



SASKATOON
HOUSING
INITIATIVES
PARTNERSHIP

2016

ANNUAL REPORT



**PARTNERING TO DEVELOP SOLUTIONS TO
AFFORDABLE HOUSING AND HOMELESSNESS IN SASKATOON**

SHIP is a community based organization focusing on affordable housing and homelessness. We work to increase the amount of appropriate and affordable housing options and homeless services available in Saskatoon.

The economic, social and personal well-being of the residents of this great city is our main concern. We believe that a wide range of housing options creates a safe, healthy and prosperous community.

When people can access the right housing at the right time, it opens doors to help create a healthy and happy life. Our vision is that Saskatoon has affordable and appropriate housing options for all citizens.

We have ambitious plans for the future and are committed to helping even more people across Saskatoon.

We know we won't end the housing affordability crisis and homelessness overnight or on our own. By studying the needs for housing and services, investing in solutions, facilitating discussions and collaborating with partners locally, provincially and nationally, we are working together to ensure housing for everyone in Saskatoon.



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WHO WE ARE

SHIP is helping create solutions to housing and homelessness in Saskatoon through project development assistance, community engagement, partnership development, and investing in projects that address homelessness.

Working across the entire affordable housing continuum, SHIP offers a unique service to affordable housing developers in Saskatoon. Our organization brings together expertise and experience from a diverse group of individuals involved with affordable housing and homelessness in Saskatoon. SHIP's Board, committees and staff bring a wealth of knowledge to the organization.

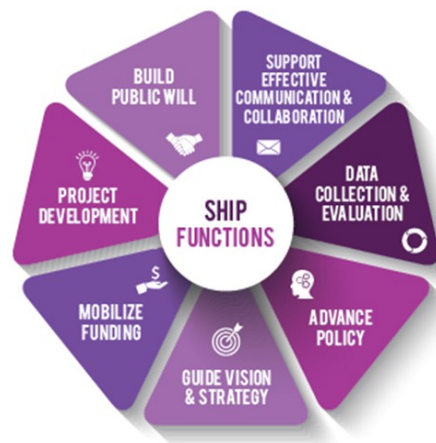
SHIP's housing project development team works with clients to create a customized business plan to help bring their project to fruition. This includes reviews of zoning and building requirements and exploring development options. By performing financial feasibility assessments and establishing timelines and goals, SHIP helps mitigate risks often encountered during the project development phase.

Our project development expertise also provides a strong knowledge base for the investments we manage (\$1 Million per year) for initiatives that address homelessness in our city. By working together with our community partners, SHIP is helping build communities, revitalize neighborhoods and address homelessness.

The past year saw the release of the **Saskatoon Homelessness Action Plan**. This Plan was developed to provide a solid roadmap so we can begin the journey towards changing how we address homelessness. To help achieve the goals of the Plan, SHIP has taken on a facilitation role to foster success in our community.

To respond to the needs of the Action Plan, SHIP also expanded the activities it undertakes. A new SHIP Strategic Plan was adopted by the Board of Directors in 2016, and the Board is ensuring that the organization is ready to serve the community well. The Strategic Plan, along with our updated Vision and Mission Statements, as seen on the following page, bring clarity to our role in our community.

SHIP's Main Activities



With expertise in project development and research, experience in community engagement and proven strength as prudent fund managers, SHIP has all the elements needed to empower organizations to develop solutions to affordable housing and homelessness in Saskatoon.



SHIP'S STRATEGIC PLAN

Vision

Saskatoon has affordable and appropriate housing options for all citizens

Mission

SHIP fosters collective action to develop creative housing and homelessness solutions

STRATEGIC PRIORITIES

Facilitate
Saskatoon's
Homelessness
Action Plan

Manage
Homelessness
Partnering Strategy
Funding

Develop
Appropriate and
Affordable Housing
Solutions

STRATEGIC GOALS

SUPPORTS

Improve access to support available for people at-risk or experiencing homelessness through a system of assessment, coordination and appropriate response



ALIGNMENT

Coordinate and align community and government efforts in a response system that makes homelessness rare, brief, and non-reoccurring in Saskatoon



HOUSING

Increase the number of appropriate housing options for those requiring support, subsidy, or better affordability



RESOURCES

Increase resources dedicated to preventing, reducing and ending homelessness in Saskatoon



ACHIEVED THROUGH OUR COMMITMENT TO:

ENGAGEMENT

Engaging the community in research and planning, and promoting awareness of homelessness and affordable housing in terms of need, potential solutions and achievements in Saskatoon



EXCELLENCE

Being outstanding as an organization, one that others would model



HOMELESSNESS ACTION PLAN

In 2015, SHIP began working with the United Way to create Saskatoon's Homelessness Action Plan. This Plan was built on the combined wisdom of the previous community plans on homelessness.

Early plans called for the increase of emergency, supportive and transitional housing, Housing First, and affordable housing. Community consultations for the new Plan had revealed that there was a desire to find solutions not only for people who are chronically homeless, but also to create options for those at greatest risk of becoming homeless.

With that in mind, Saskatoon's Homelessness Action Plan was created. Completed in 2016, the Plan calls for a coordinated system response that will involve increased prevention efforts, teamwork between emergency and transitional supports, policy reforms and a serious investment in affordable housing options across the spectrum.

Saskatoon Homelessness Action Plan Priorities



This Plan has developed a solid roadmap so we can begin the journey towards changing how we address homelessness.

A multi-sectoral approach is essential to achieving the collaboration necessary to meet the goals of the Plan. SHIP will endeavor to inspire change in our community, and increase commitment for everyone to work together towards a common vision.

SHIP role as facilitator for implementing the Plan in our community was endorsed by the community and Saskatoon City Council. A new contract allowed us to dedicate a position to the Plan. Our new Director of the Homelessness Action Plan (hired February 2017) is promoting collaboration in the community, and has begun to create Collective Action Teams to discuss issues and advise both government and the community at large on a wide array of issues related to homelessness and housing.

