

**From:** [Terina Shaw](#)  
**To:** [Chris Holden](#)  
**Cc:** [Jim Nicol](#)  
**Subject:** RE: craft a referral motion  
**Date:** Monday, January 24, 2022 6:50:00 PM  
**Attachments:** [image001.png](#)

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I have a meeting at 10 am any time before 9;30

*Terina Shaw*  
Councillor Ward 7  
City of Regina

Ph: 306-777-7175  
C: 306-552-6832  
Email: [tshaw@regina.ca](mailto:tshaw@regina.ca)



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**From:** Chris Holden <[CHOLDEN@regina.ca](mailto:CHOLDEN@regina.ca)>  
**Sent:** Monday, January 24, 2022 6:40 PM  
**To:** Terina Shaw <[TSHAW@regina.ca](mailto:TSHAW@regina.ca)>  
**Cc:** Jim Nicol <[JNICOL@regina.ca](mailto:JNICOL@regina.ca)>  
**Subject:** Re: craft a referral motion

Councillor Shaw,

I will connect with Jim in the morning and call you prior to 10am if that works for you.

Chris

Chris Holden  
City Manager

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**From:** Terina Shaw <[TSHAW@regina.ca](mailto:TSHAW@regina.ca)>  
**Sent:** Monday, January 24, 2022 6:38:07 PM  
**To:** Chris Holden <[CHOLDEN@regina.ca](mailto:CHOLDEN@regina.ca)>  
**Cc:** Jim Nicol <[JNICOL@regina.ca](mailto:JNICOL@regina.ca)>  
**Subject:** FW: craft a referral motion

*Terina Shaw*  
Councillor Ward 7  
City of Regina

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**From:** Terina Shaw  
**Sent:** Monday, January 24, 2022 6:35 PM  
**To:** Chris Holden <[CHOLDEN@regina.ca](mailto:CHOLDEN@regina.ca)>  
**Subject:** craft a referral motion

Good evening Chris,

I need your help, administration admitted they made a mistake. I would like your help to craft a motion to refer this back to administration to only allow women, children, seniors, and people with a disability to be housed in this unit.

We owes this to my community.

I have a meeting at 10 tomorrow please call me.

*Terina Shaw*  
Councillor Ward 7  
City of Regina

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C: 306-552-6832  
Email: [tshaw@regina.ca](mailto:tshaw@regina.ca)



**From:** [Terina Shaw](#)  
**To:** [Chris Holden](#)  
**Cc:** [Autumn Dawson](#); [Jim Nicol](#)  
**Subject:** RE: applicants for federal housing  
**Date:** Tuesday, January 25, 2022 8:28:00 AM  
**Attachments:** [image001.png](#)

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My city phone is updating please call my personal number [28\(1\)](#)

*Terina Shaw*  
Councillor Ward 7  
City of Regina

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Email: [tshaw@regina.ca](mailto:tshaw@regina.ca)



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**From:** Chris Holden <[CHOLDEN@regina.ca](mailto:CHOLDEN@regina.ca)>  
**Sent:** Monday, January 24, 2022 6:44 PM  
**To:** Terina Shaw <[TSHAW@regina.ca](mailto:TSHAW@regina.ca)>  
**Cc:** Autumn Dawson <[ADAWSON@regina.ca](mailto:ADAWSON@regina.ca)>; Jim Nicol <[JNICOL@regina.ca](mailto:JNICOL@regina.ca)>  
**Subject:** Re: applicants for federal housing

Councillor Shaw,

Councillor Bresciani has reached out with similar questions. I will meet with Autumn in the morning and provide a response to your questions.

It may make sense to arrange a call with you and Councillor Bresciani to ensure you both have the information you need.

Chris

Chris Holden  
City Manager

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**From:** Terina Shaw <[TSHAW@regina.ca](mailto:TSHAW@regina.ca)>  
**Sent:** Monday, January 24, 2022 3:54:01 PM  
**To:** Chris Holden <[CHOLDEN@regina.ca](mailto:CHOLDEN@regina.ca)>

**Cc:** Autumn Dawson <[ADAWSON@regina.ca](mailto:ADAWSON@regina.ca)>

**Subject:** applicants for federal housing

Hi Chris,

I understand other CBO applied for this project. How was RITSIS and silver sage successful? Why was the Y not considered for this? Why did city administration not consider North Central? Are we able to ensure this facility is for women and children through the intake process? why or why not?

*Terina Shaw*  
Councillor Ward 7  
City of Regina

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**From:** [Chris Holden](#)  
**To:** [Lori Bresciani](#); [Terina Shaw](#)  
**Cc:** [Jim Nicol](#)  
**Subject:** RE: 120 Broad Street  
**Date:** Tuesday, January 25, 2022 8:33:57 PM  
**Attachments:** [CR21-57 Plan to End Homelessness - Permanent Supportive Operating Grant April 14, 2021.pdf](#)  
[CM21-16 Rapid Housing Initiative - Funding Allocation Affordable Housing Report Aug 11, 2021.pdf](#)

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Good evening Councillor Bresciani and Councillor Shaw,

Further to our discussion this afternoon, please find attached the following reports:

- April 14, 2021 Report – Plan to End Homelessness - Permanent Supportive Housing Operating Grant
- August 11, 2021 Report – Government of Canada Rapid Housing Initiative – Funding Allocation for Delivering Affordable Housing

Thank you,

Chris

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**From:** Lori Bresciani <LBRESCIA@regina.ca>  
**Sent:** Tuesday, January 25, 2022 8:10 PM  
**To:** Jim Nicol <JNICOL@regina.ca>; Terina Shaw <TSHAW@regina.ca>  
**Cc:** Chris Holden <CHOLDEN@regina.ca>  
**Subject:** RE: 120 Broad Street

Hi Jim

I understood after our conversation today either you or Chris were going to send the reports. April 14 and August 11<sup>th</sup>.

Thank you

lori

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**From:** Jim Nicol <[JNICOL@regina.ca](mailto:JNICOL@regina.ca)>  
**Sent:** Tuesday, January 25, 2022 6:13 PM  
**To:** Terina Shaw <[TSHAW@regina.ca](mailto:TSHAW@regina.ca)>  
**Cc:** Lori Bresciani <[LBRESCIA@regina.ca](mailto:LBRESCIA@regina.ca)>; Chris Holden <[CHOLDEN@regina.ca](mailto:CHOLDEN@regina.ca)>  
**Subject:** 120 Broad Street

Good evening, Councillor Shaw. Chris and I have discussed this matter, and our conversation from this morning, again this afternoon. We're suggesting that "we" listen to the delegations tomorrow, and the questions from committee members, and then perhaps have a quick chat as to if/how you might want to proceed with a potential motion.

With the scheduled breaks every 90 minutes, we will have ample opportunities to connect with you prior to consideration by members.

jim

Jim Nicol  
City Clerk  
City of Regina  
2476 Victoria Avenue  
Regina, SK S4P 3C8



## Government of Canada Rapid Housing Initiative – Funding Allocation for Delivering Affordable Housing

<b>Date</b>	August 11, 2021
<b>To</b>	City Council
<b>From</b>	City Manager's Office
<b>Service Area</b>	City Manager's Office
<b>Item No.</b>	CM21-16

### RECOMMENDATION

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That City Council:

1. Direct Administration to submit a proposal for the Canadian Mortgage and Housing Corporation's 2021 Rapid Housing Initiative Cities Stream funding by August 31, 2021.
2. Authorize the City Manager or designate to enter into a capital contribution agreement with the Canadian Mortgage and Housing Corporation to receive the allocated funds, any amendments to the Agreement that do not substantially change what is described in this report and any ancillary agreements or documents required to give effect to the Agreement.
3. Direct Administration to support short term cash flow needs for this project with a transfer from the General Fund Reserve not to exceed 10 per cent of the total allocation expected from the Canadian Mortgage and Housing Corporation, with funding to be returned to the reserve following execution of the contribution agreement and receipt of funding.
4. Allocate \$1 million from the Social Development Reserve for the Permanent Supportive Housing Operating Grant in 2022 towards capital expenditures for the City's Rapid Housing Initiative project.
5. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.

