



**On behalf of the
Government of Canada's Reaching Home Strategy
Call for Proposals
2024-25 Application Guide**

Indigenous Homelessness Funding for Saskatoon, SK

PLEASE READ THE GUIDE CAREFULLY BEFORE COMPLETING YOUR APPLICATION

The closing date for application submission is 4:00 pm May 3, 2024.

Please email applications to the following address:

mwolinski@shipyx.ca

Subject Line: *Reaching Home 2024-25 Application - your organization's name*

For additional information, the CE will be available to meet individually with organizations as needed.

Table of Contents

1. INTRODUCTION 2
2. PURPOSE AND BACKGROUND..... 3
3. IMPORTANT TIMELINES5
4. FUNDING PRIORITIES 5
5. MINIMUM ELIGIBILITY REQUIREMENTS 12
6. ELIGIBLE AND INELIGIBLE PROJECT COSTS 13
7. HOW TO APPLY 15
8. PROPOSAL EVALUATION 15
ANNEX 1: TOOLS TO ASSIST IN DEVELOPING A CAPITAL INVESTMENT PROJECT 17
ANNEX 2: GUIDE TO THE SUSTAINABILITY CHECKLIST FOR APPLICANTS OF CAPITAL INVESTMENT
PROJECTS 19

Please direct all inquiries related to submissions of proposals for funding to:

Marcia Wolinski
Operations Manager
Saskatoon Housing Initiatives Partnership
15- 2220 Northridge Dr.
Saskatoon, SK.
mwolinski@shipyxe.ca
306 986 5284

1. INTRODUCTION

Homelessness has an economic and social impact on every community in Canada. The Government of Canada is committed to helping those who are in need and believes that one homeless Canadian is one too many. Reaching Home is the federal strategy to prevent and reduce homelessness. is designed to support the goals of the National Housing Strategy, in particular, to support the most vulnerable Canadians in maintaining safe, stable and affordable housing and to reduce chronic homelessness nationally by 50% by 2027–2028. The Government of Canada is committed to achieving reconciliation with Indigenous peoples. Reaching Home recognizes that Indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programs affecting them, and, as far as possible, to administer such programs through their own institutions.

More information about the above activities can be found at the following link:

<https://www.canada.ca/en/employment-social-development/programs/homelessness/directives.html>

2. PURPOSE AND BACKGROUND

The Government of Canada established the Reaching Home program to support projects that promote strategic partnerships and structures, including housing solutions and supports, to stabilize the lives of individuals who are homeless or at-risk of becoming homeless and to assist individuals move toward self-sufficiency.

Through this Call for Proposals (CFP), Saskatoon Housing Initiatives Partnership, as Saskatoon's Reaching Home Community Entity (CE), is soliciting applications to meet the needs of individuals and/or families who are homeless or at-risk of homelessness in Saskatoon, Saskatchewan. Activities that take place on reserve are not eligible under Reaching Home as investments under the Indigenous Homelessness stream are intended to meet the specific needs of the off-reserve Indigenous population.

Designated Communities Funding

There are 10 communities across Canada identified as having the most significant problems with homelessness. These are: Vancouver, Calgary, Edmonton, Winnipeg, Toronto, Hamilton, Ottawa, Montreal, Québec City and Halifax. Other communities, or a group of communities working jointly in a single geographic area, have been identified as having a significant issue with homelessness. Saskatoon has been identified as one of those communities. Activities in designated communities are not eligible for funding under the Rural and Remote Homelessness funding stream.

Indigenous Homelessness Funding

Reaching Home recognizes that Indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programs affecting them, and, as far as possible, to administer such programs through their own institutions. Accordingly, Indigenous Homelessness funding is used for projects delivered by Indigenous service providers across Canada to address the specific needs of the off-reserve homeless Indigenous population. The Reaching Home Directives include provisions to facilitate delivery of culturally appropriate and culturally competent programming for Indigenous individuals and families.

Saskatoon’s Homelessness Population

The following are key findings from Saskatoon’s 2022 Point-In-Time (PiT) Count. These findings provide a snapshot of the population experiencing homelessness in Saskatoon.