These Teams include community members, volunteers and people with lived experience to ensure a rich perspective when addressing the needs of the community. Teams will focus on addressing their specific theme as it relates to each of the four priorities of the action plan. This information sharing network will assist in bringing people together around a common cause and help prioritize things that need to be addressed in our community.

During 2016, SHIP's work on the Plan required us to spend more time addressing issues relating to homelessness in Saskatoon, as well as promoting collaboration across the homeless serving sector. This broadening of our mandate has expectedly taken some time away from our affordable housing development activities. This shift in focus was necessary to deal with increases in homelessness in Saskatoon over the past decade.

OUR YEAR IN NUMBERS



47 Units

We provided research and development assistance for 47 affordable housing units



\$1.8 Million Invested

We invested \$1.8 Million in Homelessness Partnering Strategy Funding in Saskatoon



1,200 Attendees

CONFERENCE
2016

170 Attendees

SHIP helped organize events that focused on affordable housing and homelessness in our city.

SHIP'S INVESTMENT IN HOUSING FIRST IS HELPING FAMILIES

"We have been working with a housing first client who has been struggling with drugs, loss of parenting and gang involvement. This woman has also done long stints in jail due to this and has been living a transient lifestyle for the past 10 years. Her children have been in care during all of this. This woman has been trying to get her life together and needed a place to start her healing process."

"Soon after getting her housed in July, she got more involved with a recovery program and from there got part-time employment as a speaker. Since she has had stable housing and kept her home clean and drug free, her children are now being allowed from Ministry of Social Services to come for sleep overs. Her eldest daughter is now transitioning to move back in with her. If this program wasn't here, this mom would not have had a starting point on which to get her life in order and her children back in her care."

- Saskatoon Indian Metis Friendship Centre

PROJECT DEVELOPMENT SUMMARY

The past year has had SHIP involved in some exciting projects to address the need for affordable housing and homelessness in Saskatoon.

AFFORDABLE HOUSING

OutSaskatoon (6 units)

- SHIP prepared a Need and Demand Study for LGBTQ Youth Housing
- SHIP also facilitated a partnership between OutSaskatoon and Stewart Properties Holdings to provide housing for LGBTQ youth, the first of its kind in Canada.

Stewart Properties Holdings (10 units)

- SHIP assisted in proposal development for Saskatchewan Housing Corporation's Rental Development Program for specialized affordable housing for expecting and new mothers.

Quint Developments (26 Units)

- SHIP provided a housing market research report for the Saskatchewan Housing Corporation's Rental Development Program for affordable housing for individuals and families.

Hope Restored (5 Units)

- SHIP prepared a Need and Demand study on the need for specialized housing for victims of human trafficking.
- SHIP also provided proposal development assistance for the federal government's Status of Women call for proposals

HOMELESSNESS SERVICE AND CAPITAL PROJECT INVESTMENTS

Saskatoon Indian & Metis Friendship Centre

- Housing First Case Management
- Rapid Rehousing Case Management
- Centralized Intake
- Drop-in Centre Renovations

Stewart Properties

- 11 low-barrier transitional units

White Buffalo Youth Lodge

- Housing First for Families

The Lighthouse

- Housing Placement Worker x 2
- Low-barrier suites
- Outside lighting

Saskatoon Crisis Intervention Services (Journey Home)

- Housing First Case Management

YWCA

- Family Worker

Crocus Co-op

- Facility Renovations

SERVING OUR COMMUNITY: THE HOUSING LOCATOR

"Wayne had lived in Saskatoon all his life. He was married and had a beautiful farm with his wife, son and daughter. He loved his work, but an ugly divorce resulted in him using alcohol to cope. Wayne came to us in June 2016, and we worked closely. We had some hard conversations, as he just needed someone to be patient and listen about his life and farming days. It took us about month to find a place and connect him with the proper services to help him get ahead in life."*

**Touni, Housing Locator,
The Lighthouse Supported Living**

*Name Changed to protect privacy

EVENTS

Innovative Solutions to Housing and Homelessness Conference

On November 22, 2016, over 170 members of the community attended SHIP's **Innovative Solutions to Housing and Homelessness Conference** in Saskatoon at the Travelodge, coinciding with National Housing Day. Keynote speakers included Dr. Bernadette Pauly from the Centre for Addictions Research at the University of Victoria, and Pastor Frank Jeske of Westgate Alliance Church in Saskatoon.

Dr. Pauly spoke on harm reduction and housing, and her research on Managed Alcohol Programs. Pastor Frank Jeske told the story of his church's journey from vision to reality as they became an affordable housing provider for low income families in Saskatoon.

The afternoon offered sessions on Homelessness and Affordable Housing. The Homelessness session covered Low Barrier Housing and Housing First Supports as well as a session on an Indigenous Healing approach to Housing First. The Affordable Housing session covered funding opportunities to support development, and Crime Free Multi Housing.

We also released the **Saskatoon Homelessness Action Plan**, and live-streamed a webcast by the Honourable Jean-Yves Duclos, Minister of Families, Children and Social Development on the progress on the **National Housing Strategy**.

We are very thankful to our sponsors for the event: Canada Mortgage and Housing Corporation (CMHC) and City of Saskatoon.



Second Annual YXE Connects

On Monday May 16th, 2016 over 70 service organizations from across our city gathered together to serve the most vulnerable in our community. The event was hosted at City Centre Church and White Buffalo Youth Lodge. The event brings together service organizations, community agencies and businesses to provide the services all in one place.

Often those who need to access community supports have a tough time navigating the system. Transportation is also an issue. Bringing multiple organizations together goes a long way in making



sure both families and individuals have access to the services they need. Haircuts, lunch, a clothing give-a-way as well as employment, housing and health services were some of the more popular services provided to the over 1,200 attendees.

The event goes a long way towards raising awareness of what various service organizations exist within our community.

