

BOARD DIRECTORS

Position Profile



Calgary housing

ABOUT CALGARY HOUSING

Home is what we do. Calgary Housing provides safe and affordable housing solutions for Calgarians living on low and moderate incomes in need of non-market rental housing. In delivering on this mandate, Calgary Housing operates as a large-scale housing and real estate organization responsible for the stewardship, operation, and strategic development of a portfolio exceeding \$1 billion in real estate assets. The organization operates more than 6,700 homes, administers approximately 3,500 rental assistance benefits, and generates approximately \$183 million in annual operating revenues. Calgary Housing is the largest operator of affordable housing in Calgary and Alberta's leading provider of affordable housing. Every day, Calgary Housing supports more than 25,000 Calgarians through housing programs that promote stability, dignity, and inclusion.

Calgary Housing delivers its mandate through a range of programs, including:

- deeply affordable housing
- affordable housing
- near-market rentals
- rental assistant agreements
- acquisition, development, and construction of new rental properties

Calgary Housing deploys a mixed-income model where the proceeds of the near-market rents are used to offer affordable and deeply affordable homes, and fund ongoing asset management and maintenance obligations. By balancing the proportion of homes Calgary Housing ensures that new affordable housing developments are financially sustainable while providing an inclusionary approach to housing.

Calgary Housing is a private corporation, wholly owned by The City of Calgary which operates within a highly complex legal, governance, and accountability framework. Calgary Housing reports through a Board of Directors to the shareholder, represented by City Council. The Board is responsible for the governance and oversight of the organization's business and affairs, including financial performance, asset stewardship, risk management, and long-term sustainability.

Calgary Housing is at an important point in its evolution. While maintaining a strong social mandate, the organization is increasingly focused on long term sustainability, strategic development, and innovative approaches to delivering affordable housing at scale. The Board plays a critical role in overseeing this next phase of Calgary Housing's growth and evolution.

Our Vision

To be the leading affordable housing provider in Canada supporting individual well-being and inclusive community building.

Our Mission

Make life better for Calgarians by providing safe and affordable housing that enables positive social outcomes.

Our Mandate

Calgarians need a place to call home. Calgary Housing provides affordable housing to meet the needs of Calgarians.



ABOUT THE ROLE

As a volunteer Board Director, you contribute to the effective governance and strategic oversight of Calgary Housing. This role requires navigating a complex environment that balances public accountability, shareholder oversight, financial sustainability, and a clear social mandate. Directors are responsible for overseeing the management of the organization's business and affairs, including financial performance, asset stewardship, risk, governance, and long-term sustainability, within a complex public sector and shareholder driven environment. Directors work closely with management to guide long-term strategy while maintaining strong governance discipline.

Board Directors participate in setting strategic direction, providing oversight of organizational performance and risk, and supporting the stewardship of significant public assets. Directors are expected to bring independent judgment, thoughtful challenge, and a commitment to acting in the best interest of Calgary Housing and the communities it serves.

Calgary Housing seeks to maintain a governance Board whose directors possess a passion for the organization's Mission, Vision, and Mandate, and the community it serves. Based on the Calgary Housing Board's most recent skills matrix review, preference for the three upcoming Board appointments in May 2026 will be given to candidates demonstrating senior level leadership expertise in one or more of the following areas (more fully described below): **Advocacy, Board Leadership, and Legal**. Candidates with previous senior leadership expertise in Land/Real Estate Development, Financial Management and those experienced with complex Governance and/or Shareholder matters are also encouraged to apply. In consideration of the Board's succession planning, candidates having capacity and an interest in serving a Board leadership role are preferred.

Board Director terms are for three (3) years, and term limits are set at 3 terms. Calgary Housing orientation and training is provided to new Board Directors. Please note: A Board Director role with Calgary Housing differs from a typical Board appointment and involves a high level of time commitment and engagement reflective of the organization's scale and complexity. In addition to regularly scheduled meetings, Board Directors typically spend time reviewing lengthy documents and technical reports, and participating in ad hoc Board or committee meetings, working sessions, or special meetings as needed to address time sensitive matters, emerging issues, or significant organizational decisions. Board Directors commit to attending and actively participating in approximately eight (4 hour) Board Meetings/year (during the day); one full day Strategy Meeting; one full day mid-year Retreat, and approximately four (2 hour) Committee Meetings/year. Please note that participation in additional special meetings and ad hoc meetings is common and most Board Directors serve on two Committees, (Audit & Risk Management; Infrastructure & Asset Management; or Governance). Board Directors are expected to arrive at meetings fully prepared, having reviewed all pre-read materials in advance, and over time step into committee leadership roles, which carry additional responsibility, visibility, and time commitment. This is a voluntary role. Board Directors are not entitled to remuneration but are reimbursed for travel and other expenses properly incurred in duties as a Board Director. The reward lies in contributing to a meaningful public purpose and supporting long term housing outcomes in Calgary.

KEY RESPONSIBILITIES

The Calgary Housing Board of Directors is a governance and oversight body. Directors do not participate in day-to-day management or operational decision making. The Board focuses on strategy, performance oversight, risk stewardship, governance, and accountability, while respecting the authority and responsibilities of the Chief Executive Officer and senior management team.