## **ISSUE**

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The City of Regina (City) has been selected to receive funding for the delivery of permanent affordable housing as part of the Government of Canada's Rapid Housing Initiative (RHI) Cities Stream administered through the Canadian Mortgage and Housing Corporation (CMHC). The City has been allocated \$7.8 million in capital funding to deliver a minimum of 29 affordable housing units. The funding can be used to cover the acquisition of land, construction of multi-unit residential buildings, conversion of non-residential buildings, as well as the rehabilitation of a residential building that is in a state of disrepair or abandoned. RHI funding cannot be used to support operational expenses associated with the project, and the City is required to contribute a minimum \$1 million in funds for the project. RHI funding can be used directly by the City to lead projects or it can be distributed by the City to an intermediary (i.e., non-profit organization) to lead a project; however, the City remains the accountable partner and signatory to all agreements with CMHC and must meet the program requirements and timelines. CMHC requires that affordability of the units must be maintained for a minimum of 20 years.

The City must submit a proposal to CMHC outlining the capital project(s) that will be built/secured with the RHI funds, including the proposed development and construction schedule by August 31, 2021. Following approval, it is anticipated that the contribution agreement between the City and CMHC would be signed in October 2021, with funds transferred to the City shortly thereafter. The housing must be complete, with occupancy permits received, within 12 months of the effective date of the contribution agreement. Quick execution of the agreement will be needed for the funding to be transferred to the City, allowing work to begin to deliver the project(s). Due to the tight timelines to submit the proposal to CMHC, execute the required agreements, and begin work to deliver the City's RHI program, Administration are recommending Council's approval of the recommendations in this report.

The RHI program will help support the City's efforts to increase the supply of affordable and supportive housing units and provide support for residents experiencing chronic homelessness and housing insecurity. The program aligns with the goals and strategies of the Official Community Plan, Comprehensive Housing Strategy and Plan to End Homelessness.

## **IMPACTS**

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### Social Impact:

By facilitating the creation of up to 29 new affordable housing units, with a focus on permanent supportive housing, the City is helping people who face the largest barriers to finding and maintaining housing. Increasing the availability and accessibility of permanent supportive housing is necessary to relieve the backlog of individuals trying to access Housing First interventions.

Individuals who are successfully housed in permanent supportive housing no longer access emergency shelters and other related services. Regina's existing Housing First model program, operated by Phoenix Residential Society, has produced numerous success stories.

Financial Impact:

The Rapid Housing Initiative program requires the City to contribute \$1 million in funding to the project. In April 2021, Council approved the creation of a \$1 million Permanent Supportive Housing Operating Grant (PSHOG) to fund the operation of permanent supportive housing annually beginning in 2022. This funding was a redistribution of a portion of the \$2.5 million annual budget for the Housing Incentives Program. Administration recommends that the \$1 million allocation for 2022 be directed towards capital costs associated with delivering the RHI project. The City's funds would be used to cover the costs that are ineligible under RHI, including furnishings and the development/renovation of any community or outreach space not directly associated with the affordable housing units. Starting in 2023, the \$1 million would again be allocated for the PSHOG.

The Housing Incentives Program (HIP), and now the PSHOG, are funded through transfers from the Social Development Reserve. The Social Development Reserve balance is below the minimum level required for commitments in 2022, and a recommendation will be brought forward through the 2022 budget process to address the \$2.5 million annual funding gap.

A tax exemption for the property will be considered in order to support the ability of the nonprofit partner to sustainably operate the facility and ensure appropriate services for residents and is consistent with how the City supports other affordable housing projects under the HIP. Once details of the project are known, a report will be brought forward further discussing the limits and implications of a potential tax exemption.

Policy/Strategic Impact:

*Official Community Plan*

Direction for the City's role in addressing homelessness is provided in *Design Regina: The Official Community Bylaw No. 2013-48* (OCP). Applicable policies of the OCP include:

- 8.1 Support affordable housing, attainable housing and below market housing in all neighbourhoods through ownership, rental housing and specific needs housing.
- 8.6 Support the conversion of non-residential and heritage buildings to new residential uses where appropriate.
- 8.7 Use incentives and alternative approaches to increase the supply of affordable housing, attainable housing and below market housing, adequate specific needs housing, and innovative housing developments.
- 8.17 Support non-profit housing organizations through incentives, partnership arrangements, and other forms of assistance.

- 8.19 Work with federal and provincial governments and other partners to meet the diverse housing needs of the city through:
  - 8.19.2.increased access to specific needs housing for the most vulnerable populations.
  - 8.19.6.alignment of City initiatives with provincial and federal funding sources.
- 13.14 Work with others to ensure that all residents have secure access to basic needs, such as food, housing and other services.
- 13.15 Participate in the development of a comprehensive plan to address homelessness in partnership with other levels of government.

### *Comprehensive Housing Strategy (CHS)*

The CHS provides direction on how the City can align its programs and resources to address Regina’s housing needs, including addressing chronic homelessness. Guiding principles of the CHS include “helping people who are homeless, or at-risk of homelessness, to quickly access safe, affordable, and stable housing” and that “policy and resources of government should be aimed at areas where there are gaps in the private market’s ability to address housing needs, namely the needs of low and moderate income households, and the needs of homeless individuals should be prioritized”. Key goals of the CHS include “Increasing the supply of rental and affordable housing” and “Partnerships with housing providers and other levels of government”. In addition, the Strategy identifies the importance of consulting with and working with Indigenous partners to develop affordable housing and building the capacity of City staff to achieve the City’s housing goals.

### *Plan to End Homelessness*

This is Regina’s collaborative approach to ending homelessness. As the community plan endorsed by City Council, selected by the Regina Homelessness Community Advisory Board, and accepted by the federal Reaching Home program, it guides funding decisions and ensures alignment between local priorities and federal investments. The Plan notes that given the over-representation of Indigenous peoples among Regina’s homeless population, “Any action taken to address homelessness must be grounded in the principles of the Truth and Reconciliation Commission (TRC), and the United Nations Declaration on the Rights of Indigenous Peoples”. Administration will continue working with Indigenous experts, including Indigenous-led housing and homeless servicing organizations, throughout implementation of the RHI project.

## **OTHER OPTIONS**

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1. The City can decline to submit a proposal to receive the RHI funding allocated for Regina.

If the deadlines and other obligations imposed by CMHC present too high of a risk or investment of additional in kind and financial resources, Council can direct Administration to not submit a proposal for RHI. This would be a lost opportunity for the City to leverage federal funding to meet a need that Council has identified as a priority.

## COMMUNICATIONS

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A comprehensive communications strategy will be developed to ensure key stakeholders and members of the public are kept well informed about the project and distribution of funds, as well as the construction of affordable housing that results.

## DISCUSSION

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### *Rapid Housing Initiative (RHI)*

On April 26, 2021, the Government of Canada announced a second round of funding as part of the RHI. As part of this round of funding, the RHI will deliver \$1.5 billion in capital grant funding nationally to create new affordable rental housing and help meet the needs of vulnerable and marginalized individuals. RHI funding is delivered through the CMHC, and can be used cover the acquisition of land, construction of multi-unit residential, conversion of non-residential buildings to affordable residential housing, as well as the rehabilitation of a residential building in state of disrepair or abandoned, resulting in the loss of residential units from the housing stock. The City of Regina was allocated \$7.8 million in capital funding through the RHI Cities Stream, to deliver a minimum of 29 affordable housing units. The funding was announced publicly on July 28, 2021.