YXE Connects is organized by partners including



ADDRESSING HOMELESSNESS

Since 2012, SHIP has been the Saskatoon Community Entity for the Homelessness Partnering Strategy (HPS), managing \$1 Million of funding for Saskatoon annually. The program was renewed in 2014, and in 2016, the Government of Canada generously increased the amount of HPS funding for homelessness projects in Saskatoon for both the 2016/17 and 2017/18 fiscal years. With this increase, the Government of Canada is investing over \$2 Million annually.

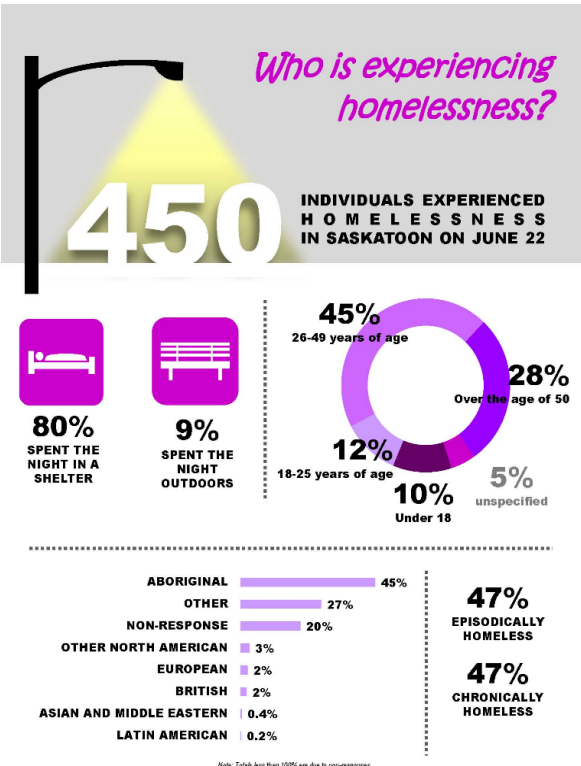
These needed resources have helped us move ahead with some innovative projects. The additional funds helped add four more Housing First and housing placement workers at partnering agencies, and two more agencies were able to receive additional HPS funding to expand their Housing First projects. As well, there have been exciting investments in units developed specifically for individuals and families

with housing barriers.

We know that in Saskatoon, homelessness has been a serious and growing problem, and that we must be aggressive in tackling this issue, including identifying root causes.

The good news is that the efforts of Housing First and housing placement programs to move people out of homelessness are making a huge impact. Next year's Point-In-Time (PIT) count and shelter numbers will hopefully show the impact of the hard work and strategic investments.

Saskatoon Point-In-Time Count Statistics



RAPID REHOUSING MAKES A DIFFERENCE

“Centralized Intake assessed a middle aged man named Brian. He scored mid-acuity appropriate for Rapid Rehousing on the assessment which was completed in February 2016. At the time of assessment, he was living out of his van and at the Salvation Army shelter. He expressed major frustration in dealing with provincial income assistance and shelter living.”*

“On my third meeting with him, the Intake worker determined that he was a candidate to be 'fast tracked' to housing locator services, meaning that he felt confident that Brian would manage if housed without case management. He viewed an apartment following the third meeting and secured the unit. The case manager spoke to him and he is still housed at the same unit, saying he will likely stay there for months to come. As well, Brian secured full time work which he plans to stick with for the foreseeable future. He stated that as hard as he tried, he just couldn't secure work until he secured housing, that shelter life and homelessness just was not conducive to it.”

- Housing Placement Worker, Saskatoon
Indian & Metis Friendship Centre

* Name was changed to protect privacy.

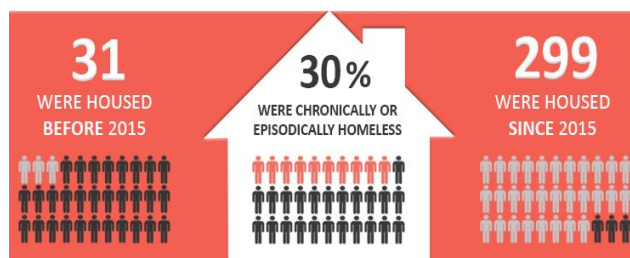
ADDRESSING HOMELESSNESS

In 2016/17, \$1.8 million was invested in Saskatoon through HPS and other partners to fund 18 staff to stabilize people, move them quickly out of homelessness, and provide ongoing support for 6-24 months

- \$1.4 Million (\$750,000 from HPS) into Housing First supports at three agencies
- \$400,000 (\$271,000 from HPS) in less intensive Housing Placement services (Rapid Rehousing and direct placement out of shelter) at four agencies

The results of these investments are impressive:

- Before the June 2015 PIT count, 31 individuals were housed through two programs.
- Since the last PIT count, an additional 299 individuals have been housed through six programs.
- A total of 330 people housed and supported through these programs.
- At least 100 individuals and families were chronically or episodically homeless.
- Hundreds of assessments at Centralized Intake (SIMFC)
- The Housing First program started with 3 case managers serving 17 clients when it began in 2014. Now Saskatoon has 18 Housing Placement Workers in our community serving over 400 individuals and families. (see Appendix A for more information)



The **Community Advisory Board on Saskatoon Homelessness** continues to provide advice and guidance as SHIP allocates funding through open Calls for Proposals. In 2016, SHIP invested in many capital and service projects, working with partners to enhance the coordinated response to homelessness in Saskatoon.

Jo-Ann Coleman Pidskalny (Chair)

Saskatoon Housing Coalition

Laurie Bouvier

Aboriginal Friendship Centers of Sask.

