2009 the Capital Region Housing Corporation, a management body under the *Alberta Housing Act* will seek to achieve its mission and mandate by providing effective and efficient supportive property management and development services to meet the needs of low income households and the orders of government in the Alberta Capital Region.

Under the direction of the volunteer Board of Directors, the General Manager and staff of the Corporation will pursue the following Core Strategies:

1. Delivery of Housing and Support Programs targeted at low income households
  - a. Maintain existing housing units in good repair
  - b. Provide timely, efficient and effective service to clients
2. Addition of Affordable Housing
  - a. Leverage current and new assets, grants, etc. to acquire or build new housing

The Corporation recognizes the increasing operating costs associated with providing housing to low income households. The Corporation will hold discussions with government funders to explore optional delivery or program models that might reduce the subsidies required from government.

The Corporation will continue to aggressively seek available grant funding, look for new partners and leverage the assets (land and buildings) it now has to produce at least 200 more affordable housing units.

The Corporation will continue the implementation of a revised administrative structure to respond to the increasing demands on the corporation as a result of the increasing number of housing units and housing programs it now administers and those projected for the future.

The Board and Staff of the Corporation recognize the challenges Alberta's economy is creating in the housing market. We are confident that we will be able to meet those challenges through good planning and use of the resources we have at our disposal.

## A. The Corporation

Capital Region Housing Corporation is a Management Body, established by Ministerial Order on January 1, 1995 as provided for in the *Alberta Housing Act*. Prior to that date operations had been carried on as the Edmonton Housing Authority, a Housing Authority established in 1970 by Ministerial Order under housing legislation in place at that time. The Corporation is accountable to the Alberta Minister responsible for housing.

The Ministerial Order empowers the Corporation to manage social housing owned by government and to carry out other activities related to the provision of housing and associated support services.

The Corporation is governed by a volunteer board of nine directors. Information on appointments and member biographies is provided in Appendix “A”.

A General Manager is employed to carry out the Board direction and oversee all operations. The General Manager engages the necessary staff and other resources. The administration is organized in three divisions: *Corporate Services; Property Management; and Property Development*.

Through the efforts of the Corporation, affordable housing is provided on an annual basis to some 6,500 households in the Alberta Capital Region. A summary of the current portfolio of the Corporation is provided in Appendix “B”.

## B. Mission / Vision

<p><b><i>MISSION</i></b></p> <p>Through a continuum of housing options, empower families of modest means to become more independent and improve their quality of life.</p>	<p><b><i>VISION</i></b></p> <p>Create, through a continuum of housing options, opportunities for families to reduce or eliminate their dependence on government for housing and income support subsidies</p> <p>Ensure that families who are not able to reach full independence receive the necessary supports and best quality of life possible for their individual situation</p> <p>Be the provider of housing with the best balance between efficiency and effectiveness in Alberta</p> <p>Be the leader, in Alberta’s capital region, in the formation of partnerships with all sectors to develop strategies focused on overcoming the barriers preventing the independence of families, using existing community resources and services wherever possible</p>
--	---

## C. Significant Opportunities and Challenges

The Corporation provides housing and support services to a wide variety of low income client groups including two parent and single parent families, singles, seniors, teens, and persons with various disabilities.

In its planning process, consideration is given to the diversity of the client groups served and their housing and support service needs. The Alberta Family and Special Needs Housing Framework as developed by the Alberta Public Housing Administrators' Association (see [www.aphaa.org](http://www.aphaa.org)) is one of the planning tools used to identify our target populations and the services we will provide. Our corporate annual reports provide more detail on the services that have been provided to date (see [www.crhc.ab.ca](http://www.crhc.ab.ca))

Some of the other factors considered in our planning are:

### Edmonton's Rental Market

As identified by Canada Mortgage and Housing Corporation, the apartment vacancy rate in the Edmonton Region will tumble in 2007 due to strong in-migration, a decline in rental unit construction and an increase in condominium conversions. Vacancy is forecasted to be less than 1%. The demand will outstrip the supply over the next few years. Tight market conditions will force rents upward while other living expenses such as utilities will continue to rise as well.

All these factors will contribute to low income households finding it more and more difficult to find affordable rental accommodation. The resulting need for more affordable housing is reflected in the number of inquiries we are currently receiving. Our waiting list as of January 15, 2007 included 982 families and 797 single individuals looking for more affordable housing.