RHI funding requirements:

- Units must be delivered within 12 months of the effective date of the contribution agreement signed by CMHC and the City. Delivery is complete when the occupancy permit is received.
- RHI funding cannot be used to cover operational expenses associated with the project or costs related to developing non-residential space (with the exception of communal or support service space that primarily serves the tenants of the building).
- Eligible property types include standard affordable rentals, transitional housing provided tenancy is for at least three months at a time, permanent supportive housing, single room occupancy and seniors housing that requires light to no care (e.g., independent seniors living).
- Affordability of the units must be maintained for a minimum of 20 years.
- Units must be prioritized for women (25 per cent of units) and Indigenous residents (suggested 15 per cent).
- CMHC encourages municipalities to work with Indigenous-led organizations to support urban Indigenous peoples.
- During the construction period, the City will report to CMHC quarterly. After completion, reporting to CMHC is done annually (for the full term of the contribution agreement).
- The City is required to contribute a minimum \$1 million in funds for the project.

- If the City appoints a non-profit intermediary to lead the project, the City remains the accountable partner and signatory to all agreements with CMHC and must meet the program requirements.
- Eligible costs will be considered if they were incurred after October 27, 2020.

### *Need for Supportive Housing*

Adding 29 units of supportive housing units will make an immediate impact in achieving the objectives of the Plan to End Homelessness by housing Regina residents who are chronically homeless. The Plan to End Homelessness emphasizes the need for providing personalized, wrap-around support services to address the nuanced needs and circumstances of individuals and families experiencing homelessness.

By facilitating the creation of new permanent supportive housing spaces, a solution will be available to people who face the largest barriers to finding and maintaining housing. Increasing the availability and accessibility of permanent supportive housing is necessary to relieve the backlog of individuals trying to access Housing First interventions. Individuals who are successfully housed in permanent supportive housing no longer access emergency shelters. Evaluation of Regina's only other Housing First model program, operated by Phoenix Residential Society, has demonstrated cost savings through a reduction in calls for service and interactions with law enforcement, as well as lower rates of hospitalization.

The Plan to End Homelessness states that with almost 80 per cent of Regina's homelessness population being Indigenous, "the legacy of the Residential School system, the Sixties Scoop and ongoing intergenerational trauma among Indigenous peoples and their families means that homelessness [is] diverse and complex, often related to disconnection from land and waters, spiritually, culture, language, community, family, and identity." The City is committed to working with Indigenous-led housing and support service providers to meet the needs of these residents.

While CMHC allows for a range of affordable housing types to be delivered under the RHI, Regina is prioritizing the delivery of permanent supportive housing in line with the findings of the Plan to End Homelessness and previous Council decisions. If the City and any non-profit partners are not able to identify a suitable permanent supportive housing project, an alternative from among RHI's eligible project types will be selected.

### *Additional Funding Sources*

RHI funding cannot be used towards the non-residential spaces in the building (with the exception of communal space for tenants and space needed to provide support services for tenants) and cannot be used to support operations of the building. Additional funding sources to support this project

include a \$1 million contribution from the City (allocation of the PSHOG funds for 2022). The City further anticipates commitment of a minimum \$783,000 through the Government of Saskatchewan's Co-Investment Program (\$27,000 per unit). Funding for operations would continue to be available to tenants and housing providers through existing Provincial and Federal programs. Contributions in the form of rent or other disbursements from tenants would not exceed 30 per cent of tenant income. Following 2022, the \$1 million PSHOG approved by City Council would support the operations of permanent supportive housing, which could include this facility. Additional support from the City can take the form of a tax exemption for the property.

#### *Options to Deliver the RHI Project*

There are several factors to consider while determining the best way to deliver affordable housing units while meeting the RHI requirements.

1. The City can pursue the conversion and renovation of an existing building to affordable units.

Conversion and renovation of an existing building is a viable option within the aggressive timeline required by the RHI program. The units must receive occupancy permits within 12 months from the contribution agreement being signed between the City and CMHC. By purchasing an existing building (e.g., hotel, motel, office building) the City eliminates the amount of time needed to construct and service a building and can focus the funding towards ensuring the space meets the needs of non-profit housing partners and their clients. This approach greatly depends on the suitability of the properties currently for sale – their location, condition, and the ease with which they could be converted to the required number of affordable rental units. In this option, Administration would issue a request for proposals for non-profit organizations to own and operate the facility once renovations are complete.

2. The City can pursue construction of new modular or stick construction affordable housing units.

With a newly constructed building, the City would have more control of the location and design of the building. There are numerous soft sites that could be redeveloped throughout Regina, including some currently under City ownership. Modular housing construction has been used in a number of cities to develop affordable housing quickly, including under the previous round of RHI funding. However, there are potential challenges to meeting the 12-month CMHC timeline. Acquiring land, preparing and servicing it for development, and procuring a company to design and construct a modular or stick frame building ready for occupancy in under 12 months is ambitious. Further, the increasing popularity of modular housing for RHI projects may limit the capacity of existing modular construction companies to deliver the units on-time.

3. Regardless of the type of project (conversion or new build), the City can appoint a non-profit intermediary to lead all aspects of Regina's RHI project.

Under the terms of the RHI, the City can appoint a non-profit intermediary to manage the project from start to finish; however, the City remains the signatory to all agreements with CMHC and is responsible for the outcomes of the project. For this reason, it is important for the City to be involved, to some extent in the delivery of the project. The capacity of local non-profit housing providers to initiate the project and manage it within the tight timelines stipulated by CMHC varies. While some have extensive experience with project management and construction of buildings, others focus on the operation of housing units and provision of supports. Depending on the capacity of the non-profit partner, there may be benefits to leveraging City Administration's capacity with respect to land/property acquisition (i.e., doing land/property inspection, appraisal), accessing our supply chain for materials, and using the experience gained from projects like the redevelopment of the Regina Police Service Headquarters to identify contractors who can meet the RHI timelines. If the project is led entirely without City involvement, the City may also lose the ability to identify locations that are best suited for the project and meet the needs of the residents we are hoping to serve.

4. Regardless of the type of project (conversion or new build), the City can lead all aspects of Regina's RHI project without the involvement of a non-profit intermediary/partner.

While City Administration has experience with respect to real estate transactions, project management and construction, operation of affordable and supportive housing is not currently in the City's purview. There are many non-profit organizations that have established relationships with the communities they serve. These organizations know the needs of their client base and how to provide appropriate support and programming. The City is best positioned to support the development of the land/building in partnership with a non-profit intermediary who will provide guidance during development and operate the building once it is complete.

#### *Process/Next Steps*

The City's Administration is currently reviewing different options for delivering the affordable units on time. Staff are currently reviewing available properties to determine their suitability for conversion to housing, meeting with Indigenous organizations and non-profit housing developers to determine their levels of interest and discussing projects or proposals they may have that could be feasible for the RHI program. If there are no suitable existing projects, the City will initiate a process to purchase an existing building to convert to affordable housing units. The City would then undertake a request for proposals to identify an operator for the facility once it is constructed and ready for occupancy. The City will prioritize Indigenous-led organizations or organizations with significant Indigenous participation for the project. The City will also prioritize projects that focus on serving residents who are hardest to house, shelter dependent or are considered hidden homeless. Administration

anticipates providing the owner/operator with a nominal purchase cost for the land and facility, tax exemptions, and all or a portion of the PSHOG funding for on-going operations.

*Conclusion*

Staff will provide regular briefings to Council on progress and will return to seek any additional authorities required to acquire or develop the new affordable housing units within the 12-month program timeframe.

**DECISION HISTORY**

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CM17-12: YMCA of Regina Funding the Plan to End Homelessness in Regina

On September 25, 2017, City Council adopted CM17-12 to commit \$60,000 in funding that would be directed to the Community Entity, the YMCA, to assist in creation of the Plan.