Tracey Kushniruk

Saskatoon Health Region

Barry Downs

Cress Housing

Deb Horseman

Saskatoon Housing Corporation

Ray Neale

Saskatchewan Housing Authority

Drew Bilboe

Salvation Army

Daryl Sexsmith

City of Saskatoon

Shirley Isbister

Central Urban Metis Federation Inc. (CUMFI)

Peter Wong

*Ministry of Social Services
(Child & Family Services)*

Brenda Read

*Ministry of Social Services
(Income Support)*

Don Meikle

EGADZ

Heidi Gravelle

White Buffalo Youth Lodge

HOMELESSNESS PARTNERING STRATEGY INVESTMENT SUMMARY

Home Fire - Keehi Kwakoh-tcheewinis Housing First Case Management Team

Project Partners: Saskatoon Indian and Métis Friendship Centre (SIMFC), SHIP

HPS Funding Allocation: \$503,403
(April 2016-March 2017)

Overview: SIMFC expanded their team each year since the start of their program in January 2015. Currently they have 8 staff. The program consists of two .5 FTE Centralized Intake positions (male and female), who work to assess need and link homeless individuals with the appropriate level of support. There are 3.5 Housing First positions, 2.5 Rapid Rehousing positions, 1 FTE manager. The Housing First case managers supported 36 high acuity, homeless individuals, 27 of whom were new clients in this fiscal year. The Rapid Rehousing case managers supported 23 clients this year, with 5 of them still looking for housing at the end of the fiscal year.

The Beehive: Low-Barrier Transitional Apartments for People with HIV/AIDS

Project Partners: Stewart Properties, Sanctum Care Group, AIDS Saskatoon, SHIP

SHIP Funding Allocation: \$480,308

Overview: The Beehive is 11 apartments and one office for second-stage transitional housing, after individual spend a period of time at the Sanctum HIV/AIDS hospice. The Beehive transitional home is longer term and low barrier (harm reduction informed) to ensure that addiction is not the reason that people are evicted. Clients are directly involved in the support model, as peer mentors. Tenants are sup-

ported by AIDS Saskatoon and Sanctum outreach staff, who maintain an office in the building. Tenants are directly involved in setting the rules of the building, and helping to enforce them. This project gives individuals who were impacted by street life an opportunity to live in their own apartment and learn the necessary life skills to be successful and independent in the community, while maintaining medications and gains in health. Funding for staff is provided by the Saskatoon Health Region, grants, private donations and pharmaceutical company contributions.

Housing First for Families

Project Partners: White Buffalo Youth Lodge, SHIP

SHIP Funding Allocation: \$165,490
(April 2016– March 2017)

Overview: This project was created with the goal of housing families who are chronically or episodically homeless. After huge success in the first year, a second case manager was added in December 2016. In this fiscal year, 21 high-acuity Housing First families were supported to find housing and stability, in addition to the 10 families that continued in the program from the previous year. Families were supported to make important cultural connections. An Indigenous parenting class was offered to program participants, and they had the benefits of the rich array of programs offered at White Buffalo.

HOMELESSNESS PARTNERING STRATEGY INVESTMENT SUMMARY

Housing Locator and Case Worker

Project Partners: The Lighthouse Supported Living, SHIP

HPS Funding Allocation: \$105,046
(April 2016-March 2017)

Overview: The Housing Locator is a critical role for the Housing First intervention. This position provides support to the other agencies offering Housing First, by building relationships with private market landlords and supporting clients directly to find the right housing. The addition of a case worker to do rapid housing placement and support, from the Lighthouse shelter, has ensured immediate support for those who just need a little help to find housing. 63 individuals were housed and supported in 2016/17 through this program, in addition to the housing location work done for the partner programs.

Demolition and Redevelopment of Community Space for People with Mental Illnesses

Project Partners: Crocus Co-operative, SHIP
HPS Funding Allocation: \$100,775

Overview: Crocus Co-op operates a member-driven co-operative that works on behalf of people recovering from mental illness. Due to issues with surrounding neighbourhood redevelopment, Crocus needed extensive renovations to maintain their facility. The demolition and redevelopment of a portion of their building will ensure their longevity and continued operations.

The Journey Home Housing First Program

Project Partners: Saskatoon Crisis Intervention Service, The United Way of Saskatoon and Area, SHIP

HPS Funding Allocation: \$54,977
(October 2016-March 2017)

Overview: With generous support from the United Way of Saskatoon and Area, the Journey Home was the first Housing First program in Saskatoon, offering intensive case management to people experiencing chronic homelessness. Since inception, 52 people have received support. In this fiscal year, 16 new high-acuity Housing First clients were supported in the program, in addition to ongoing support offering to existing clients. SHIP became a funding partner with this program with the increase in HPS funding that was allocated mid 2016/17.

Low-Barrier Suites

Project Partners: The Lighthouse Supported Living Inc., SHIP, the Saskatoon Health Region, the Journey Home Housing First team
HPS Funding Allocation: \$35,789

Overview: Two supported living units at the Lighthouse to offer a low-barrier alternative to individuals who need support, but have a history of severe alcohol dependence, chronic homelessness and failure to remain housed due to addiction. These two units will allow for the consumption of alcohol (purchased by the user) on site, with the intent of harm reduction and the reduction on non-palatable consumption.

HOMELESSNESS PARTNERING STRATEGY INVESTMENT SUMMARY

Sustaining Safe Spaces

Project Partners: Saskatoon Indian and Métis Friendship Centre (SIMFC), SHIP
HPS Funding Allocation: \$34,268

Overview: SIMFC received funding to renovate their community drop-in space, including bathrooms, emergency lighting and the kitchen facilities. These improvement will ensure a welcoming, safe and clean space for individuals participating in cultural activities, and utilizing the emergency and support services provided. SIMFC offers a home away from home and tangible support for individuals at risk and those experiencing homelessness.

YWCA Family Worker

Project Partners: YWCA Saskatoon, Private Donor, SHIP
HPS Funding Allocation: \$9,194
 (October 2016-March 2017)

Overview: A visionary private donor offered funding to support a position to help families living at the YWCA shelter bridge from homelessness into housing. SHIP was able to round out the budget with a small allocation from HPS. This year, the Family Worker housed and supported 40 families, 5 of which were high-acuity, Housing First families.

Partnering to Provide Housing First Funding for Direct Client Costs

Project Partners: SHIP, Housing First providers
HPS Funding Allocation: \$30,000

Overview: SHIP assumed the role of fund administrator for the direct client funding which supports Housing First clients to transition out of homelessness. The fund can pay for unmet needs as individuals make this critical transition. In partnership with the Housing First agencies, 23 high-acuity, Housing First clients benefited from the funding, transitioning into housing.