### Real Estate Sales Market

The cost of new and resale properties in the City of Edmonton continues to increase at a dramatic rate. Condominium conversion of exiting rental accommodation continues at a fast pace. Construction of new multi-family units is minimal. These factors remove homeownership as an option for more and more households. It also means the cost to acquire existing rental units for addition to the affordable housing portfolio is increasing and product for sale is almost non-existent.

### Rising Costs / Ageing Portfolio

Costs of material and labour continue to rise in this economy as well. For our government-owned portfolio, this means rising operating/maintenance costs in a program where rental revenue is declining as those in greatest need are housed from the waiting list. Many of these projects are ageing and need increased maintenance and major replacement for key building components. With labour and material shortages, finding contractors or employees with the skills and capacity to do the needed work is difficult. A premium is often paid to get someone to do the work in lieu of other offers of work. The end result is and will be significant increases in the operating deficits for these programs. For the housing owned by the Corporation where rent can be increased (to no more than 10% below market), it means reduced affordability for the clients.

## **Increase in Crime / Social Problems**

As is the case in our community in general, our housing projects have experienced significant increases in crime and problems between neighbours. Drug traffic, vandalism, assaults, and robbery are but a few of the challenges. The police resources are stretched to the maximum and police officers cannot be actively involved in tenant disputes. The burden of working through these issues has been placed on the Corporation and its resources.

## **Government Interest in Housing**

The demand being created by the Alberta economy has raised the housing issue on the agenda of all orders of government. A variety of strategies for grants and other funding are being developed. This presents opportunities for those delivery agents (with experience and capacity) to obtain capital funding, but operating and support funding continues to be difficult to secure. This puts limits on the client groups that can be served.

The recent decision by the province to deliver the affordable housing grant dollars through municipalities means that new working relationships with municipalities will be necessary for developers of affordable housing. It may result in revised priorities of where such funding should be targeted.

## **D. Business Strategies 2007-09**

During this planning period, the Corporation will work with government and other community stakeholders and partners to address the housing and support needs of households in the Alberta Capital Region whose incomes are below the Core Need Income Thresholds established by the Federal Government and who, with no or minimal supports, are capable of independent living.

The Corporation's model of supportive management includes:

- a willingness to be flexible in the application of policies relating to security deposit collection, rent collection and other violations of the Tenancy agreement for clients who show responsibility and a willingness to live up to the commitments made regarding correcting the violations.
- provision of support service staff who will assist the household to access the community supports that may be needed to maintain their independent living.

The supportive management model does not include the direct provision of home care or personal care.

The experience of 37 years of property management and the skills of the employees of the Corporation will be applied to continue to deliver a decent, safe, and affordable housing solution in an efficient and effective manner to the funding bodies and the clients. Existing levels of service will continue and every effort will be made to improve delivery. The Corporation will meet the challenges and take advantage of the opportunities through its core business strategies.

In order to be responsive to opportunities as they arise, the Corporation has established a network of companies. Each has a specific role to play in providing housing or services to allow innovation to be applied to housing solutions. A chart of this network is included in Appendix "C". These companies all share the same mission and values.

## **Core Strategy #1 Delivery of Housing/Support Programs**

Through a variety of housing projects and programs the Corporation provides affordable rental housing to over 6500 low-income households in the Alberta Capital Region.

The Corporation directly manages and maintains approximately 4600 rental housing units, owned, funded, and regulated by the three orders of government. Rents are based on 30% of the household income. Operating deficits are covered by the orders of government.

To further meet the housing needs of our region, the Corporation administers a number of rent subsidy programs offered by the orders of government. These programs allow qualified applicants to live in non-government-owned housing at subsidized rental rates. These subsidies make housing more affordable for some 1800 households.

The Corporation owns and operates 297 affordable rental housing units. An additional 44 units are currently under construction. These housing units provide rental rates below market.

The Corporation partners with a number of support service agencies to provide support services and programs to the tenants. These services include such things as day care, after school care, clothing and food banks, parenting and life skills, and youth drop in centers. Space is made available in various projects throughout the city for the delivery of these services.

The Corporation has also entered into lease agreements with other agencies for some of its housing projects. The agency places their client group in the facility and provides the needed support services. Skills, Operation Friendship, Hope Mission, Boys & Girls Clubs of Edmonton, Mennonite Centre For Newcomers, and E4C are some of the agencies currently under agreement.