The following information was taken from the 2022 PIT Count Results Report.

Numbers proved relatively stable since the 2022 count with 550 including 26 children and 84 youths experiencing sheltered unsheltered homelessness.

59% (Up from 55.3 in 2018) reported chronic homelessness; 48.2% reported episodic homelessness.

3. IMPORTANT TIMELINES

Process	Timeline
Call for Proposals released	April 8, 2024
Deadline for Application submission	May 3, 2024

SHCAB Recommendations and notification for negotiations of contracts to follow by May 20, 2024.

4. FUNDING PRIORITIES

PRIORITY - Housing Services

Housing services are those that lead to an individual or family transitioning into more stable housing that has been deemed appropriate and safe. Housing could include:

- **Transitional housing:** Housing intended to offer a supportive living environment for its residents, including offering them the experience, tools, knowledge and opportunities for social and skill development to become more independent. It is considered an intermediate step between emergency shelter and supportive housing and has limits on how long an individual or family can stay. Stays are typically between 3 months and 3 years.
- **Permanent supportive housing:** Housing that combines rental or housing assistance with individualized, and flexible support services for people with high needs related to physical or mental health, developmental disabilities or substance use. Permanent supportive housing may be:
 - **placed-based:** Congregate or independent permanent supportive housing units situated in 1 building or location
 - **scattered-site:** The provision of permanent supportive housing services in the community, delivered through home visits or community-based agencies
- **Housing:** Housing that is not supportive housing and that can be long-term. Includes a house, apartment or room (including social housing) that a family or individual rents or owns. Housing may include arrangements with friends or family members that are expected to be long-term.
- **Indigenous housing options** that reflect Indigenous values, beliefs and practices (for example, community/family living environment) and are delivered by Indigenous organizations.

Eligible activities include:

Housing placement

- Determining an individual's or family's preferences and needs for housing and type of supports.
- Securing housing for individuals and families by working with private and public local real estate, landlord associations, home communities (for example, First Nation band, Inuit community, Métis settlement), to identify available housing units.
- Time-limited rental assistance in the context of a rapid rehousing project. While at the discretion of the community to establish parameters for the rental assistance, rapid rehousing usually consists of 3 to 6 months of support.
- Providing landlord-tenant services for an individual or family that was placed into housing, which includes providing landlord mediation and training on roles and responsibilities of tenants and landlords.
- Re-housing (if required).

Emergency Housing Funding

- Within parameters that are established by the community, funding to help cover housing costs in the short term while awaiting access to longer-term housing supports, including the Canadian Housing Benefit or benefits from provincial, territorial or municipal programs.

Housing set-up

- Activities which cover costs associated with setting up a housing unit, including insurance, damage deposit, first and last months' rent, maintenance (for example, painting), moving, furniture, kitchen, basic groceries and supplies at move-in, etc. Available to all individuals and families, not just those in receipt of rental assistance or Emergency Housing Funding.
 - If a provincial social assistance or other program offers first and last month's rent or damage deposits, this funding should be exhausted first before Reaching Home funding is used for these purposes.

Ineligible activities include:

- Emergency Housing funding while the individual or family is supported by the provincial, territorial or municipal welfare and rent supplement programs; and
- Level of funding provided for Emergency Housing Funding must not exceed amount of financial assistance provided by provincial, territorial or municipal rent supplement programs.

5. MINIMUM ELIGIBILITY REQUIREMENTS

- A. Document submission requirements:** application documents submitted are complete and submitted on time as per this Application Guide and Covering Letter.
- B. Who can apply:** Not-for-profit organizations; individuals; municipal governments; for-profit enterprises; research organizations and institutes; public health and educational institutions; Band/tribal councils; and other Indigenous organizations are eligible to receive funding for an urban initiative and act as coordinators for activities.