Outside Lighting for Safety and Visibility Around the Shelter and Supported Living Tower

Project Partners: The Lighthouse Supported Living Inc., the City of Saskatoon, SHIP
HPS Funding Allocation: \$4,214

Overview: The street lighting around the original Lighthouse building needed to be updated to improve safety and visibility around the shelter. The City of Saskatoon offers a grant for improvements, and SHIP funded the remaining amount through HPS.

*The coordination of housing placement supports began in May 2015 with the **Housing Team** meetings, facilitated by SHIP. Since then, the managers and frontline workers of housing placement and support programs have met to discuss: coordination issues with intake; challenges with case management and income security; gaps in existing services; and training needs. Recently, we have begun analyzing how some homeless individuals are not being, or cannot be served by the current configuration of programs.*



THANK YOU TO OUR PARTNERS

The support of the City of Saskatoon is integral to SHIP's success. Providing five years of stable funding for SHIP with an investment of \$100,000 to \$115,000 per year (based on performance) that covers the cost of the operations. This strategic investment creates a cornerstone for the entire organization with a strong network and knowledge base that facilitates the development of affordable housing and helps reduce and prevent homelessness in Saskatoon.



Since 2012, SHIP has administered the Federal Government's Homelessness Partnering Strategy funding in Saskatoon. In March 2014, SHIP renewed its contract to 2019. We will invest close to \$7 Million to prevent, reduce and end homelessness in Saskatoon. SHIP receives administrative fees that to administer the HPS funding. This has increased our staffing complement, and expanded our impact across the housing continuum in a significant way.

Over the past year, SHIP partnered with the United Way of Saskatoon & Area to finalize the **Saskatoon Homelessness Action Plan** that combines the wisdom of past community plans, consultations and experience gained through implementation of various projects that address homelessness. The vision of the Plan is to make homelessness rare, brief and non-reoccurring in Saskatoon.



Along with the funding from the City of Saskatoon and the Government of Canada, our membership sales help us make a positive impact on our great city. We are truly grateful to all the organizations that support us.

SHIP'S AFFORDABLE HOUSING NETWORK MEMBERS



2016 SUMMARY

SHIP continues to provide project development services for affordable housing, which provides funding for additional activities. Our focus on collaborative community development ensures that our investments complement current programming for homelessness. We are very proud of our achievements and are excited about the projects currently in development.

FINANCIAL SUMMARY

The summary financial information presented here is derived from SHIP's consolidated statements for the year ended March 31, 2017

SASKATOON HOUSING INITIATIVES PARTNERSHIP		
BALANCE SHEET AS AT MARCH 31, 2017		
ASSETS	2016/17	2015/16
Current Assets	\$	\$
Cash	380,920	269,701
Short-term investments	112,634	111,342
Accounts receivable	60,667	37,57
Prepaid expenses	6,456	2,960
	562,821	421,887
Tangible capital assets	2,144	981
	<u>\$562,821</u>	<u>\$424,255</u>
LIABILITIES		
Current liabilities		
Accounts payable & accrued liabilities	17,306	13,747
Deferred revenue	356,723	229,046
Total Liabilities	374,029	242,793
Retained Earnings	188,792	181,462
EQUITY	<u>\$562,821</u>	<u>\$424,255</u>

Summary Statement of Receipts and Expenditures	2016/17	2015/16
	\$	\$
Receipts	2,081,951	1,235,387
Operating Expenditures	2,074,621	1,224,284
Net Operating Income	<u>7,330</u>	<u>11,103</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.

47 UNITS

AFFORDABLE HOUSING PROJECT DEVELOPMENT

Pride Home

(6 Units – LGBTQ Youth)

Quint Developments

(26 Units - Affordable Housing)

Stewart Properties Holdings

(10 Units - Pre/Post Natal Housing)

Hope Restored

(5 Units - Victims of Human Trafficking)

\$1.8 MILLION

INVESTED TO PREVENT AND END HOMELESSNESS

Saskatoon Indian & Metis

Friendship Centre

(Housing First & Centralized Intake)
(Renovation of Drop-in Centre)

White Buffalo Youth Lodge

(Housing First & Rapid Rehousing for Families)

The Lighthouse Supported Living

(Housing Locator, Case Worker)
(Low-Barrier Suites, Outside Lighting)

Journey Home

(Housing First Intensive Case Mgmt)

YWCA

(Family Worker)

The Beehive

(Low-Barrier Transitional Apartments for people with HIV/AIDS)

Crocus Co-op

(Community Space for people with Mental Illnesses)

SHIP

(Funds to help Housing First Clients transition out of homelessness)

OUR PEOPLE

BOARD OF DIRECTORS

Jessica Kyle (President)

Habitat for Humanity – Saskatoon

Tyler Stewart (Past-President)

Stewart Properties Holdings

Ray Neale (Secretary/Treasurer)

Saskatoon Housing Authority

Fred Khonje

Affinity Credit Union

Barry Downs

Cress Housing / Saskatoon Tribal Council

Kent Mohn

Sunridge Residential

Jo-Ann Coleman Pidskalny

Saskatoon Housing Coalition

Rachel Lowen-Walker

OutSaskatoon

Bob Jeanneau

KC Charities Inc.

