



SASKATOON
HOUSING
INITIATIVES
PARTNERSHIP



CREATIVE SOLUTIONS TO AFFORDABLE HOUSING AND HOMELESSNESS IN SASKATOON

FY 2013

Annual Report to the City of Saskatoon

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ORGANIZATIONAL OVERVIEW

Established in 1999, the Saskatoon Housing Initiatives Partnership is community-based non-profit organization that provides leadership to foster creative and affordable housing solutions in Saskatoon.

SHIPs endeavours to create an ample supply of affordable housing choices in Saskatoon; we believe that this contributes to the economic, social and personal well-being of the residents of Saskatoon, and helps create a safe, healthy and prosperous community.

Employing an evidence-based planning-oriented approach to affordable housing and homelessness, we are making a difference in Saskatoon. By working together with community partners, we are building communities and revitalizing neighborhoods, but most importantly, we are helping house individuals and families. We achieve this through research, project development, goal setting, outcome monitoring, risk management, partnership development, advocacy and strategic investment decisions.

Since 2009, SHIP has offered direct services such as drafting affordable housing proposals, business plans, need and demand studies on a fee-for-service basis. Intended to provide additional support for the delivery of business planning services for affordable housing, SHIP generates revenue from these services to support operating costs such as office and event space, accounting, marketing and additional administrative support required for day-to-day operations. However, the demand for these services is not sufficient for SHIP to provide affordable housing development services independently.

While most cities across Canada employ an individual dedicated to affordable housing development, the City of Saskatoon has been forward-thinking by providing five years of stable core funding for SHIP with an investment of \$115,000 per year to cover the cost of the Executive Director and the Contractor Services Fund (a grant for predevelopment activities). For the same cost of one employee, an entire organization with a strong network and knowledge base is facilitating the development of affordable housing, and helping reduce and prevent homelessness in Saskatoon.

The support of the City of Saskatoon is integral to SHIP's organizational success. SHIP was able to expand our reach in 2012 when we were awarded a contract to administer the Homelessness Partnering Strategy funding in Saskatoon. Since then we have invested \$2.2 Million to prevent, reduce and end homelessness in Saskatoon. With the addition of administrative fees that SHIP receives to administer the HPS funding, as well as our social enterprise, SHIP has grown from a staff of one to four, allowing us to do more and build creative solutions for affordable housing and homelessness in Saskatoon.

The combination of municipal and federal funding with fees for services and membership dues is an innovative business model that facilitates SHIP's vision to make a significant impact on the well-being of the residents of our community. Consequently, SHIP has been approached by other communities across Canada wishing to emulate our structure and operations. This joint initiative is improving access to affordable housing that is safe, sound, suitable and sustainable for households across Saskatoon, as well as preventing, reducing and ending homelessness in our community.

STRATEGY

SHIP is a unique organization that brings together a wealth of expertise and experience of a diverse group of individuals involved with affordable housing in Saskatoon. By gathering information to understand the needs of the community, SHIP works to develop creative solutions to the housing challenges faced by Saskatoon citizens. This is achieved by reviewing relevant market research and best practices, engaging organizations and individuals through meetings and outreach, and building strategic partnerships with groups that are working toward goals and outcomes common to our organization. SHIP's development team then works with clients to create plans that they can use to achieve their goals. By working together with community partners, SHIP is helping build communities and revitalize neighborhoods. By embracing a service-oriented approach, Housing and Community Development is working toward more positive relationships, community residents and stakeholders.

SHIP's Vision

SHIP will help create a safe, healthy and prosperous community by ensuring that there is an ample supply of affordable housing choices that contributes to the economic, social and personal well-being of the residents of Saskatoon.

SHIP's Mission

SHIP provides leadership to foster creative housing solutions by engaging developers, builders, lenders, and housing providers.