- Preference will be given to Indigenous organizations to deliver projects, where feasible, in cases where a project’s objectives and activities specifically target off-reserve Indigenous people who are homeless or at-risk of homelessness.
 - For-profit enterprises are eligible for funding provided that the nature and intent of the activity is non-commercial, does not generate profit, and fits within the community plan or identified local need where plans are not required. Individuals, for-profit enterprises, and research organizations and institutes may also receive funding to carry out research that aims to help communities understand and address homelessness issues.
- C. Eligible Reaching Home Priorities:** Projects must be aligned with the eligible Reaching Home funding priorities described in section 4.
- D. Eligible Geographic Region:** Projects must take place in Saskatoon.
- E. Matching Contributions:** The Reaching Home Designated Community Funding stream encourages cost-matching partnerships. Applicants with contributing partners to a project (cash or in-kind) are required to submit letters confirming the nature and amount of each partner commitment.
- F. Completion:** Reaching Home funds must be spent by March 31st, 2025. Multi-year applications will be considered and will be assessed on an annual basis for meeting all performance and reporting requirements as well as continued alignment with community investment priorities.

6. ELIGIBLE AND INELIGIBLE PROJECT COSTS

ELIGIBLE PROJECT COSTS

Financial assistance may be provided to cover the following costs:

1. **“Capital Assets”** over \$1,000, excluding taxes, with the exception of facilities. Under the Reaching Home, this includes furniture, appliances, and fixtures for the facilities used to carry out project activities.
2. **“Facilities”** includes the cost of renovating or making additions to shelter space, supportive or transitional housing facilities, and non-residential facilities, including:
 - the cost of purchasing land or a building for a facility
 - refundable deposits to put aside land, a building or a capital asset
 - fees paid to general contractors or labourers to build or renovate a facility
 - the cost of materials for construction or renovation of a facility
 - pre-development costs in respect of a facility, including property zoning and/or property assessment fees; environmental assessments (in accordance with the Canadian Environmental Assessment Act); architectural and engineering fees for inspections, assessments, architectural drawings; building permits, licenses and taxes.
3. **“Staff wages”** include Mandatory Employment Related Costs (MERCs) which refer to payments an employer is required by law to make in respect of its employees such as EI and CPP/QPP premiums, workers’ compensation premiums, vacation pay, and Employer Health Tax; and Benefits which refer to payments an employer is required to make in respect of its employees by virtue of company policy or a collective agreement. Examples of benefits include contributions to a group pension plan or premiums towards a group insurance plan.
4. **“Professional fees”** means contracting for goods or services such as bookkeeping, janitorial services, information technology, equipment maintenance services, security, if contracted specifically to support the project, audit costs and legal fees. Reaching Home projects may also include under professional fees the hiring of a consultant for services such as facilitating the community planning process, consultations and focus group meetings; drafting the plan under

the community's direction; assessing the needs of clients; training front line staff; shelter usage data collection; local research on homelessness; data management.

5. **"Travel"** includes travel costs set out in the National Joint Council of Canada's Travel Directive that are incurred in respect of project staff and volunteers and contracted professionals, if the latter costs are not included in the professional fees' expenditure category.
6. **"Other Activity Related Project Costs"** include direct costs explicitly related to the project activities that are not included in any other expenditure category, such as:
 - Rented space to hold meetings, consultations, or to provide emergency shelter, including applicant owned premises
 - Furniture costing \$1,000 or less, before taxes
 - Printing costs, meter charge for photocopies, translation.
7. **"Administrative costs"** include the costs of administrative staff for activities such as accounting, reporting and human resource management, and general administrative costs normally incurred by any organization to ensure the effective delivery of the project. These include costs such as rental of office space, office equipment rental, insurance, office supplies, internet/website, bank charges, office moving expenses, office cleaning, security system, computer software and license renewals, garbage removal/recycling, disability needs, staff professional development (health and safety, CPR, sensitivity training, conflict resolution, etc.), staff travel to meetings, membership fees.
8. **"Organizational Infrastructure Costs"** are expenses incurred for services rendered to the applicant or recipient by a "main office", "head office" or "administration office" of the Applicant or Recipient. These are costs related to functions which, although they guide and enable effective project delivery, are not project specific and are usually charged on a "pro-rated" basis. **Administrative costs and organizational infrastructure costs proposed under Reaching Home funds combined cannot exceed 15% of total amount proposed for Reaching Home funding.**