The Calgary Housing Board of Directors consistently focuses on strategic issues related to building a stronger, more innovative organization to support Calgary's evolving and changing housing needs for citizens. Through oversight and governance, the Board provides focus to pursuing new, collaborative solutions to making lives better for the citizens Calgary Housing serves and supports alignment with Council's direction.

Calgary Housing is seeking to add Directors whose experience complements the current Board, with particular interest in advocacy, board leadership, legal expertise, financial oversight, and experience relevant to asset intensive or regulated environments.

Advocacy

A board member with experience in advocacy and public policy who provides informed guidance on federal, provincial, and municipal government processes, policy development, and shifts in public expectations. This experience supports the Board in understanding legislative and policy impacts and guiding management's strategic responses, rather than engaging in direct advocacy activities.

Board Leadership

A board member with experience in board or committee leadership who provides effective oversight of meetings, governance practices, committee coordination, and who works in partnership with executive leadership to ensure board decisions are implemented. This experience strengthens board leadership capacity, mentorship, and succession planning.

Legal

A board member with a depth of legal experience in real estate and/or property development transactions who offers critical guidance on navigating complex regulatory landscapes, ensuring compliance with zoning laws, environmental regulations, and contractual obligations. Their expertise will strengthen the board's ability to mitigate legal risks, facilitate smooth transactions, and strategically advise on dispute resolution, safeguarding the organization's interests and assets in property-related endeavors.

Property Development

A board member with a depth of experience in property development transactions who can provide valuable insights into strategic decision-making regarding real estate investments and development projects. Their expertise will enhance the board's ability to assess risks, identify opportunities, and optimize the utilization of assets within the organization's portfolio.

Financial Management

A board member with senior financial management experience, (land and property development an asset), who can provide strategic oversight on budgeting, capitalization,



leveraging, funding strategies, and financial analysis, optimizing the economic viability of development projects. Their acumen in financial planning and risk assessment will enable the board to make informed decisions that maximize returns and ensure the sustainable growth of the organization's property development portfolio.

CORE COMPETENCIES

The following qualifications are desired for the successful candidate applying to this role:

- Demonstrated understanding of, or ability to develop an understanding of, Calgary Housing related business, governance, and public policy in complex organizational environments.
- Understands financial management and the balance between revenues, cost control and social need.
- Demonstrated critical, logical and strategic thinking around complex issues and challenges.
- Demonstrated experience across one or more of the following areas, gained through a broad and progressive career:
 - Property management, asset management, redevelopment, or new property development
 - Board governance experience within the not for profit or public sectors, with an ICD.D designation considered an asset
 - Senior leadership experience in complex organizations undergoing change or transformation
- Comfortable navigating through high ambiguity and transformation.
- Familiarity with decision making structures and processes within a wholly owned subsidiary of a government services organization, and alignment with Board Bylaws and Policies.
- Understands the local and provincial political landscape and is comfortable advocating with government.
- Experience with governance of crown corporations or wholly owned subsidiaries is deemed an asset.
- Experience governing organizations with significant assets, complex funding structures, and multiple layers of public accountability.

PERSONAL CHARACTERISTICS

Equally important to the technical skills and experience are the personal characteristics, attitude, and leadership ethos that the successful candidate will bring to the role:

- Motivated by community purpose and public service, with a genuine commitment to Calgary Housing's mission and the people it serves.
- Has a strong personal connection to playing a role in the fulfillment of Calgary Housing's mission and mandate.
- Exudes the courage to set direction to achieve the organization's mission.

- Strategic thinker with innovative and creative ideas and big picture perspective.
- Consensus focused and collaborative, working effectively with Board Directors, stakeholders, administration, and the public to support constructive discussion
- Demonstrated commitment to good governance and accountability, with a reputation for integrity, fairness, and sound professional judgment.
- Exceptional communicator; ability to confidently present to any audience with consideration and influence to achieve positive outcomes.
- Strong interpersonal skills with the ability to build effective relationships across a wide range of internal and external stakeholders.
- Highly reliable and prepared, with the capacity to manage significant reading, preparation, and engagement alongside other professional commitments.
- Recognized for a strong track record of astute business judgement and sound business decisions.
- Demonstrates confident and self-aware manner with a strong sense of emotional intelligence, integrity, character and personal values.
- Consistently acts in the best interest of the organization and the citizens it serves.
- Demonstrates resilience, curiosity, and humility when working through complex, emotionally charged, or ambiguous issues.
- Supports inclusiveness and demonstrates the ability to integrate multiple perspectives into work as a Board Member.
- Living or having lived in affordable housing is deemed an asset.
- Resident of Calgary.

Calgary Housing offers a unique opportunity to apply experience, judgment, and leadership to work that has a direct and lasting impact on people's lives. Board service combines public purpose with the strategic, financial, and governance complexity associated with stewarding a large housing and real estate organization. For individuals motivated by stewardship, service, and the opportunity to help shape the future of affordable housing in Calgary, this role offers the chance to make a genuine difference.

Please submit your application through MNP's official process and avoid making speculative approaches to Calgary Housing or its staff members, as such approaches will not support your application.