Michael Schwandt

Saskatoon Health Region

Hilary Gough (Ex Officio)

Councilor (Ward 2) City of Saskatoon

Kim Tyndall (Ex Officio)

Canada Mortgage and Housing Corporation

Kristina Johnson (Ex Officio)

Saskatchewan Housing Corporation

Lesley Anderson (Ex Officio)

City of Saskatoon*

STAFF

Shaun Dyck

Executive Director

Chris Randall

Director, Saskatoon Homelessness Action Plan

Kianna Sayah-Mofazzali

Project Development Assistant

Dionne Miazdyck-Shield

Director, Strategic Initiatives

Lilani Samarakoon

Finance and Administration Officer



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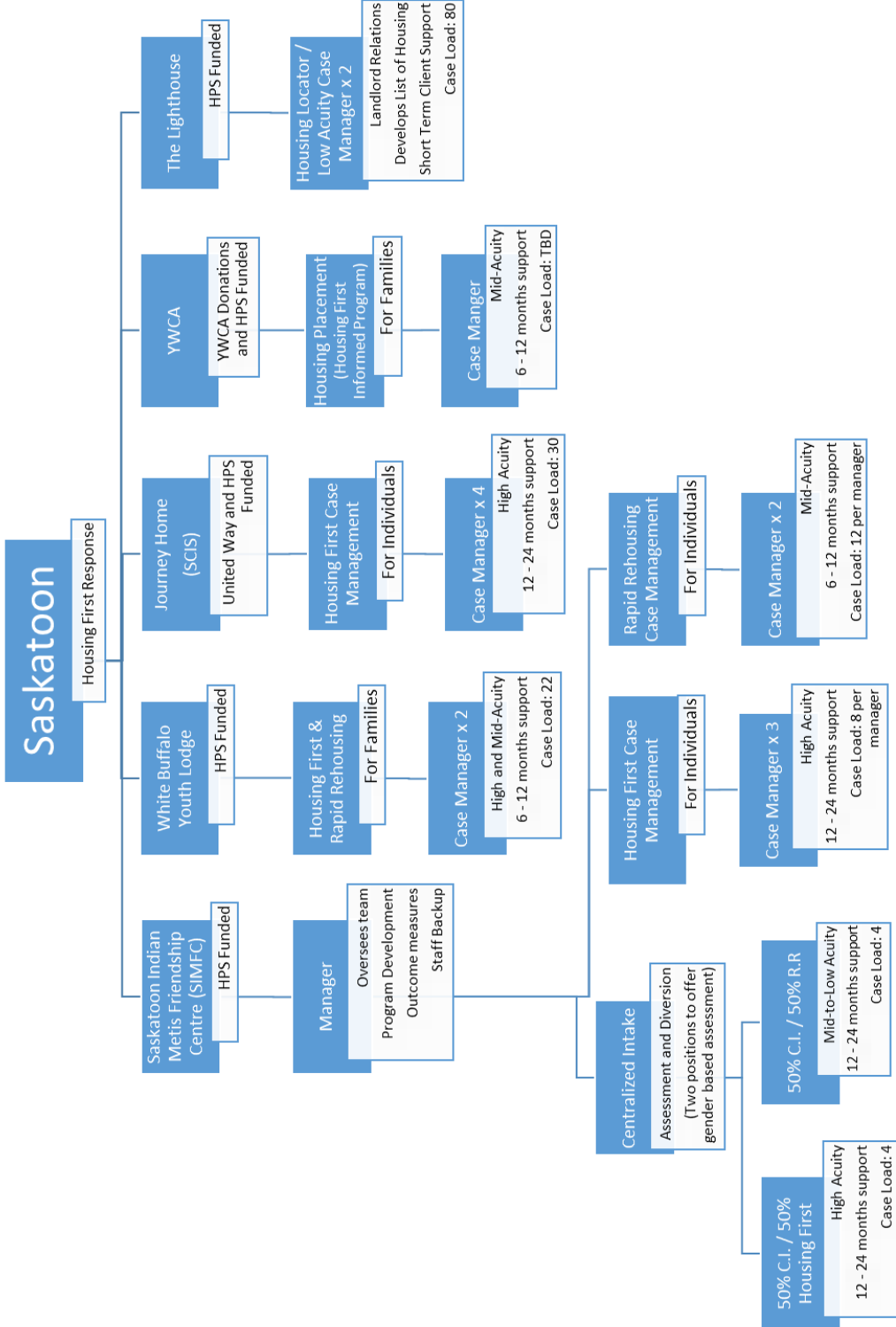
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[@shippartnership](https://twitter.com/shippartnership)