SHIPs Strategic Plan (2012-2014) Long Term Strategy and Goals



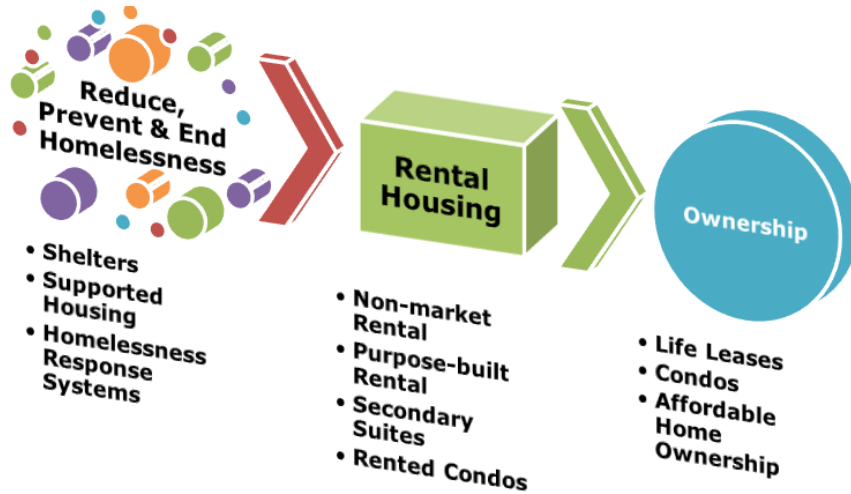
2012 – 2013 SHIP BOARD OF DIRECTORS

Name	Office Held	Organization
Barb Cox-Lloyd	President	Habitat for Humanity – Saskatoon
Tyler Stewart	Vice-President	Stewart Properties Holdings
Ray Neale	Secretary / Treasurer	Saskatoon Housing Authority
Tyler Mathies	Past-President	Innovative Residential
David Hnatyshyn	Director	Hnatyshyn Gough
Greg Jensen	Director	Royal Bank of Canada
Barry Downs	Director	Cress Housing / Saskatoon Tribal Council
Kent Mohn	Director	Affordable New Home Development Foundation
Bob Jeanneau	Director	KC Charities Inc.
Greg MacLeod	Director	Provincial Metis Housing Corporation
Jo-Ann Coleman-Pidskalny	Director	Saskatoon Housing Coalition
Nicholas Fraser	Director	Saskatchewan Association for Community Living
Shona Den Brok	Director	Saskatoon & Region Home Builders' Assoc.
Terry Gibson	Director	Saskatoon Health Region
Leigh Spencer	Director	Affinity Credit Union
Alan Wallace	Ex Officio	City of Saskatoon
Doug Schweitzer	Ex Officio	Saskatchewan Housing Corporation
Liane Dagenais	Ex Officio	Canada Mortgage and Housing Corporation
Mairin Loewen	Ex Officio	Councilor, City of Saskatoon

CREATING VALUE IN THE COMMUNITY

Working across the entire non-market and affordable housing continuum, SHIP is helping create solutions to affordable housing and homelessness in Saskatoon through project development assistance, holding conferences, and making investments to prevent, reduce and end homelessness.

AFFORDABLE HOUSING CONTINUUM



SHIP is unique **Affordable Housing Development Organization**. As project development assistants, our staff helps develop plans that move projects ahead, set goals, manage risk and track outcomes. Our Board and Committees are teeming with experienced advisors that bring a wealth of knowledge to the organization. The recent addition of fund management means SHIP has all the elements needed to empower organizations to develop solutions to affordable housing and homelessness in Saskatoon.



Moving forward, SHIP will be working in the community focusing more strongly with an **Asset Based Community Development (ABCD)** approach. This means identifying community assets with the capacity to help, and assisting with the creation of strategic partnerships that creates synergies between organizations to increase the current supply of affordable housing and enhance the homelessness response system. We will achieve this through project development assistance, facilitation, advocacy, events and strategic investments.

PROJECT DEVELOPMENT ASSISTANCE



Over the past year, the Saskatoon Housing Initiatives Partnership (SHIP) has been involved with a range of projects that are targeting the needs of various groups in Saskatoon.

Affordable Housing for General Population

Stewart Properties Holdings

- 525 20th Street (11 Units in development)
 - SHIP assisted in proposal development for Saskatchewan Housing Corporation's Summit Action Fund call for proposals which secured \$500,000 in provincial funding.
- 137 Acadia Court (6 Units Developed)
 - Congregate living in a Single Room Occupancy type of housing tenure
 - SHIP prepared a Need and Demand report and Business Plan for the project.
- SHIP Contractor Services Fund approval for 525 20th St project

Vantage Developments (47 Units)

- Rosewood affordable housing project in which SHIP assisted in proposal development for Saskatchewan Housing Corporation's Summit Action Fund call for proposals

Habitat for Humanity (4 Units)

- SHIP Contractor Services Fund approval for development costs of new condominiums

Affordable Housing for Seniors

Second Avenue Seniors Housing Co-operative (65 Units in development)

- SHIP engaged to prepare a Need and Demand report for the project.
- SHIP Contractor Services Fund approval to assist with architectural development costs

Elim Lodge (150 Units in development)

- SHIP Contractor Services Fund approval to assist with development costs of new units

Abbeyfield House

- Provided guidance on board governance

Homelessness Service and Capital Project Investments

- The Lighthouse Supported Living (20 beds and support)
- EGADZ (11 units)
- Saskatoon Housing Coalition (19 units)
- The Lighthouse Supported Living (Facility Upgrades)
- CUMFI (Facility Upgrades)
- Two additional housing projects (12 units)*

* Confidentiality required until public announcement by the SHIP and the Government of Canada.