INELIGIBLE PROJECT COSTS

Ineligible costs under the Reaching Home include but are not limited to:

- mortgage loans cannot be accepted if the commercial lender has the largest share of funding.
- costs associated with activities or supports that take place on-reserve.
- costs associated with the direct purchase, rental, leasing or the operations of social or affordable housing that is not supportive or transitional in nature.
- emergency shelter construction.
- employability activities normally provided by other ESDC programs.
- direct cash payments to people who are homeless or at-risk of homelessness.
- software development and/or the purchase of hardware for the collection and management of homelessness data that constitutes a redundant use of funds and duplicates activities already offered through the Homeless Individuals and Families Information System (HIFIS) software; and
- software development and/or the purchase of hardware for the collection and/or management of homelessness data that results in an inability to participate in the National Homelessness Information System. For example, costs for:
 - purchasing alternative software that performs similar functions to the HIFIS software
 - purchasing alternative software that is unable to export shelter data to the National Homelessness Information System initiative.

o

7. HOW TO APPLY

1. Review the funding priorities as listed in Section 4.
2. Review the eligibility criteria for Reaching Home funding as listed in Section 7.
3. Know your application deadline and important timelines as listed in Section 4.

Electronic submissions only: Email your Application under Subject Line: Reaching Home 2024 Application - your organization's name to manager Indigenous Relations and Partnership for Reaching Home at mwolinski@shipyxe.ca.

Once an application has been received an email will be sent to notify you that it has been received. Applications will be accepted **until 4:00 pm on May 3, 2024**.

8. PROPOSAL EVALUATION

To be considered for funding under the Reaching Home, proposals must meet all the following basic eligibility requirements:

- The proposal must support the objectives of the Reaching Home program under the Designated Communities and Indigenous funding streams.
- **All approved projects must have Reaching Home funding spent on or before March 31, 2025; in the event a project is approved as multi – year, relevant fiscal period funding must be expended at the end of each fiscal period.**
- The type of project or activities being proposed must address one of the priorities for Reaching Home as per the revised 2019-2024 Saskatoon Community Plan. The priorities are Housing Services, Prevention & Shelter Diversion and Client Support Services, and Capital Investment projects.
- The proposal must have community support and address the needs of the homeless population in the Saskatoon community. Community partnerships are encouraged.

Proposal Analysis - Evaluation Criteria

Submission evaluation will include, but is not limited to the following factors:

- i. Capacity of the applicant: What is the capacity of the applicant and the people involved in carrying out the project activities in terms of experience, resources, and abilities? Can the applicant also demonstrate it has the financial and organizational stability to ensure the project will be successfully implemented?
- ii. Meets Community needs/priorities: How well does the proposal advance the objectives of the Reaching Home program and the priorities identified by the Community Advisory Board? How well does it respond to community needs? Is there a direct link to homelessness?
- iii. Partnerships and community support: Is the project linked to a community plan, forum, or committee? What kind of support (e.g., referrals, financial, or in general)? Is there any involvement of homeless people, people at risk of homelessness, or other homelessness service providers in proposal development and planning? Does the project demonstrate linkages to other agencies for the provision of services?
- iv. Measurable and achievable outcomes: Does the proposed project or activity have measurable and achievable benefits or outcomes to meet the needs of the homeless population (e.g.,

numbers to be served or housed, number of beds)? What will be the impact in the short term and in the longer term?