The Corporation must ensure that this most valuable supply of housing units is well managed and maintained, and that the subsidies are effectively administered.

The Property Management Committee of the Board and Senior Administration of the Corporation will share responsibility for monitoring the progress and outcomes identified as part of this core strategy as follows:

### **Goal #1.1 Existing housing units to be maintained in good repair**

- Carry out annual condition inspections of all properties using in-house personnel
- Obtain an engineer's condition report once every five years on high-rise housing projects
- Prepare short and long term maintenance plans for all housing projects
- Review and update all tender specifications to current code and efficiency standards
- Carry out timely inspection of all work performed by contractors
- Provide useful information to tenants on their maintenance responsibilities and more aggressive enforcement of such
- Submit budgets and maintenance plans annually to property owners that reflect the priority need of any identified maintenance expense
- Complete all approved budgeted maintenance expenses on a timely basis
- Maintain good financial and historical records

#### Outcomes will be measured by

- Comparison of operating / maintenance costs with industry standards
- A satisfactory or better rating by tenants on the maintenance of their units in any surveys conducted
- A satisfactory or better rating by the province in any operational review carried out on unit maintenance

#### **Goal #1.2 Timely, efficient and effective service to be provided to clients**

- Review application process to ensure that clients are fully informed as to the program options they have and what will best suit their needs
- Implement the organization restructure plan approved by the board of directors
- Provide training seminars for staff and resident managers on their various duties and responsibilities including how to effectively deal with people
- Develop and/ or update handbooks and forms, etc., for the use of clients in dealing with the Corporation, making these available on line where appropriate
- Provide support and referral agencies with current information on programs
- Maintain the certification of all projects in the Crime Free Multi-Housing Program
- Continue to refer clients to the HOME Program who may be ready to move towards home ownership
- Continue to promote the support programs offered in our tenant and social centres
- Develop a revised program to help people move towards self sufficiency
- Provide adequate security services
- Resolve social problems on a timely basis
- Work with government to identify revisions to program policy and procedures necessary to meet the growing demand and increasing costs
- Continue to participate in community and government stakeholder committees and strategic planning sessions

#### Outcomes will be measured by

- A satisfactory or better rating by clients on any survey carried out
- Increased use of online resources
- Crime Free program recertification
- Increased number of Clients moved toward self sufficiency
- Renewal / Addition of tenant and social center leases by referral and support agencies

## **Core Strategy #2 Addition of Affordable Housing**

The Corporation has achieved great success over the past three years in building and acquiring affordable housing units. We will continue to seek opportunities to construct new or acquire existing housing units to meet as much of the identified need as we can. Our preferred target group will be families, but we will respond to other needs as identified by government or community funding sources.

The Property Development Committee of the Board and Senior Administration of the Corporation will share responsibility for monitoring the progress and outcomes of this strategy.

### **Goal #2.1 Addition of Affordable Housing Units**

The Corporation will use any one or any combination of the following approaches to facilitate the construction of new housing units or the purchase of existing housing units:

- Submit applications for capital grants to develop housing on land currently owned by the Corporation
- Use available cash flow from existing projects for capital or debt financing.
- Trade land for ownership of housing units
- Partner with other for-profit and not-for-profit developers, land owners, etc.
- Accept Nominal Sum Dispositions from orders of government and convert such into capital dollars
- Work with the City of Edmonton and the Province of Alberta on redevelopment of existing government-owned housing project sites

#### **Outcomes will be measured by**

- Delivery of at least 200 additional affordable housing units with rental rates at least 10% below market by December 31, 2009

## E. Operating and Financial Projections

The key financial projections for this planning period for the Government-owned rental housing portfolio and the CRHC owned rental housing portfolio are presented here.

### Government-Owned Rental Housing Units

As property management agent for government, the Corporation receives an annual operating grant from the province to cover the approved budgeted operating deficit on these properties and programs. Debt servicing costs are paid directly by the province and are not reflected in the financial statements of the Corporation. See Appendix B for a summary of the government-owned portfolio.

The funding program for these units requires the Corporation to house those in greatest need from the waiting list. Tenants pay rent based on 30% of their income and the rent can change as income changes occur. Rental revenue therefore is difficult to project. As indicated previously in this plan, the units are ageing, requiring more maintenance work, and the cost of operations and maintenance work continues to rise, both in labour costs and material costs.

The result of these factors is a significant increase in operating deficits being projected over the term of this business plan. The operating year for this portfolio is the calendar year.