General Inquiries

SHIP fields numerous inquiries (calls, emails and letters) every month from a wide range of people who need affordable housing, income support, supported housing and home repairs. We assist these individuals to the best of our abilities by referring them to appropriate agencies and listing relevant information on our website.



INVESTING TO PREVENT, REDUCE & END HOMELESSNESS

In 2012, the Saskatoon Housing Initiatives Partnership (SHIP) was awarded a contract with the Government of Canada to administer over \$2 Million in funding through the **Homelessness Partnering Strategy (HPS)** in Saskatoon.

To ensure strategic, timely investments, SHIP required a great deal of knowledge on the challenges of homelessness in Saskatoon. The **Community Advisory Board on Saskatoon Homelessness (CAB)** has been advising the federal government on HPS investments in Saskatoon since 1999. The CAB’s advisory duties for HPS funding were transferred to SHIP with initiation of the contract.



With advice and guidance from the CAB, SHIP has allocated and dispersed funding in Saskatoon through two public Calls for Proposals. With the help of provincial and municipal funding as well as private donations, these investments have been leveraged to make a real difference.

Hundreds of people have already been helped with new and improved outreach programs and

upgraded facilities, and when all the construction/renovation projects are completed, over 40 additional housing units will be available. This will all make a lasting impact to prevent, reduce, and end homelessness in Saskatoon.

These projects and the work taken on each day is a result of true community effort; none of this would have been achieved without the hard work and dedication of Saskatoon’s outstanding Community Based Organizations, government employees and numerous volunteers. Without them, the number of homelessness individuals and families in Saskatoon would be even higher than it is already.

INVESTMENT SUMMARY

Over **\$2 Million** has been invested in both service and capital projects, including:

- ✓ The Lighthouse - Stabilization and Intox Centre Pilot and Permanent Facility (\$425,123);
- ✓ EGADZ - Sweet Dreams Home for young mothers (\$319,694; 11 units);
- ✓ Saskatoon Housing Coalition - Supported Living Apartments (\$250,000; 19 units);
- ✓ The Lighthouse – Facilities upgrade (\$595,000);
- ✓ CUMFI - Kitchen upgrades (\$128,455);
- ✓ Two projects to be announced in July 2014 that creates 12 housing units (\$1,052,401)*;

* Confidentiality required until public announcement by the SHIP and the Government of Canada.

PROJECT SUMMARY

Stabilization Shelter and Intox Facility - Pilot Project

Project Partners: The Lighthouse Support Living, Inc., Saskatoon Health Region, SHIP

HPS Funding Allocation: \$198,848

Overview: The CAB has known for a long time that there was a need for additional support for intoxicated individuals in Saskatoon as the Brief and Social Detox Unit (Larson House) was reaching capacity daily, often by the afternoon. The Lighthouse proposed to implement a pilot project that would create a 20 bed facility with on-site stabilization and monitoring. SHIP approved funding for the pilot which was able to provide urgently needed stabilization shelter focused on preventing and reducing homelessness. The Lighthouse partnered with the Saskatoon Police Services, the Saskatoon Health Region Mental Health, and the Brief Detox Unit for training and referral to make this project a success. The reduction in emergency calls has created significant cost savings in Saskatoon already.

Stabilization Shelter and Intox Facility – Permanent Facility

Project Partners: The Lighthouse Support Living, Inc., SHIP

HPS Funding Allocation: \$226,275

Overview: Through SHIPs outcome monitoring and reporting mechanisms, the pilot project proved early on that there were significant benefits of the Stabilization and Intox Facility. During our second call for proposals, The Lighthouse requested additional funding to create a permanent facility in their unused pool area. Knowing the value of this type of facility, the CAB recommended that SHIP approve this project. While the available funding was not enough to build it on its own, SHIP was delighted to learn this spring that the provincial government and private donors provided \$1.5 Million to complete the project.