CR18-67: City of Regina's Role in Homelessness

On June 25, 2018, City Council considered report CR18-67, which provided an overview of the City's response to homelessness, including measures to increase supply and decrease the cost of housing through the HIP, the Community Investment Grants Program which provides support to organizations and programs that address homelessness and participation on the Regina Homelessness Community Advisory Board (RHCAB). City Council passed a motion "That the City of Regina continue providing in-kind and financial support towards confronting homelessness as discussed in this report".

MHC19-6: Plan to End Homelessness in Regina

On September 17, 2019, a report providing background on the Plan and its key content went to Mayor's Housing Commission. At this meeting, the YMCA also provided their overview of the Plan. Administration committed to returning to Mayor's Housing Commission with a more thorough analysis of the Plan.

CR20-23: Plan to End Homelessness: City of Regina Alignment

On April 29, 2020, City Council considered a report that identified new actions to advance the Plan. City Council approved motions to:

- Endorse the Plan to End Homelessness and affirm the City of Regina's role in homelessness as described in the Plan.
- Direct Administration to contribute \$20,000 to the Systems Planning Organization, as selected by the Regina Homelessness Community Advisory Board in 2020 and include future requests within the annual budget process.
- Call upon the provincial and federal governments to endorse and fully finance the Plan to End Homelessness.

- Direct Administration to develop a Housing and Homelessness stream with funding options to be considered through the 2021 budget process.

CR21-57: Plan to End Homelessness – Permanent Supportive Housing Operating Grant

On April 14, 2021, City Council approved the creation of a Permanent Supportive Housing Operating Grant program aligned with the Plan to End Homelessness to fund the ongoing operation of permanent supportive housing in an amount not to exceed \$1,000,000 annually beginning in 2022. In this report, Council simultaneously approved motions to:

- Delegate authority to the Executive Director, City Planning & Community Development to select a qualified community-based organization to operate Permanent Supportive Housing spaces for a term of five years using the process outlined and criteria established in the report, as well as negotiate, approve and amend any funding agreements needed between the City of Regina and the selected community-based organization.
- Authorize the funding for the Permanent Supportive Housing Operating Grant to be provided from the City’s Social Development Reserve.
- Amend the Housing Incentives Policy in Section 8.0 to decrease the maximum amount of funding available annually for capital incentives from \$2,500,000 to \$1,500,000 effective January 1, 2022.

Respectfully Submitted,



Laurie Shalley  
Director, Parks, Recreation & Cultural Services

Respectfully Submitted,



Chris Holden  
City Manager

Prepared by: Emmaline Hill, Manager, Social & Cultural Development

## Plan to End Homelessness - Permanent Supportive Housing Operating Grant

<b>Date</b>	April 14, 2021
<b>To</b>	Mayor Masters and City Councillors
<b>From</b>	Community Wellness Committee
<b>Service Area</b>	Parks, Recreation & Cultural Services
<b>Item #</b>	CR21-57

### RECOMMENDATION

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That City Council:

1. Approve the creation of a Permanent Supportive Housing Operating Grant program aligned with the Plan to End Homelessness to fund the ongoing operation of permanent supportive housing in an amount not to exceed \$1 million annually beginning in 2022.
2. Delegate authority to the Executive Director, City Planning & Community Development to select a qualified Community-Based Organization to operate Permanent Supportive Housing spaces for a term of five years using the process outlined in this report and the criteria established in Appendix A.
3. Delegate authority to the Executive Director, City Planning & Community Development to negotiate, approve and amend any funding agreements needed between the City of Regina and the selected Community-Based Organization.
4. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.
5. Authorize the funding for the Permanent Supportive Housing Operating Grant to be provided from the City's Social Development Reserve.
6. Amend the Housing Incentive Policy in Section 6.0 to decrease the maximum amount of funding available annually for capital incentives from \$2,500,000 less

what is utilized from the allocated funding of \$1 million, as outlined in item #1, effective January 1, 2022.

7. Instruct the City Solicitor to amend Schedule A, Section 13.1 and 14 of *The Regina Administration Bylaw*, No. 2003-69 to include payments through the Permanent Supportive Housing Operating Grant.
8. Delegate authority to the Mayor to write to the provincial government to request that it:
  - a. Fully realize its commitments to helping end homelessness under the Plan to End Homelessness for Regina, including undertaking a review of policy and programs that serve people experiencing chronic homelessness to ensure an evidence-based approach and attention to the unique aspects of Indigenous homelessness.
  - b. Contribute \$1.26 million annually in operational funding for new permanent supportive housing spaces as recommended in the Plan to End Homelessness.
  - c. Work with service providers to supply capital funding and assets to support permanent supportive housing spaces, utilizing new and existing units.
  - d. Support solutions to end homelessness through integrating Housing First programming within policy frameworks, modernizing relevant policies and legislation, and facilitating partnerships to ensure the future success of the project.
9. Remove item MHC20-1 from the list of outstanding items for the Mayor's Housing Commission.

## HISTORY

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At the March 10, 2021 meeting of the Community Wellness Committee, the Committee considered the attached CWC21-4 report from City Planning & Community Development.

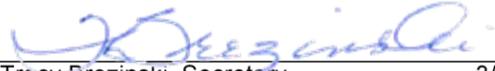
The Committee adopted a resolution to concur in the recommendation, after amending:

1. The dollar amount of \$700,000 noted in item #1 to be increased to a maximum of \$1 million to fund the ongoing operation of permanent supportive housing annually beginning in 2022; and
2. Item #6 be written to read as follows: "Amend the Housing Incentive Policy in Section 6.0 to decrease the maximum amount of funding available annually for capital incentives from \$2,500,000 less what is utilized from the allocated funding of \$1 million, as outlined in item #1, effective January 1, 2022."

Recommendation #10 does not require City Council approval.

Respectfully submitted,

COMMUNITY WELLNESS COMMITTEE



Tracy Brezinski, Secretary

3/25/2021.

**ATTACHMENTS**

CWC21-4 - Plan to End Homelessness - Permanent Supportive Housing Operating Grant

Appendix A – Criteria Table

Appendix B - Feb 2021 CBC News Article

Appendix C - Homelessness CBO Focus Group Report

Appendix D - Affordable Housing Providers Focus Group Report

Appendix E - Jurisdiction Scan

Appendix F - Regina Housing First Evaluation Infographic

## Plan to End Homelessness - Permanent Supportive Housing Operating Grant

<b>Date</b>	March 10, 2021
<b>To</b>	Community Wellness Committee
<b>From</b>	City Planning & Community Development
<b>Service Area</b>	Parks, Recreation & Cultural Services
<b>Item No.</b>	CWC21-4

### RECOMMENDATION

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The Community Wellness Committee recommends that City Council:

1. Approve the creation of a Permanent Supportive Housing Operating Grant program aligned with the Plan to End Homelessness to fund the ongoing operation of permanent supportive housing in an amount not to exceed \$700,000 annually beginning in 2022.
2. Delegate authority to the Executive Director, City Planning & Community Development to select a qualified Community-Based Organization to operate Permanent Supportive Housing spaces for a term of five years using the process outlined in this report and the criteria established in Appendix A.
3. Delegate authority to the Executive Director, City Planning & Community Development to negotiate, approve and amend any funding agreements needed between the City of Regina and the selected Community-Based Organization.
4. Authorize the City Clerk to execute the necessary agreements after review and approval by the City Solicitor.
5. Authorize the funding for the Permanent Supportive Housing Operating Grant to be provided from the City's Social Development Reserve.
6. Amend the Housing Incentives Policy in Section 8.0 to decrease the maximum amount of funding available annually for capital incentives from \$2,500,000 to

\$1,800,000 effective January 1, 2022.