There are no anticipated increases or decreases in the number of housing units in this category during the business plan period. Each year Utilities and Taxes will increase by 6%, Operating by 6%, Maintenance by 8%, and Administration by 6%. Major Maintenance is based on our three year plan for this work, spreading the work out over that time period.

Table 1: Government-Owned Portfolio Projected Revenue and Expenditures

Category	2006 Actual	2007 Budget	2008 Forecast	2009 Forecast
Revenue	17,455,223	17,086,850	17,000,000	17,000,000
Taxes	3,942,546	4,183,650	4,435,000	4,701,000
Utilities	7,231,170	8,475,890	8,985,000	9,524,000
Operating	3,313,785	3,892,525	4,126,000	4,373,000
Maintenance	3,746,805	3,836,100	4,143,000	4,474,000
Major Maintenance	4,152,454	5,379,604	5,500,000	5,500,000
Administration	3,155,828	4,266,469	4,644,000	4,923,000
Deficit	8,087,365	12,947,388	14,833,000	16,495,000
Unit Months	55191	55596	55596	55596

Emergency or extraordinary expenses for these housing projects are referred to the Province for special funding approvals, and as owners they provide direction to the Corporation on how these matters are to be handled. The Corporation does have a \$400,000 restricted operating reserve that the province can authorize it to use for such purposes.

During this business period the Corporation will hold discussions with the government owners on alternative program policies to reduce or eliminate the operating deficits, while still providing affordable housing to the target group. Such things as increases to the rental allowances for households on government assistance, transition from rent-geared-to-income to economic rental rates, better use of rent

supplement funding, transition to mixed-income projects, capital improvement programs, etc., will be the topic of these discussions. Some of these projects are currently underdeveloped. Discussions with the government owners will also focus on redevelopment of these sites to provide additional housing. Key to these discussions will be savings to government and maintaining affordability to clients.

## **Rent Supplement Programs**

All of the rent supplement programs administered by the Corporation are funded by government. The Corporation receives an administration fee for its administrative services and either receives an advance of the required funds, or invoices government for program expenses monthly. Reports on activity and use of the available funds are submitted to government on a regular basis in accordance with the operating agreements for the various rent supplement programs.

## **Corporation-Owned Rental Housing**

As a result of development and acquisition activities during the past three years, the Corporation now owns 247 affordable rental housing units, with 44 units under construction and scheduled for completion in August 2007. An additional 112 units could be developed on three parcels of Corporation owned land (77 units) and by increasing the density of two existing apartment buildings (35). One other parcel of corporate owned land is to be leveraged through a negotiated sale, providing a significant return to the Corporation. A further parcel of land is held by the Corporation in trust for development of an aboriginal supportive housing project.

The affordable housing projects have been developed/acquired using capital grants, debt financing and cash from the sale of assets. The assets sold were 67 single family properties that the Corporation acquired from the Province of Alberta through a nominal sum disposition program. The Province granted approval for the sale and the application of the proceeds to the delivery of additional units and the purchase of land mentioned in the previous paragraph. The Corporation will continue to encourage the Province to make properties available for such purposes.

Through a number of strategies, including The HOME Program and use of another non profit corporation as a holding company, many of the single family properties have been sold to the existing tenants. The Corporation will continue to offer this option in the future.

The affordable housing rental units provide rents at rates of 10% to 50% below market. The projects provide cash flow that will be used by the Corporation to cover debt financing costs and as equity towards acquisition/development of additional housing units or land for future development.

The 2007 operating year will be the first full year of operation for the majority of these housing projects, and will be the first indicator of the Net Operating Income to be generated. More precise figures will be available in the future. Our current estimate is an NOI of \$83,000.

The Corporation has not sold all of the nominal sum disposition property received from government. This will be done in 2007 and will net the Corporation approximately \$ 2,800,000 in proceeds from the sale of the property. These funds will be used to reduce current debt on existing projects and / or to finance/acquire additional housing units.

Should additional nominal sum dispositions be made available to the Corporation, or if the Corporation is successful in obtaining additional grant funding, development or acquisition of additional units will be

undertaken. If no such funds become available, an assessment of our current land holdings and other assets and resources will be carried out, and alternative development strategies pursued.

The Corporation has been instrumental in the creation of four other corporate entities that share the same mission and vision. It has also created relationships with other agencies with similar objectives. Innovative approaches to the delivery of additional housing units will be sought through these relationships.