Sweet Dreams Supported Housing

Project Partners: EGADZ, Government of Sask, City of Saskatoon, Wally and Colleen Mah, Conexus Credit Union, SHIP

HPS Funding Allocation: \$319,694

Overview: Located at 600 Queen Street, Saskatoon is a supported residential living complex that will house eight to eleven young mothers and their children. This program is also designed to empower young mothers to learn, grow, and become independent parents. SHIP was the first organization to support this project, which laid the groundwork to other funders to come on board. Sweet Dreams is supported by a funding model that is the first of its kind in Canada. The funding model, which is called a Social Impact Bond, is between the Government of Saskatchewan; Conexus Credit Union; Wally and Colleen Mah; and EGADZ.

Supported Living Apartments

Recipient: Saskatoon Housing Coalition, Saskatchewan Housing Corporation, City of Saskatoon, SHIP

HPS Funding Allocation: \$250,000

Overview: The funding was utilized for pre-development activities related to the construction of a 19 unit transitional housing complex with supports for individuals with mental illness or dual diagnosis (mental illness and addiction) who are at risk of homelessness in Saskatoon. The Saskatchewan Housing Corporation provided funding for this building that will prevent and end homelessness for many.

Shelter Building Upgrades

Project Partners: The Lighthouse Support Living, Inc., SHIP

HPS Funding Allocation: \$595,000

Overview: With this funding, The Lighthouse was able to house more with proportionately less staff making the overall facility more sustainable. The new kitchen, front desk, meeting room, nursing station, and employment office will give staff, tenants, and the public space to work, serve, learn, and be helped to better their lives.

Outreach Centre Upgrades

Project Partners: Central Urban Metis Federation Inc. (CUMFI), SHIP

HPS Funding Allocation: \$121,000

Overview: CUMFI through this funding was able to renovate and upgrade the basement kitchen at the CUMFI main office building. The kitchen is the vital area of the organization as this is where they meet and interact with the homeless people and provide a better quality of engagement, referrals, life skills, and cultural development in a welcoming environment. The kitchen upgrade has made it easier to provide the necessary food services to the homeless in greater numbers within the community.

EVENTS

On November 19, 2013 SHIP held a Seniors' Symposium at the Travelodge in Saskatoon. Over 75 people attended, despite some cancellations as a result of early winter weather. A wide range of people from different organizations and businesses showed up for the event. For instance, there were representatives from places such as McClure Place, Jubilee Residences, the City of Martensville, the Saskatchewan Seniors Mechanism, J.A.B.A. Construction Ltd., City of Saskatoon, and the Saskatchewan Housing Corporation.



Sponsorship from Affinity Credit Union of \$1,000 helped make the project a reality. A week after the symposium, SHIP also received a \$1,000 donation from an individual from Grandora, SK who is associated with the Abbeyfield House of Saskatoon and wanted to show of support for SHIP.

The day started off with breakfast and opening remarks from the Saskatoon Council on Aging (SCOA). Elliot Paus-Jensen, President of SCOA, and Cheryl Loadman, the Age-friendly Saskatoon Initiative Coordinator for SCOA spoke about the challenges that communities will face as their demographic shifts and becomes more populated with seniors. They also talked about how to address these challenges.

The symposium then moved into workshops and participants could choose from two conference streams. One stream was the project development while the other focused on design and management of affordable housing.

After the first round of workshops everyone met back in the main dining area for the National Housing Day Luncheon. Following a lunch, there was a brief program with a keynote address from Wolf Willow Co-Housing. They spoke about their experience developing and managing the co-housing development.

Each workshop was well attended. The individual workshops had 2-3 speakers from various businesses or organizations. We had speakers from CMHC, Prairie Wild Consulting, SCOA, the Saskatchewan Co-operative Association, the City of Saskatoon, AODBT Architecture, System Built Developments, Preferred Choice, Affinity Credit Union, Saskatoon Mennonite Care Services, Preston Park, and Luther Care Communities.

In between the workshops, breaks provided time for networking and a trade show. Affinity Credit Union, Lutheran Community Care, CMHC, SCOA, and SHIP had displays.

Overall, there were many positive comments from the participants about the event and people said they found the workshops very informative.

OUTLOOK FOR THE FUTURE

Developing Affordable Housing

Due to the sustained growth in Saskatoon, prices of homes and rental units continue to rise faster than incomes. With a continued need for more affordable rental and home ownership options for many different types of groups, SHIP's services will continue to be in high demand for the foreseeable future.

As mentioned previously, SHIP will be working in the community focusing more strongly with an **Asset Based Community Development (ABCD)** approach. This means identifying community assets with the capacity to help, and assisting with the creation of strategic partnerships that generates synergies between organizations to increase the current supply of affordable housing in Saskatoon.