7. Instruct the City Solicitor to amend Schedule A, Section 13.1 and 14 of *The Regina Administration Bylaw*, No. 2003-69 to include payments through the Permanent Supportive Housing Operating Grant.
8. Delegate authority to the Mayor to write to the provincial government to request that it:
  - a. Fully realize its commitments to helping end homelessness under the Plan to End Homelessness for Regina, including undertaking a review of policy and programs that serve people experiencing chronic homelessness to ensure an evidence-based approach and attention to the unique aspects of Indigenous homelessness.
  - b. Contribute \$1.26 million annually in operational funding for new permanent supportive housing spaces as recommended in the Plan to End Homelessness.
  - c. Work with service providers to supply capital funding and assets to support permanent supportive housing spaces, utilizing new and existing units.
  - d. Support solutions to end homelessness through integrating Housing First programming within policy frameworks, modernizing relevant policies and legislation, and facilitating partnerships to ensure the future success of the project.
9. Remove item MHC20-1 from the list of outstanding items for the Mayor's Housing Commission.
10. Approve these recommendations at its meeting on March 31, 2021.

## **ISSUE**

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In April of 2020, City Council directed Administration to develop a funding stream to support the Plan to End Homelessness (Plan). Following engagement with local Community-Based Organizations (CBOs) and analysis of the Plan, Administration recommends that the City of Regina (City) establish a Permanent Supportive Housing Operating Grant (PSHOG) that would provide \$700,000 annually to a local CBO or partnership between multiple organizations to operate permanent supportive housing spaces using a Housing First approach.

Administration recommends that this grant be funded from the City's Social Development Reserve (SDR) and that the cost be offset through a reduction in the \$2.5 million currently available annually through the Housing Incentives Policy (HIP). It is important to note that City Council will need to consider a long-term funding source for the SDR as part of 2022 budget deliberations.

The City's financial contribution towards new permanent supportive housing spaces will

make an immediate impact in achieving the objectives of the Plan by housing Regina residents who are chronically homeless while not relieving the provincial and federal governments of their funding responsibilities under the Plan. It is estimated that \$700,000 in annual funding could support the operation of up to 20 new permanent supportive housing spaces.

In addition, as the goals and objectives of the Plan cannot be achieved without the support of the provincial government, Administration recommends that the City call directly upon the Government of Saskatchewan to integrate a Housing First approach to chronic homelessness and contribute \$1.26 million annually towards the operation of permanent supportive housing spaces.

The recommended contribution towards permanent supportive housing constitutes a change and new long-term financial commitment in how the City supports individuals experiencing homelessness. Operational funding to support the homeless in Saskatchewan is the responsibility of the provincial and federal government.

**Note:** For the purpose of this report:

- “Acuity” refers to an assessment of the level of complexity of a person’s experiences. It is used to determine the appropriate level, intensity and frequency of case-managed supports to sustainably end a person’s homelessness.
- “Chronic Homelessness” is when an individual experiences homelessness for six months or more in the past year.
- “Housing First” is a recovery-oriented approach to ending homelessness that centers on quickly moving people experiencing homelessness into permanent housing and then providing additional supports and services as needed.
- “Permanent Supportive Housing” is housing for people with high needs related to physical or mental health, developmental disabilities and substance use and for those who will require long-term support services in order to remain housed. It is a critical component of a Housing First model.

## **IMPACTS**

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### **Social Impact**

By facilitating the creation of up to 20 new permanent supportive housing spaces, a solution will be available to people who face the largest barriers to finding and maintaining housing. Increasing the availability and accessibility of permanent supportive housing is necessary to relieve the backlog of individuals trying to access Housing First interventions. Individuals who are successfully housed in permanent supportive housing no longer access emergency shelters. Regina’s only other Housing First model program is operated by Phoenix Residential Society and has produced numerous success stories (see Appendix B for one example). Further benefits in terms of cost savings are illustrated below.

**Financial Impact**

The recommended PSHOG represents a long-term financial commitment to the operation of permanent supportive housing by the City. Once established, any reduction in funding or failure to implement regular inflationary increases without taking alternate precautions will result in residents losing their housing and returning to homelessness. It is recommended that funding for the PSHOG be provided via the Social Development Reserve (SDR). The SDR also provides capital grant funding for the Housing Incentives Program and approval of the recommendations will result in a reduction of \$700,000 annually in capital grant funding so this amount can be diverted to the PSHOG.

Cost Savings from Permanent Supportive Housing

Evaluation of the Housing First model in Regina has demonstrated cost savings through a reduction in calls for service and interactions with law enforcement, as well as lower rates of hospitalization.

Public System Interaction in Regina’s Housing First program (n=49)	
Police Calls Reduction	81%
Arrests Reduction	89%
Days in Hospital Reduction	40%
ER Visits Reduction	75%
EMS Reduction	66%
Detox Visits Reduction	93%

There were 49 individuals housed by the Phoenix HOMES program from 2014-2018. Data from these individuals was captured through analyzing (with the consent of participants) the health and police system records of these individuals pre- and post-Housing First intervention. System cost savings represented in the infographics (see Appendix F) relates directly to the individuals housed by the program.

The Plan estimates that this results in 58 per cent cost avoidance from these services. Based on this, the City of Regina’s (City) proposed investment could result in a reduction in public system interaction equivalent to \$406,000 in annual costs.

**Policy/Strategic Impact**

Direction for the City’s role in addressing affordable housing and homelessness is provided in *Design Regina: The Official Community Bylaw No. 2013-48* (OCP) and the

*Comprehensive Housing Strategy* (CHS).

It is important to note that neither the OCP or CHS contemplated funding for housing and homelessness outside of the existing Community Investment Grant Program or HIP capital grants and tax exemptions.

*Official Community Plan*

Applicable polices of the OCP include policy 13.14 to “work with others to ensure that all residents have secure access to basic needs, such as food, housing and other services” and policy 13.15 to “participate in the development of a comprehensive plan to address homelessness in partnership with other levels of government”.

### *Comprehensive Housing Strategy*

Applicable goals of the CHS include:

- Goal 27 to “continue to support housing and homelessness initiatives through the Community Investment Grants Program and identify ways to allocate funding for maximum community impact”.
- Goal 28 to “continue to play a lead role in the federal government’s Homelessness Partnering Strategy by preparing the Community Plan to Address Homelessness” and;
- Goal 35 “play a lead facilitation role in establishing and coordinating a housing and homelessness coalition of community stakeholders as a way of coordinating collaboration, engaging stakeholders and obtaining advice”.

Goal 1(n) of the CHS recommended that “the maximum yearly drawdown of the SDR for affordable housing capital contributions be increased to \$2.5 million in 2013 and gradually increase to \$3 million over the next five years”.

- Administration’s response - While Administration is proposing that \$700,000 be diverted away from affordable housing capital contributions under the HIP towards the Plan, it is important to note that the City’s overall annual commitment to housing/homelessness from the Social Development Reserve (SDR) would remain unchanged at \$2.5 million.

Administration is beginning work on an update to the CHS. The housing situation in Regina has changed considerably since the CHS was approved by City Council in 2013 and work is required to review and update the goals and objectives of the CHS to reflect current housing conditions. The update will include an evaluation of the City’s current financial contributions towards supporting affordable housing.

### *Truth & Reconciliation Commission and the United Nations Declaration on the Rights of Indigenous Peoples*

The Plan notes that given the over-representation of Indigenous peoples among Regina’s homeless population, “Any action taken to address homelessness must be grounded in the principles of the Truth and Reconciliation Commission (TRC), and the United Nations Declaration on the Rights of Indigenous Peoples” Administration strived to incorporate these principles into the design of the PSOG and will continue to work with Indigenous experts including Indigenous-led housing and homeless serving organizations throughout implementation.

## **OTHER OPTIONS**

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1. That the funding split between the new homelessness stream and the HIP be changed (e.g. provide more than \$700,000 annually towards the homelessness stream and less than \$1.8 million towards the HIP or vice versa).