## **Corporate Administration**

Increasing demand for affordable housing, agreement to administer additional programs, increasing crime, and social problems have placed significant pressures on the administration of the Corporation. An administrative restructuring plan was adopted by the board of directors in October 2006. Subject to budgetary approval from the Province, the General Manager will implement this plan during 2007.

The plan calls for the addition of 15 new staff members. In the current labour shortage environment, the Corporation will need to ensure that its salary and benefits package is adequate to attract and retain qualified personnel. The current collective agreement with bargaining unit staff expires December 31, 2007. A careful review of market conditions and trends going forward will be carried out prior to the next round of negotiations.

Central delivery of its services is considered a high priority by the Corporation. In 2006 the Corporation outgrew the existing central location and has on a temporary basis, leased space in another building. Options for a new central location that will meet current and future projected space requirements will be explored in 2007.

Education and training of staff is considered a high priority by the Corporation. In house seminars and training allowances for staff will continue to be made available and attendance encouraged.

An excellent working relationship has been developed with the Royal Bank of Canada for our daily banking and project development financing. We will continue to build this relationship to the benefit of the Corporation and the clients served.

The Corporation plays a vital role on many community planning and consultation committees, assists other agencies with their capacity to manage and deliver housing, and has membership in a number of industry related associations. The Corporation will continue to be a leader and contributor in these areas.



**Appendix A - CRHC Board Members**  
**As of January 1, 2007**

# CRHC Board Members

As of January 1, 2007

**Reg 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

**Peter Flynn** is the 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 Fort Edmonton Historical 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 school teacher. He has developed and managed a number of education and training programs for the Northern Alberta Institute of Technology 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 Property Management Committee Chair

**Robert David** is 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 and Board Member of the People In Need Society.

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

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

Appointed by Board of Directors  
Board Member since March 2004  
Currently serving as Negotiations Committee Chair

**Natalie Bunting**, is a Certified Management Accountant and has been employed by ATCO for 25 years. She has worked in a variety of business areas including internal audit, customer billing, regulatory and accounting. She is a member of the Alberta Arbitration and Mediation Society. Currently, she volunteers as Vice President of the Rosedale Community League and is a member of the city's Louise McKinney Park Advisory Board.

Appointed by Board of Directors  
Board Member since June 2006

**Dianne Unger**, A native Edmontonian and an avid long-distance cyclist, Dianne Unger admits to a passion for music, dance and the theatre. She trained at the National Theatre School in Montreal, MacEwan College, Banff School of Fine Arts and the University of Alberta. After some time working in the arts, Dianne decided upon a teaching career and she has spent twenty-two years with Edmonton Public Schools. She was awarded with an Excellence in Teaching Award in 1991, and co-authored elementary math resources for grades one through six. Currently, Dianne is engaged in a Master's Degree program in the Faculty of Secondary Education at the University of Alberta. She continues to make her mark upon the entertainment scene as a member of the Richard Eaton Singers and the conductor of the RESwingers.

Appointed by City of Edmonton  
Board Member since January 2005  
Currently serving as Communications Committee Chair

**L. Neil Gower, Q.C.**, is a founding partner of Hendrickson Gower Massing Olivieri 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 business purchases and sales. 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 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. For the past 10 years Neil has also actively carried on a cow/calf farming operation. He enjoys canoeing, skiing and history.

Appointed by City of Edmonton  
Board Member since April 2006

**Lynette Stanley-Maddocks** is a lawyer at Fraser Milner Casgrain LLP and has been practicing law in Canada and Australia since 1999. In her capacity as a lawyer, Lynette has advised internationally significant companies, such as Shell, Kraft and Esso on a range of legal matters including competition and regulatory proceedings, supply arrangements and international mergers and acquisitions. During her time in Australia, Lynette volunteered with the Sacred Heart Mission, a resource centre and dining room for the homeless and those facing a range of other social and economic barriers such as drug addiction, mental illness and prostitution. Since relocating to Edmonton in June of 2004, Lynette has become actively involved in the Edmonton community. In addition to her position at the CRHC, Lynette is President of the Capital Region Housing Foundation and regularly volunteers her time to other causes in the Edmonton community. In the recent past Lynette has held positions on the Board of Directors of the Alberta Avenue Business Association and on the Canadian Paraplegic Association's Red Carpet Affair fundraising committee.