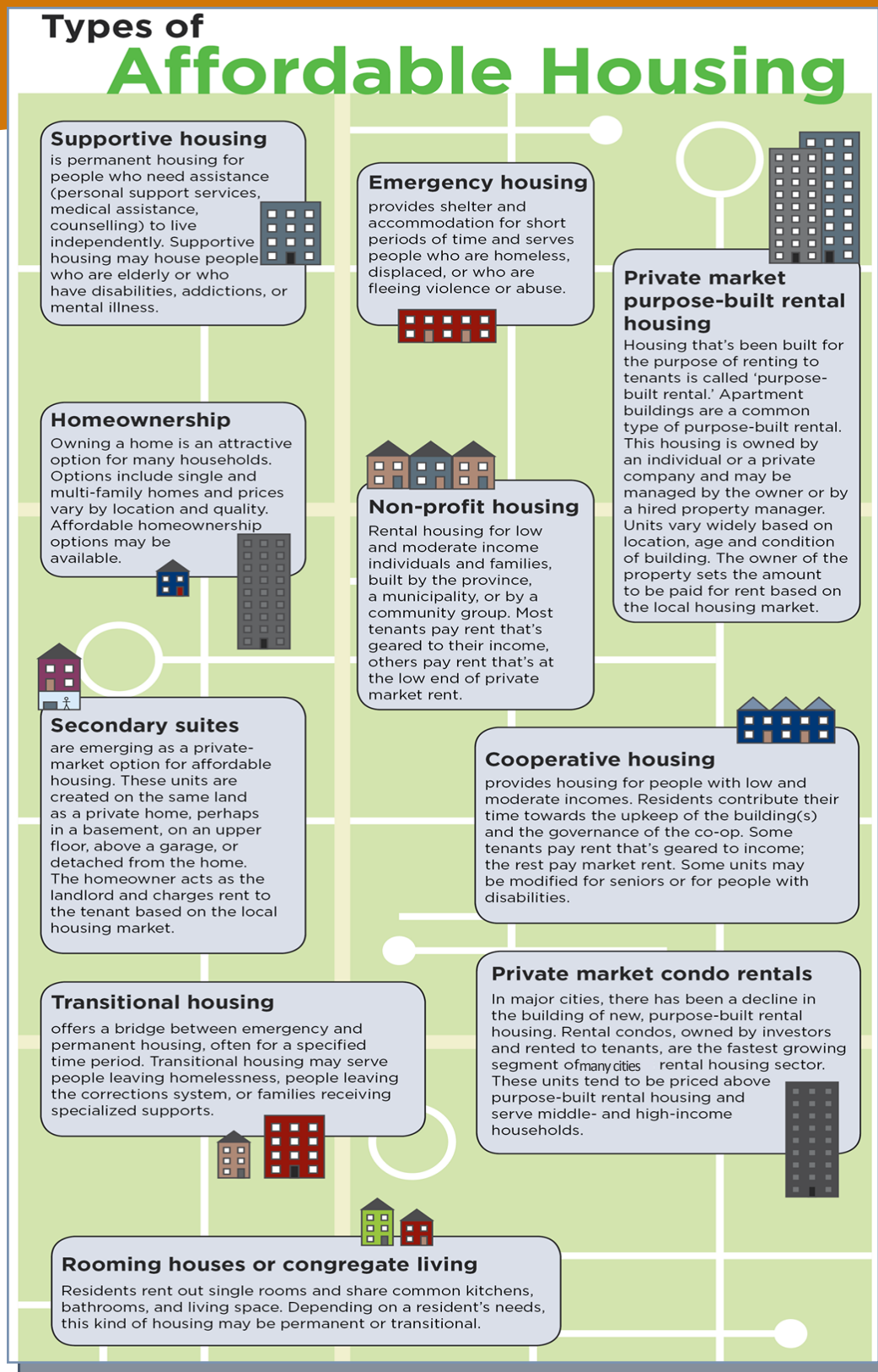
APPENDIX A

HOUSING FIRST IN SASKATOON



APPENDIX B

AFFORDABLE HOUSING CONTINUUM



APPENDIX C

SASKATOON HOMELESSNESS ACTION PLAN EXECUTIVE

A message from the Saskatoon Homelessness Action Plan Steering Committee

Over the past three decades, homelessness has increased in Saskatoon. Government and non-profit organizations have developed emergency services to ensure immediate safety, but a systematic response has been missing. The community has demanded that we do better. We listened and we have acted.

In late 2014, the United Way Plan to End Homelessness (P2EH) Leadership Committee, the Saskatoon Housing Initiatives Partnership (SHIP), and the Community Advisory Board on Saskatoon Homelessness (CAB-SH) formed a Steering Committee to discuss the best way to create a coordinated approach to addressing homelessness in Saskatoon. It was agreed that an updated plan, based on recent community consultations and lessons learned from new initiatives would be developed, and that a leadership model focusing on results and community impact be established.

Since the consultations, many new efforts are already underway and are having an impact on homelessness in Saskatoon. But there is much more to do. With this in mind, we have integrated the community's recommendations to create an ambitious five-year plan that will turn vision into action. The responsibility of leading the Homelessness Action Plan will be undertaken by the Saskatoon Housing Initiatives Partnership (SHIP). To implement the Action Plan, SHIP will review its mandate, its bylaws, and expand its Board in 2016 to be more representative of a community committed to addressing homelessness. SHIP's functions and activities will also expand. As a lead agency, they will facilitate meetings, provide staff support to committees and action teams, help develop new and enhance existing programs, research solutions, evaluate and report on progress, foster collective action and ensure that the actions set out in this plan are undertaken.

This Action Plan is the result of a concerted effort to honour the passion and voice of the community. Based on multiple consultations over the past three years and building upon the existing collaborative efforts already underway, we are confident this plan will create positive change. This will be achieved by improving coordination, ensuring the service and housing infrastructure is meeting the needs of people at-risk or experiencing homelessness, and evaluating progress to make continuous improvements to our homeless serving system.

It is essential that we coordinate and co-operate effectively to meet the needs of people experiencing or at-risk of homelessness.

Together, we will make sure that homelessness in Saskatoon is rare, brief, and does not reoccur.

Saskatoon Homelessness Action Plan Steering Committee		
CeCe Baptiste <i>United Way P2EH Committee</i>	Grant McGrath <i>United Way P2EH Committee</i>	Judy Shum <i>United Way Dir. Community Impact</i>
Jo-Ann Coleman Pidskalny <i>CAB-SH Board Member</i>	Dionne Miazdyck-Shield* <i>SHIP Manager of Community Dev.</i>	Sandra Stack <i>Friendship Inn</i>
Barb Cox-Lloyd <i>SHIP Board Member</i>	Shan Landry <i>United Way Staff</i>	Tyler Stewart <i>SHIP Board President</i>
Shaun Dyck* <i>SHIP Executive Director</i>	Ray Neale <i>CAB-SH Board Member</i>	Lesley Anderson / Alan Wallace <i>City of Saskatoon</i>
Paul Gauthier <i>United Way P2EH Committee</i>	Myra Potter <i>United Way Exec. Director (ret.)</i>	Don Windels <i>SHIP Board Member</i>
* - Principal Authors		

APPENDIX C

SASKATOON HOMELESSNESS ACTION PLAN EXECUTIVE

The Saskatoon Homelessness Action Plan focuses on four key areas with specific actions and goals to help reach our vision that homelessness in Saskatoon is rare, brief, and does not reoccur.

1. System Coordination and Innovation

Improving service coordination will result in access to the right support at the right time. By promoting collaboration, service providers will benefit from knowing that the services they cannot provide may be provided by a partnering agency. Communicating challenges will expose service gaps that require innovative solutions to help end homelessness individuals and families.

Goal: Provide individuals with appropriate service regardless of where they enter the system of care.