Administration concludes that the recommended annual funding amounts for the HIP and the homelessness stream represent a good balance between these two areas. Providing up to \$1.8 million towards the HIP is sufficient to continue to effectively encourage the development of new affordable housing, including housing specifically designed for

permanent supportive housing. Providing \$700,000 towards permanent supportive housing would make an immediate impact towards ending homelessness.

At approximately one-third of the total funding for permanent supportive housing called for in the Plan, the City's investment would not eliminate or substantially reduce provincial and federal funding responsibilities under the Plan.

2. That the City maintain a \$2.5 million annual allocation for the HIP and provide an additional \$700,000 annually towards permanent supportive housing for a total of \$3.24 million annually.

As discussed under the Financial Impact section of this report, the Social Development Reserve does not have a sustainable funding source and would have to be funded through general tax revenue beginning in 2022. This option would increase the amount of a dedicated mill rate increase.

Administration also anticipates that contributing up to \$1.8 million in capital incentives through the HIP would still be sufficient for the City continue to support the development of new affordable housing developments geared towards low-income residents, including supporting the construction of new permanent supportive housing units recommended in the Plan.

3. The PSHOG be provided to local emergency shelters instead of operating Permanent Supportive Housing.

Solely funding emergency shelters will not end homelessness. Although emergency shelters provide a needed service for many individuals facing temporary homelessness, shelters do not provide a long-term, recovery-oriented approach that supports the social or economic integration of those facing homelessness. Additionally, programs in Regina such as Housing First model program operated by Phoenix Residential Society have demonstrated strong outcomes including 58 per cent cost avoidance for service provision typically required for this population, including shelter usage.

It is also important to note that the City currently provides funding to emergency shelter organizations through the Community Investment Grant Program's Social Development Stream. Over the past four years, the City has provided housing and shelter initiatives with \$3,032,404. To provide additional funding through existing granting programs would not ensure the creation of permanent supportive housing spaces.

## **COMMUNICATIONS**

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Administration will provide a copy of this report and notification of the Community Wellness Committee meeting to local affordable housing providers and CBOs that support homeless populations. If approved, a communications strategy will be developed to support awareness of the funding stream to developers of permanent supportive housing.

### Community Advisory Board

The City has used its position on the Regina Homelessness Community Advisory Board (RHCAB) to remain informed on funding decisions pertaining to the homelessness-serving sector in Regina.

Namerind Housing Corporation, as the Community Entity for Regina, is responsible for administering federal homelessness funding from the Reaching Home program and will continue to be engaged in order to ensure there is no duplication of services and that each funding source will continue to complement the other.

## **DISCUSSION**

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### **The Plan to End Homelessness in Regina**

On June 20, 2019 a five-year Plan to End Homelessness for Regina was released. Community stakeholders collaborated in development of the Plan and identified the following objectives for Regina in implementing the Plan:

- Everyone has access to service when they need it.
- People's experience of homelessness is rare, brief and non-recurring.
- Services are coordinated.

#### *New, evidence-based Approach to Addressing Homelessness*

Central to the Plan's approach is integrating a Housing First philosophy that "housing for a person experiencing homelessness is not dependent on readiness or 'compliance' (for example, sobriety). It is a rights-based intervention rooted in the philosophy that all people deserve housing, and that adequate housing is a precondition for recovery."

This is a significant change from the existing provincial homelessness per diem model which was established decades ago to provide funding to shelter organizations for basic shelter and meals. This model assumes homelessness is a temporary situation and those that require emergency shelter will be able to transition to more permanent housing using existing government services and programs. However, through Regina's 2018 Point-in-Time homelessness count, 61 people (just under 50 per cent of those surveyed) were identified as chronically homeless.

The Plan emphasizes the need for providing personalized, wrap-around support services to address the nuanced needs and circumstances of individuals and families experiencing homelessness. In particular, the Plan notes that with almost 80 per cent of Regina's homeless population being Indigenous, "the legacy of the Residential School system, the Sixties Scoop and ongoing intergenerational trauma among Indigenous peoples and their families means that homelessness [is] diverse and complex, often related to disconnection from land and waters, spirituality, culture, language, community, family, and identity."

*Roles and Responsibilities in Plan Implementation*

The Plan outlines a collaborative approach to ending homelessness and identifies roles and commitments from each level of government, CBOs and service providers. The Plan identifies the following financial commitments from the three levels of government to be successful. Note that the \$20,000 annual request from each level of government is for administration, coordination, and monitoring of Plan implementation efforts:

<b>City of Regina</b>	<b>Government of Saskatchewan</b>	<b>Government of Canada</b>
<ul style="list-style-type: none"> <li>- Provide \$20K a year to support Plan implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Provide \$20K a year to support Plan implementation</li> <li>- Provide \$40M over five years for new housing supports, assertive community treatment spaces, intensive case management spaces and permanent supportive housing and affordable housing units</li> </ul>	<ul style="list-style-type: none"> <li>- Provide \$20K a year to support Plan implementation</li> <li>- Expansion of Reaching Home funding</li> <li>- Support development of permanent supportive housing spaces through the National Housing Strategy</li> </ul>

*Cost Assumptions*

The Plan identifies operational and capital needs to create permanent supportive housing spaces in Regina. Within this, estimates for both of these components are provided, including an estimate of \$35,000 per unit annually required in operational funding. For reference the Phoenix HOMES program has operated at approximately \$31k per space.

*Commitments to the Plan*

On April 29, 2020, City Council endorsed the Plan and approved a City contribution of \$20,000 a year through the annual budget process towards implementation of the Plan.

Since the Plan was released, in response to the COVID-19 pandemic, the federal government expanded funding through Reaching Home: Canada’s Homelessness Strategy to Regina. The federal government also launched the Rapid Housing Initiative program that made available new capital funding for the construction of new permanent supportive housing units; however, at the time of writing this report it has not been confirmed if any Regina projects have been funded.

As of the writing of this report, the provincial government has not made any new financial commitment towards the construction or operation of permanent supportive housing.

*Other Jurisdictions*

In recent years communities across Canada have developed and implemented Plans to

End Homelessness. These plans seek to end chronic homelessness through actions taken by governments, community service providers, the community as well as the private sector, and they include:

- Evidence-based initiatives to address chronic homelessness (Housing First);
- Plans to develop housing infrastructure (including permanent supportive housing);
- Outcomes-based planning measures; and
- Prevention activities.

Through a jurisdictional scan, Administration did not find any example of a municipality directly contributing to the cost of operating permanent supportive housing, where responsibility and funding were not explicitly downloaded by the respective provincial government.

As outlined in Appendix E, the Provincial Governments of Alberta, British Columbia and Ontario have made investments to directly increase access to supportive housing through provincial policy frameworks in alignment with Housing First principles.

## **Engagement with Homelessness CBO**

### *Survey*

Administration circulated a short survey to CBOs that support the homeless to gather their feedback on the proposed PSHOG. Ten responses were received. Through this survey, lack of income and/or rent support was the most cited factor in contributing to homelessness in Regina, followed by lack of affordable rental units and lack of permanent supportive housing.

### *Focus Group*

In developing its recommendation, Administration retained an external consultant to lead a focus group with local CBOs that support people experiencing homelessness. The focus group included 22 representatives from a diverse group of local CBO's as well as the Ministry of Social Services. A summary report of the feedback received through this focus group is included in Appendix C. Key messages received from this discussion included:

- **Positive Impact of Permanent Supportive Housing for Service Providers –** Stakeholders agreed that the increase in permanent supportive housing would have a positive impact on the City's homelessness service sector as a whole. Stakeholders noted cost savings of permanent supportive housing by reducing interactions with City and Provincial emergency services as well as benefiting CBO's by freeing up space in other programming and crisis shelters.
- **Need for Flexible / Individualized Supports –** Stakeholders commented that, while everyone has the same basic needs (shelter, food, security etc.), it is important that permanent supportive housing includes additional supports to fit each person's individual needs including managed alcohol programs, safe consumption sites or

other harm reduction services. It was also noted to not overlook providing simple amenities like internet access.