- v. Value for money: Are the benefits of the project commensurate with the scope of the investment? Are costs reasonable compared to the anticipated outcomes of the project? Are costs reasonable and aligned with the value of the proposed activities at prevailing market rates in the community? Are costs necessary to carry out the activities successfully (e.g., is it necessary to cover travel costs for an international conference?) Are costs eligible and directly related to the proposed activities?
- vi. Appropriate location: Are the project activities located in the appropriate location based on the call? Is the location appropriate for the intended clientele?
- vii. Process to measure success: What evaluation and monitoring processes will be put in place to measure performance of the project?
- viii. Cultural appropriateness: Does the applicant demonstrate the capacity to respond to the unique challenges that youth at risk, Indigenous peoples, people with disabilities, people with mental health issues and those chronically addicted face with regards to homelessness? Does the proposal explain how those challenges will be addressed in the project? If services are being offered to address the needs of Indigenous people who are homeless or at-risk of becoming homeless, are there strong cultural components demonstrated in the proposal?
- ix. Sustainability of the benefits of the project: Will the benefits of the proposed project or activities be sustained when the Reaching Home contribution agreement ends?
- x. Confirmed partnerships on capital investment projects: Are the funding confirmation letters from partners included? Has the project considered the appropriate elements outlined in Canada Mortgage and Housing Corporation's (CMHC's) Housing Development Checklist?
- xi. Indigenous homelessness: To what extent will the benefits of the proposed project or activities help alleviate homelessness among Indigenous people in Saskatoon? What percentage of the applicant's board members, payroll, and individuals served by the project self-identify as Indigenous.
- xii. Coordinated Access and HIFIS: Under DC funding it is mandatory for agency participation. Under IH it is strongly recommended.

Please note:

- The Community Entity reserves the right to reject proposals if applications are incomplete and/or missing information.
- The total number of projects funded and the amount of funding per project will be determined based on the number and quality of proposals received. The Community Entity is under no obligation to approve any application through this process and reserves the right to accept proposals separate from the CFP.
- Please note that funding decisions are final and there is no appeal process.

Review Process Summary

The review process will be divided into three steps: (a) determine whether the submission is eligible for funding according to the minimum proposed criteria, including eligible activities, the Reaching Home terms and conditions, geographical requirements and project period (b) determine whether the submission is complete per the submission guidelines and (c) evaluation by the SHCAB.

In consultation with the Community Entity, project proponents will be requested to verify all proposal information, and to confirm the eligible project activities, eligible project costs, performance measurements, and funding mechanisms needed to complete a contribution agreement. If approved for funding by the Community Entity, contribution agreements will be signed between Saskatoon Housing Initiatives Partnership as the Reaching Home Community Entity and the successful applicant.

ANNEX 1: TOOLS TO ASSIST IN DEVELOPING A CAPITAL INVESTMENT PROJECT

What is a capital investment project?

A capital investment project includes expenses related to the purchase of land or a building and the renovation, transformation or construction of real property.

What will be required if your capital project is selected?

- Identification and involvement of specialists in the development of capital projects (see the list of partners and sources of information included below)
- A definition of market requirements and the needs of targeted clients
- A description of how the project fulfills the organization's mandate and mission
- Information on the project's impact on the organization's current activities or services
- Identification of proposed and/or confirmed financial resources to implement the project (complete financial set-up)
- Identification and justification of the choice of a building or land
- Property's market valuation
- Confirmation that the project complies with city plans and zoning by-laws (if not, please state the proposed steps and timelines to achieve compliance)
- Identification of the actions to be taken to ensure the community's acceptance of the project
- Description of the work and preliminary cost estimate
- A summary schedule of the project's execution
- A strategy for renting the building's units (i.e. a plan to recruit tenants, including an estimate of rental income)

The following information may be sought hereafter:

- Minimum of three bids or proposals for any purchase of goods or services of \$25,000 or more (including taxes)
- Offer to purchase (with a deadline of not less than 90 days and conditional upon approval of Reaching Home funding)
- Detailed schedule of activities/work
- Itemized budget breakdown
- Written confirmation of the financial contribution of other partners
- Plan for compensation/relocation of tenants
- Assurance that all environmental protection measures, standards and rules relating to the project activity, established by competent authorities, are respected
- Evidence that required permits have been obtained

Administrative practices to be considered:

Your participation in a capital investment project will add more steps to the annual financial audit of your organization. It is important for the activity and management files to be completed and in accordance with generally accepted auditing standards.

Below is a list of potential partners who can offer you technical expertise or contribute financially to the development or execution of your capital project. It should be noted that obtaining additional support from various partners would be an asset.