Appointed by Board of Directors  
Board Member since November 2004



**Appendix B – Housing Portfolio**  
As of January 1, 2007

# Housing Portfolio

As of January 1, 2007

## 1. Government-Owned – CRHC Managed Portfolio

These units are provided to qualified low income households at rents based on 30% of the household income (RGI rent). RGI rent includes heat, water, fridge and stove. The tenant pays for their own electricity usage. This program is governed by the *Alberta Housing Act* and the regulations thereto. The program operating deficit is fully subsidized by the orders of government.

<b>Total Rental Units</b>	<b>4636</b>
Bachelor Units	146
One Bedroom Units	309
Two Bedroom Units	1796
Three Bedroom Units	2136
Four Bedroom Units	227
Five Bedroom Units	22

## 2. Corporation-Owned & Managed Portfolio

These units were constructed with capital grants and other funding from the orders of government . They provide rental at rates from 10% to 50% below market. No operating subsidies are received for these units.

<b>Total Rental Units</b>	<b>250</b>
Bachelor Units	112
One Bedroom Units	55
Two Bedroom Units	43
Three Bedroom Units	40

## 3. Rent Supplement Programs

### a. Private Landlord Rent Supplement Program

Qualified applicants from the Corporation’s waiting list are placed in rental housing units owned by private, for-profit and not-for-profit landlords. Tenants pay rent based on 30% of their income and the Corporation pays the landlord the difference between the tenant rent and the market rental rate for the unit. The cost is fully subsidized by the orders of government. The Corporation has over 900 subsidies under this program. The program is primarily focused on providing housing for single individuals, many with Assured Income for the Severely Handicapped (AISH) as their source of income.

**b. Provincial Fixed Rate Rent Supplement Program**

Qualified applicants from the Corporation's waiting list are placed in rental housing units owned by private, for-profit and not-for-profit landlords. A fixed subsidy of up to \$200 per month is paid to the landlord. The tenant pays the balance of the market rental rate to the landlord. This program is fully subsidized by the Province of Alberta. Currently there are 259 tenants under this program. No new placements are being made under this program at the present time.

**c. City of Edmonton Fixed Rate Rent Supplement Program**

Qualified applicants from the Corporation's waiting list are placed in rental housing units owned by private, for-profit and not-for-profit landlords. A fixed subsidy of up to \$200 per month is paid to the landlord. The tenant pays the balance of the market rental rate to the landlord. This is a five year pilot project, started in November 2006. The City of Edmonton and the Province of Alberta each contributed \$2.5 million to fund the program. It is estimated that the program will assist up to 400 households during the five year term.

**d. Alberta Rent Supplement Program**

On November 1, 2003, the Province transferred administration of this program to Capital Region Housing Corporation. At that time there were 49 units in the program. When the existing tenants move out the subsidy is ended. Tenant incomes are reviewed annually, and if the rent geared to income calculation shows that the tenant should be paying more than they already are, the tenant rent is increased. If the calculation shows a lesser amount than the tenant is currently paying, no change is made to the tenant rent. The difference between the tenant rent and the market rent on the unit is paid to the landlord. The subsidy is fully recovered from the Province by CRHC. There are currently 33 subsidies under this program. No new subsidies are placed under this program.



## **Appendix C - Corporate Network Chart**

## The Corporate Network

The Capital Region Housing Corporation Corporate Network consists of the following five corporate 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            Lynette Stanley-Maddocks            Dianne Unger            Neil Gower            Natalie Bunting</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            Peter Flynn, Secretary            Reginald Appleyard, Treasurer</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> Lynette Stanley-Maddocks, 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            Peter Flynn, Secretary            Reginald Appleyard, Treasurer</p> <p><i>Shareholder:</i> CTD Housing Solutions Edmonton Ltd.</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> Robert David, President            Robert Burden, Vice President            Percy Woods, Secretary            Reginald Appleyard, Treasurer</p> <p><i>Shareholders:</i>            CTD Housing Solutions Edmonton Ltd.            Meadowcroft Housing Society of Edmonton</p>



**C R H C**

*Contact Information:*

**The General Manager  
Capital Region Housing Corporation  
6<sup>th</sup> Floor 10242 105 Street NW  
Edmonton AB T5J 3L5  
Phone (780) 420-6161 (x318) Fax (780) 426-6854  
Website: [www.crhc.ab.ca](http://www.crhc.ab.ca)**