- **Ability to Transition to Non-Supportive Housing** – Several stakeholders commented that due to the complex needs of chronically homeless individuals, it is not reasonable to expect that they will be able to transition to non-supportive units.
- **Need for Partnerships / Communication** - Many highlighted the importance of working with the Ministry of Social Services to ensure sufficient support.
- **Variable Costs of Operating Permanent Supportive Housing** – Stakeholders questioned the initially proposed \$30,000/space (plus 10 per cent administration expenses) estimate to operate a permanent supportive housing in Regina, noting that actual operational costs is largely contingent on two factors; how the City defines what is considered an operational cost (e.g. whether the \$30,000/year is intended to cover things like food and rent) and economies of scale (e.g. grouping all permanent supportive housing spaces in a single building makes it easier to staff 24 hours a day, reducing operational costs).
- **Barriers to Operating Permanent Supportive Housing** – Stakeholders noted many landlords are reluctant to rent to individuals on social assistance. This issue has been exaggerated by the provincial government's decision to no longer provide social assistance recipients the option of having direct landlord payments. Participants agreed that to ensure a successful partnership with private landlords two things are critical: transparency and communication.

### **Implementation of the PSHOG**

#### *Selecting the Community-Based Organization*

The City will undertake a competitive process to select a community-based organization to operate the permanent supportive housing program. Applications will be assessed by a selection committee on a number of criteria. The criteria can be found in Appendix A.

The selection committee will include external subject matter experts in homelessness and housing of vulnerable populations. Administration will ensure there is diverse expertise within the group, including Indigenous representation.

#### *Managing the Community Based Organization*

The successful CBO will enter into a five-year funding agreement with the City. Due to the acquisition of capital required for implementing permanent supportive housing and ongoing staffing and administrative costs, five years is deemed appropriate for ensuring the success of such a project. A five-year funding agreement that is up for renewal upon agreement by both parties allows adequate security in financial sustainability planning on the part of the CBO, while providing opportunity for reviewal, renewal and change where necessary.

Additionally, because permanent supportive housing requires a long-term commitment to residents placed in the program, there is a need to ensure the continuity of care is reflected in the funding agreement.

The CBO will be required to report annually on the operation of the supportive housing units. Additionally, a mid-year funder meeting will be conducted for the organization to report mid-year data outputs, spending and project updates.

## **Housing Incentives Policy**

### **Engagement with Local Affordable Housing Providers**

#### *Survey*

Administration circulated a short survey to local housing providers to gather their feedback on the proposed PSHOG, including potential impacts on the HIP. Ten responses were received. Given the diverse group of housing providers that completed the survey, the City received a range of responses. However, two key takeaways from the survey were:

- Two thirds of respondents indicated that they saw the need for new affordable housing units increasing in the future.
- To offset the impact of diverting funding from the HIP to the PSHOG, only one respondent selected decreasing the amount of capital funding available per unit under the HIP. The majority of respondents selected either decreasing the total number of capital grants available each year or increasing the maximum score required to qualify for capital grants under the HIP scorecard.

#### *Focus Group*

A focus group was also held with local private sector and non-profit affordable housing providers as well as representation from the Saskatchewan Housing Corporation to understand the impacts of diverting funding from the HIP to the proposed PSHOG. A summary report of the feedback received through this focus group is included in Appendix D. Key messages received from this focus group include:

- **Importance of Housing Incentives** - Participants emphasized that funding supports are vital to being able to provide affordable housing. The City's contribution is often integral for affordable housing providers to access Canadian Mortgage and Housing Corporation incentive programs.
- **Need to consider the full Housing Spectrum** – Stakeholders noted that households struggle with affordability across the housing spectrum and that in diverting funding towards homelessness, there is a direct trade-off for low to moderate households that benefit from the City's below market rental and home ownership programs.

- **City needs to Clearly Define Housing Objectives** – Stakeholders commented that without understanding the specific goals and objectives the City is trying to accomplish through the HIP, it is challenging for them to provide feedback on the impacts of adjusting funding levels.

Through this focus group, Administration also received feedback on how to improve the HIP to better support the creation of new permanent supportive housing units. This feedback was considered by Administration in developing and preparing minor amendments to the HIP in Q1:2021 and will also be considered during future evaluations of the HIP.

### **Recommended Amendment to Housing Incentives Policy**

Administration recommends that the HIP be amended to decrease the maximum year expenditure from \$2.5 million to \$1.8 million to offset the costs of implementing the PSHOG. This amendment would reduce the number of capital grants the City can approve through the HIP annually. There would be no impact on the HIP's property tax exemption programs, including the market rental and rental repair tax exemption programs.

With a current annual allotment of \$2.5 million and capital grant amounts ranging from \$10,000 to \$25,000 per door<sup>1</sup>, the City can commit funding for the creation of between 100 to 250 new units per year. A reduction to \$1.80 million would reduce the number of new units to between 70-175 new units per year.

Administration anticipates that a maximum annual capital commitment of \$1.8M will continue to support the development of new affordable rental units geared towards low-income residents, including supporting the construction of new permanent supportive housing units recommended in the Plan. The reallocation of \$700,000 toward homelessness recognizes that, under current housing conditions, ending housing insecurity in Regina requires both operating and capital funding supports. As the HIP only provides funding to assist with the capital construction costs of new developments, units built with HIP funding can also be operated under the PSHOG.

Following additional feedback from local housing providers, Administration will bring forward a Report in Q4 2021 identifying any additional revisions to the Housing Incentives Policy to mitigate the impact of a funding reduction.

### **Amendment to *Regina Administration Bylaw***

The City's *Administration Bylaw* establishes policies and practices for the administration of City reserves as well as defines the powers, duties, accountabilities and functions of certain City officials and employees. The Bylaw states that transfers from the SDR can be made for capital grants or projects pursuant to the HIP or Council resolution, but currently does not

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<sup>1</sup> Capital grant amounts vary depending on tenure type, number of bedrooms, location within the City and whether it is developed by a non-profit or private sector developer.

provide authority for Administration to make transfers for operational grants. Therefore, an amendment is required to the Bylaw to allow the Social Development Reserve to be used to fund the PSHOG. The amendment by-law will be submitted to City Council concurrently with this Report.

### **Call for the Government of Saskatchewan To Contribute to the Plan**

After the Plan was released in 2019, the Province has advised Administration that they are reviewing its recommendations. To date, the Government of Saskatchewan has not endorsed the Plan nor made any new funding commitments towards its implementation.

Administration recommends that the City call upon the Province to fully realize its commitments to helping end homelessness under the Plan, including undertaking a review of policy and programs that serve people experiencing chronic homelessness to ensure an evidence-based approach and attention to the unique aspects of Indigenous homelessness.

With the City proposing to expand its role in supporting the homeless by direct contribution for the operation of permanent supportive housing, this includes calling directly on the Province to contribute \$1,260,000 annually towards the operation of new permanent supportive housing spaces.

### **DECISION HISTORY**

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CM17-12: YMCA of Regina Funding the Plan to End Homelessness in Regina  
On September 25, 2017, City Council adopted CM17-12 to commit \$60K in funding that would be directed to the Community Entity, the YMCA, to assist in creation of the Plan.

CR18-67: City of Regina's Role in Homelessness  
On June 25, 2018, City Council considered report CR18-67, which provided an overview of the City's response to homelessness, including measures to increase supply and decrease the cost of housing through the HIP, the Community Investment Grants Program which provides support to organizations and programs that address homelessness and participation on the Regina Homelessness Community Advisory Board (RHCAB). City Council passed a motion "That the City of Regina continue providing in-kind and financial support towards confronting homelessness as discussed in this report".