Office of Energy Efficiency

The Office of Energy Efficiency (OEE), Canada's centre of excellence for energy conservation, energy efficiency and alternative fuels information, is playing a dynamic leadership role in helping Canadians save millions of dollars in energy costs while contributing to a healthier environment.

Web site ► <http://www.oeenrcan.gc.ca/corporate/incentives.cfm?attr=0>

Canada Mortgage and Housing Corporation (CMHC)

This corporation is the federal government's housing arm. One of its objectives is to improve Canadians' living conditions by giving them access to a vast range of quality, affordable housing.

Web site ► <http://www.cmhc-schl.gc.ca>

Seed funding offers financial assistance to housing proponents who are in the early stages of developing an affordable housing project.

Web site ► www.cmhc-schl.gc.ca/en/inpr/afhoce/fias/fias_001.cfm

Housing Accelerator Fund

Encouraging initiatives that increase housing supply and promote the development of affordable, inclusive and diverse communities that are low-carbon and climate-resilient.

Web site ► <https://www.cmhc-schl.gc.ca/professionals/project-funding-and-mortgage-financing/funding-programs/all-funding-programs/housing-accelerator-fund>

USEFUL LINK

The Housing Development Checklist is a useful tool that identifies the essential steps that will help groups and individuals get organized and guide them through the development process. A series of companion fact sheets provide tips and practical information on some of the important activities in the process.

Web site ► http://www.cmhc-schl.gc.ca/en/inpr/afhoce/tore/lere/lere_003.cfm

Federation of Law Societies of Canada

Web site ► <http://www.flsc.ca/en/lawSocieties/websites.asp>

The Canadian Bar Association

Web site ► <http://www.cba.org/CBA/>

Search by province to find a legal expert.

<http://www.cba.org/CBA/Info/faq/referral.aspx>

Links to Architectural Organizations

Web site ► <http://www.ncarb.org/>

ANNEX 2: GUIDE TO THE SUSTAINABILITY CHECKLIST FOR APPLICANTS OF CAPITAL INVESTMENT PROJECTS

These guidelines will assist applicants seeking funding for capital projects to ensure that all elements of the sustainability checklist are complete.

1. Funding to Implement the Project

To fund the project:	YES	NO
<ul style="list-style-type: none"> Are all relevant and related project costs identified in the application package and/or sustainability plan? 	<input type="checkbox"/>	<input type="checkbox"/>

The following are minimum cost items to consider according to the scope of your project:

Project Financing

- Cash, equity, grants, loans, other sources of financing

Project Costs

- Land or property acquisition costs: Purchase price, taxes, legal fees, environmental remediation, survey, inspection, appraisal costs, other disbursement, city/municipal development charges, city/municipal permit fees, city parkland levy, insurance, mortgage, utility fees, consultants and professional fees, architect and engineer fees, other costs
- Construction or renovation costs: Renovation/ conversion/ construction costs, finished basement and/or additional living spaced, surface parking, landscaping, furniture and equipment, stove and refrigerators, laundry equipment, other equipment
- Organizational costs: Administrative costs, organizational infrastructure costs, staff wages, other related labour costs
- Additional costs: Rent loss during construction, GST, PST, contingency funds

	YES	NO
<ul style="list-style-type: none"> Do the application package and/or sustainability plan clearly show funding sources equal to the total costs of the project? 	<input type="checkbox"/>	<input type="checkbox"/>

The total amount (in dollar, \$) coming from your funding sources should at least be equal to the total cost of your project. This can either be reported through your Reaching Home funding application or sustainability plan.

If not, you may consider the following:

- Review your project funding and costs for any mistake
- Identify additional funding sources and confirm them through official letters of support
- Revise the scope of your project, in order to have costs below the total amount coming from your funding sources

	YES	NO
<ul style="list-style-type: none"> Are all funding sources confirmed through letters of support in the application package? 	<input type="checkbox"/>	<input type="checkbox"/>

You must have an official letter of support from each organization providing the funds for your project (usually one letter for each funding source). These letters should be attached with your Reaching Home funding application. Each letter should clearly identify the funding source, the applicant and project to be

funded, the amount in dollar that will be provided, and the time when funding will be provided (preferably with detailed day-month-year to day-month-year).