Year 1

- Review availability of housing and support services to assess system capacity, ease of access and service gaps baseline
- Expand the mandate of the Saskatoon Housing Initiatives Partnership as the agency leading the coordination, collaboration, research and evaluation efforts detailed in this Action Plan
- Develop and regularly engage Collective Action Teams supporting solutions to homelessness
- Evaluate city-wide data gathering ability and facilitate adoption of tools to improve decision making and performance for clients
- Develop a Communications Plan that
 - facilitates discussions that develop solutions
 - spreads knowledge on the state of and solutions to homelessness
 - celebrates achievements in Saskatoon

Year 2 – 5

- Develop a cost analysis and investment plan driven by results of system capacity evaluation
- Release a report card that charts progress
- Work with service and housing providers to analyze and improve information gathering and performance evaluation
- System and Capacity Evaluation (Year 3)

2. Strengthening Housing Placement and Support Programs

Addressing homelessness will be achieved by expanding housing placement and support programs such as Housing First, Rapid Rehousing, and Housing Location programs. Providing access to training and data collection assistance for these programs will also enhance local organizations' capacity to serve their clients.

Goal: Moving people who are chronically and episodically homeless as fast as possible from the street or emergency shelters into permanent housing with supports.

Year 1

- Invest in expansion of housing placement programs and the systems that support its implementation
- Evaluate current housing placement and support programs to promote sustainability and potential areas of expansion
- Create training and expansion plan with service providers

Year 2 – 5

- Ongoing evaluation of programs to identify success, impact and gaps
- Develop a funding and resource assessment to ensure critical needs are met in the long-term, and to promote new investment that prevent and end homelessness
- Coordinate training and professional development programs
- Develop projects that are long-term solutions to system gaps

APPENDIX C

SASKATOON HOMELESSNESS ACTION PLAN EXECUTIVE SUMMARY

3. Prevention

Stabilizing people by ensuring that they remain in their home prevents homelessness and the trauma that comes with it. Saskatoon is home to several of the most effective prevention programs in Canada, meeting people where they are at and seeing incredible results. However, some people are still falling through the cracks into homelessness and need short-term support, financial or otherwise, to remain housed. For others, it will require encouraging a targeted response during times in their life when they may be particularly vulnerable to becoming homeless.

Goal: Reduce the prevalence and incidence of homelessness

Year 1

- Engage with hospitals, child and family services, and correctional facilities to document current policy and practice with respect to discharge/release planning and to identify housing-related barriers to successful transition
- Interview front-line workers and those with lived experience to understand homelessness prevention needs in Saskatoon
- Develop a service provider recognition program

Year 2 – 5

- Consult Aboriginal service providers and those with lived experience on how to improve access to culturally appropriate counselling and healing practices
- Develop standard discharge planning protocols with hospitals, child and family services, and correctional facilities
- Release a recommendation report and facilitate actions that improve access to culturally appropriate counselling and healing practices
- Create a framework for a local rent bank and a matched savings program
- Report on activities that will promote prevention of homelessness in Saskatoon
- Identify gaps in service for children and youth

4. The Solution to Homelessness is Housing

An adequate supply of appropriate housing is essential to success of the Plan, and critical to any effort to prevent and end homelessness. This Action Plan will work to ensure a wide range of units are available, including supported living, affordable market, rent-geared-to-income housing and alternatives for those who need something different to meet their housing and social needs. Creating new affordable housing units is a necessary investment to ensure everyone can escape life on the street.

Goal: Increase the amount and type of housing rental and homeownership options provided by the private, public and not-for-profit sectors, ensuring safe, appropriate and affordable housing is available to all citizens

Year 1

- Conduct a baseline for need centred on existing housing inventory, waiting lists, and current and future demographics of the community
- Look at exceptional needs and best practices in harm reduction models

Year 2 – 5

- Develop ten year targets for investment in appropriate housing solutions based on current inventory and established need
- Increase the supply of housing with support services
- Establish new housing units with supported housing programs that address the needs of the hardest to house in Saskatoon

More information is available at www.saskatoonhomelessness.ca

APPENDIX C

SASKATOON HOMELESSNESS ACTION PLAN EXECUTIVE SUMMARY

What Will Success Look Like?

Increases in the number of individuals and families supported

150 people experiencing chronic and episodic homelessness will be housed by 2019

Expansion of case management services will provide housing support for an additional 45 people by 2019

Preventing Homelessness

A decrease in the number of unique individuals needing emergency shelter, short term stays and for crisis situations only

Establishment of a rent or utility bank

Widespread knowledge of tenant rights and landlord responsibilities

Increased amount of affordable housing alternatives

A decrease in waiting lists, and an expansion in the number of appropriate and affordable rental and ownership housing alternatives that keeps pace with population growth at minimum.

Improved quality of life for those served by the system

A survey of those who have lived experience of homelessness shows they have choices and alternatives to homelessness and report (according to their own definition) improvement in their well-being;

Improved teamwork between all parts of the homeless service system

A survey of service providers will report satisfaction in their work and acknowledge that they are working together effectively to support actions to reduce homelessness.

A data sharing agreement to improve service coordination

Improved reporting and evaluation

Creation of a credible registry with a street needs evaluation to guide decision making

Development of a Homelessness Report Card for Saskatoon

It's Time to Act!

As the journey proceeds, there will need to be ways to reflect on the efforts and record outcomes and goal achievements. A report card charting our progress will be produced annually, as well as regular profiles of our amazing agencies and people of Saskatoon. It is important to speak to a wider audience – our community at large – about how the Plan is going and what is being achieved.

This purpose of this Action Plan is to enable all stakeholders including those who are homeless, direct service providers, Aboriginal leaders, allies and local, provincial, federal governments to work together sharing an agenda for change. It will maximize the strengths and innovation that characterize our community and will help us achieve our vision that homelessness in Saskatoon is rare, brief, and does not reoccur.

A right to housing is currently not a recognized human right in Canada, but it should be.

As we approach solutions to homelessness, we will not only see each person as an individual, but also look at the bigger picture. Our job as a community is to find innovative solutions together. Everyone is included and participates in making Saskatoon a better place to live