SHIP will continue to provide project development assistance with need and demand research, feasibility analysis and business planning services. We will also continue to provide and develop world-class resource material to help organizations realize their goals. Our services will respond to the needs of the community as staff meets with community groups, public and private funders, and volunteers to help create productive partnerships.

Preventing, Reducing and Ending Homelessness

SHIP will continue to deliver HPS funding (\$5 Million) in Saskatoon over the next five years. Guided by an updated **Community Plan on Housing and Homelessness**, investments will continue to target infrastructure enhancements so the most vulnerable in our community can receive the help they need. This means a focus on both service and capital infrastructure investment.

As a result of the success of the Mental Health Commission's At Home/Chez Soi research project that implemented Housing First in ten major cities across Canada, the federal government has mandated that a portion of each cities HPS funding allocation is dedicated to Housing First.



SHIP staff have received training on Housing First implementation over the past year, making connections with a network of people from communities across Canada that are working with similar challenges. Guided by the Community Advisory Board (CAB), SHIP will tap the knowledge of a Canada-wide network to ensure the creation of a permanent, sustainable Housing First response in Saskatoon, as mandated by our new HPS Contract. This involves enhancing the current homelessness response system by implementing an intake, assessment and service model using common tools and methodology so homeless individuals and families can access the services they require.

Historically, there has been a shortage of appropriate housing options for the varied requirements of individuals and families facing homelessness in Saskatoon. Through previous experience, the CAB knows the value of investments that upgrade and expand the Homelessness Response Infrastructure Network in Saskatoon, investing in the creation of 42 units in the last two years alone, but also the huge impact on Saskatoon homelessness from the guidance they have provided over the past 15 years.

SHIP is currently developing a **Community Plan on Housing and Homelessness** for Saskatoon that meets the requirements of the federal government program. There will be an increased focus on Housing First initiatives as



well as capital investment. Not only will SHIP work to ensure Saskatoon has a permanent, sustainable Housing First response system, it will also enhance the emergency and supported housing infrastructure. This plan will focus on community development, constructive partnerships, collaboration, goal setting, outcome measurement and leveraging funding to develop a response that meets the needs of all individuals and families experiencing homelessness in Saskatoon, from chronic and episodic homeless individuals and families to those who are experiencing homelessness for the first time.

FINANCIAL AND NON-FINANCIAL HIGHLIGHTS

The summary financial information presented here is derived from SHIP's audited consolidated statements for the year ended July 31, 2013. Thanks to increased interest in SHIP's services, income from the research and planning division helped strengthen the financial position, creating a net income of \$10,969 compared with \$2,554 last year.

SASKATOON HOUSING INITIATIVES PROGRAMS, INC.		
BALANCE SHEET AS AT JULY 31, 2013 (with comparative figures for 2012)		
ASSETS	2013	2012
Current Assets	\$	\$
Cash	1,098,204	38,421
Short-term investments	108,758	107,448
Accounts receivable	44,771	24,961
Prepaid expenses	1,692	1,322
	1,253,425	172,152
Tangible capital assets	1,758	863
	<u>\$1,255,183</u>	<u>\$173,015</u>
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	\$11,364	\$7,837
Deferred revenue	1,072,672	5,000
Total Liabilities	1,084,036	12,837
Retained Earnings	171,147	160,178
EQUITY	<u>\$1,255,183</u>	<u>\$173,015</u>

Summary Statement of Receipts and Expenditures	2013	2012
	\$	\$
Receipts	1,070,044	111,225
Operating Expenditures	1,059,075	108,671
Net Operating Income	<u>10,969</u>	<u>2,554</u>

SHIP's Executive Director and the Executive Committee, a sub-committee of the Board of Directors, adhere to responsible policies and procedures to ensure fiscal responsibility.

SHIP holds itself fiscally accountable to its core financial contributors and members.

129 UNITS

Affordable
Housing
Project
Development
Assistance

\$1.5M INVESTED

creating
42 Units for
Homeless
Individuals and
Families

\$.5M SECURED

with Proposal
Development for
11 UNITS

of Affordable
Housing

SHIP MEMBER SUPPORT

SHIP gratefully acknowledges the support of our members for making our work possible in 2013.



SHIPS COMMUNITY DEVELOPMENT TEAM

SHAUN DYCK EXECUTIVE DIRECTOR	ADINA WILSON HPS COMMUNITY DEVELOPMENT COORDINATOR	SHIVANI KRISHNA MONITORING AND PAYMENTS OFFICER
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LILANI SAMARAKOON PROJECT DEVELOPMENT ASSISTANT



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