If not, you may consider the following:

- Review your official letters of supports and follow-up with the organizations if applicable
- Identify the funding sources for which you should have an official letter
- Identify additional funding sources and confirm them through official letters of support

2. Project Impacts

Impacts of the project on staff and service requirements:	YES	NO
<ul style="list-style-type: none"> • Do the application documents and/or sustainability plan clearly indicate the impacts of the project (i.e., will be a need for additional staff or services after completion)? 	<input type="checkbox"/>	<input type="checkbox"/>

The Reaching Home funding application and/or sustainability plan should clearly indicate the scope of your project. For example, is the project expected to include one of these activities:

- Construction of a new facility
- Conversion/renovation of an existing building
- Addition of new beds/units, new or expanded services (more staff or more clients served)
- Purchase of land or property
- Purchase of equipment, appliance or furniture

In addition, your sustainability plan must indicate how the activities will be sustainable five years after the end of your project.

3. Partnerships

Demonstrate support:	YES	NO
<ul style="list-style-type: none"> • Does the sustainability plan clearly identify all partners and indicate support that will be provided by each towards new requirements and impacts of the project? 	<input type="checkbox"/>	<input type="checkbox"/>

The sustainability plan for your project should identify:

- All partners relevant to your project
- All partners relevant to the delivery of services or housing for five years after the end of the project, if applicable

Depending on the scope of your project, the relevant partners who could be considered, among others, may include:

- Landowners and developers
- Agency, church, or other organization to develop land they own
- Lawyers and development consultants with strong non-profit and development experience
- Architects able to design shelters or quality housing within a tight budget
- Cost consultants (Professional quantity surveyors) to monitor construction costs from concept through construction to ensure budgets are maintained
- Community agencies who serve homeless clients and those at imminent risk of homelessness
- Partners who will share space or provide services after completion of your project

For the successful development and implementation of a capital project, the Canadian Mortgage and Housing Corporation (CMHC) also recommends that organizations acquire knowledge in the following key areas: property development, housing management, financial management, raising government and private funds.

It may be necessary to identify the pertinent skills and experience gaps within your organization so you will be able to determine the professional services needed to implement and complete your project. For more information on items to consider about partnerships, please consult the “Housing Development Checklist” from CMHC (http://www.cmhc-schl.gc.ca/en/inpr/afhoce/tore/lere/lere_004.cfm)

4. Operational Costs at the End of the Project

After project ends:	YES	NO
<ul style="list-style-type: none"> Do the application documents and/or sustainability plan clearly indicate funding sources for additional staff or service requirements? 	<input type="checkbox"/>	<input type="checkbox"/>

The Reaching Home funding application and/or sustainability plan should identify all the relevant funding sources for the operation of facility/new services. The funding sources must be indicated for the five (5) years after project completion.

Fundraising is not considered sustainable. Therefore, most of the funding for operational costs should come from stable funding sources such as:

- Province or Territory
- Housing corporations
- National organizations such as the Salvation Army or the John Howard Society

	YES	NO
<ul style="list-style-type: none"> Does the sustainability plan clearly show that the annual operational budget will be balanced for five years after project ends? (i.e. annual operational costs must be lower than the annual income) 	<input type="checkbox"/>	<input type="checkbox"/>

The total annual amount (in dollar, \$) coming from your funding sources should at least be equal to the total operational cost of your project for five (5) years after completion. This should be reported in the sustainability plan for your project.

Annual Income could include: Government supplement/per diem, government funding, income from rent, income from parking, donation, other grants, other income

Annual Expenditures could include:

- Building operating costs: Maintenance, repairs, materials, utilities, insurance, municipal taxes, vacancy allowance
- Organizational expenditures: Administrative costs, organizational infrastructure costs, staff wages and other related labour costs, support services
- Mortgage and other expenditures

If the annual operating budget is not balanced, you may consider the following:

- Review your project operational funding and costs for any mistake
- Identify additional funding sources and confirm them through official letters of support
- Revise the scope of your project, in order to have the appropriate operational funding for five (5) years after the project is completed