MHC19-6: Plan to End Homelessness in Regina  
On September 17, 2019, a report providing background on the Plan and its key content went to Mayor's Housing Commission. At this meeting, the YMCA also provided their overview of the Plan. Administration committed to returning to Mayor's Housing Commission with a more thorough analysis of the Plan.

CR20-23: Plan to End Homelessness: City of Regina Alignment  
On April 29, 2020, City Council considered a report that identified new actions to advance the Plan. City Council approved motions to:

- Endorse the Plan to End Homelessness and affirm the City of Regina's role in homelessness as described in the Plan.
- Direct Administration to contribute \$20,000 to the Systems Planning Organization, as selected by the Regina Homelessness Community Advisory Board in 2020 and include future requests within the annual budget process.
- Call upon the provincial and federal governments to endorse and fully finance the Plan to End Homelessness.
- Direct Administration to develop a Housing and Homelessness stream with funding options to be considered through the 2021 budget process.

Respectfully Submitted,

Respectfully Submitted,



Laurie Shalley, Director, Parks, Recreation & Cultural Services

2/26/2021



Diana Hawryluk, Executive Director, City Planning & Community Dev.

3/3/2021

Prepared by: Charlie Toman, Senior City Planner

#### **ATTACHMENTS**

- Appendix A – Criteria Table
- Appendix B - Feb 2021 CBC News Article
- Appendix C - Homelessness CBO Focus Group Report
- Appendix D - Affordable Housing Providers Focus Group Report
- Appendix E - Jurisdiction Scan
- Appendix F - Regina Housing First Evaluation Infographic

## APPENDIX A – PSHOG Assessment Criteria

Applications will be assessed by the selection committee on a number of key principles set out in the following criteria:

<b>Criteria</b>	<b>Description</b>
<i>Support Services &amp; Programs</i>	<p>The program design and planning will be assessed by the selection committee against the permanent supportive housing definition provided in the Plan to End Homelessness. It will also be assessed on the appropriateness of the proposed project, considering the following items:</p> <ul style="list-style-type: none"> <li>• Programming design;</li> <li>• Inclusion of medical and social supports;</li> <li>• Capacity for individual case planning.</li> </ul>
<i>Project Design</i>	<p>The appropriateness of the proposed project design will be assessed through a score that will consider the following items:</p> <ul style="list-style-type: none"> <li>• Place-based or scatter site design;</li> <li>• Proposed staffing schedules;</li> <li>• Accessibility (physical, economic, social, financial, etc.).</li> </ul>
<i>Capability &amp; Capacity</i>	<p>The CBO selected will be required to have the capability and capacity to undertake a project such as permanent supportive housing within Regina. A score will be awarded that considers the following elements:</p> <ul style="list-style-type: none"> <li>• Demonstrated experience offering housing services and/or supportive services;</li> <li>• Experience working with highest acuity individuals;</li> <li>• Partnerships associated with the implementation of the project (including assessment of letters of support from direct permanent supportive housing service partners).</li> </ul>
<i>Plan to End Homelessness Alignment</i>	<p>Regina's Plan to End Homelessness calls for the need to integrate a <i>Housing First</i> philosophy into its homelessness-serving sector. The successful organization applying will need to demonstrate through its application alignment with the 5 principles of Housing First. These include:</p> <ol style="list-style-type: none"> <li>1. Immediate access to permanent housing with no readiness requirements</li> <li>2. Consumer choice and self-determination</li> <li>3. Recovery orientation</li> <li>4. Individualized and client-driven supports</li> <li>5. Social and community integration</li> </ol>
<i>Capital Investment Securement &amp; Financial Sustainability</i>	<p>Applicants will be required to explain how they intend to acquire space and/or capital assets to implement permanent supportive housing and operate programming over the period of the project. As the City of Regina is only providing operational funding for permanent supportive housing, it will be the responsibility of the applicant to identify and explain a reasonable plan regarding securing capital assets by the start of the project.</p>
<i>Coordinated Access</i>	<p>With a system-wide Coordinated Access model envisioned for Regina, the organizations applying will need to agree to comply with and support every possible aspect of Coordinated Access implementation for Regina, including:</p> <ul style="list-style-type: none"> <li>• Agreement to sit as an active member on the CHIP Table;</li> </ul>

	<ul style="list-style-type: none"> <li>• Agreement to accept clients prioritized via CHIP Table (SPDAT score 55-60);</li> <li>• Agreement to complete SPDAT assessments and all associated trainings;</li> <li>• Agreement to adopt HIFIS-4 in full when available.</li> </ul>
<i>Indigeneity</i>	Nearly 80% of the homeless population in Regina identifies as Indigenous. Self-reported Indigenous identity in the organization will be scored for the board of directors and staff composition. Additionally, the intent to offer appropriate and relevant cultural programming will also be considered in the <i>Indigeneity</i> score.
<i>Value-for-Money</i>	The organization applying must provide value-for-money demonstrations for the number of units provided for the amount of funding provided and the number of critical onsite services provided per client.

## Saskatchewan

## For homeless people trying to stay safe in pandemic, federal housing program is a lifeline, say advocates

With shelter space limited during pandemic, need for permanent housing is even greater

[Bonnie Allen](#) · CBC News · Posted: Feb 09, 2021 3:00 AM CT | Last Updated: February 9



Steven Ledoux holds his cat, named Covid, at his home in Regina. Ledoux began drinking heavily after a workplace accident and lived on the streets until the Housing First program provided him with a home and other supports — allowing him to stay inside throughout most of the pandemic. (Bonnie Allen/CBC News)

In the past year, the word "stay" has been repeated over and over as Canadians have been urged — even ordered at times — by public health officials and governments to stay apart and stay home.

And yet that isn't realistic for people who have nowhere to stay.

Homeless people have become particularly vulnerable this winter as they risk exposure to freezing temperatures — [dipping into the -30s and -40s on the Prairies](#) — as well as the novel coronavirus, with more limited access to shelter spaces due to COVID-19 restrictions.

"Keeping people housed is a key way to limit the spread of COVID-19 as people need to have a secure place to self-isolate," [according to the federal government](#).

Steven Ledoux, a 50-year-old former construction worker who lived on the streets of Regina for years, knows the daily grind of searching for food, booze and a bed.

- ['Only a matter of time' before another freezing death in Saskatoon, says homeless advocate](#)

Ledoux broke his neck in a construction job accident in 2012, then began drinking heavily. Soon, he was homeless, digging in dumpsters and couch surfing or passing out in parkades. He said he was often "drunk and disorderly, just staggering around the city" and would get arrested and spend the night in police cells or the brief-stay detox centre in Regina.

That all changed three years ago, when he was referred to the federally funded Housing First program in the city. A case worker helped him apply for disability benefits and found him a rental house in the north central area.





Lisa Beaudry, intensive case manager, left, and housing support worker Emily Huzil visit Ledoux at his home. He's been in the Housing First program for three years. The federally funded program operates in several Canadian cities, including Edmonton, Vancouver, Hamilton and Fredericton. (Bonnie Allen/CBC)

So when the pandemic began early last year, Ledoux had no trouble following the public health recommendations.

"I mainly stay home, trying to stay away from downtown," he said.

He said he has also managed to stay out of trouble with police and stay sober most of the time.

## 'We can bring the supports to them'

Over the past decade, Housing First programs have become common in several Canadian cities, touted for their simple philosophy: provide people who are chronically homeless with permanent housing, without preconditions, and then work on other challenges.

In addition to Regina, other cities with the program include Edmonton, Calgary, Vancouver, Victoria, Hamilton and Fredericton. In Edmonton, for example, the city's Housing First program has helped more than 12,000 people since it started in 2009. It currently serves 1,100 people.

"It doesn't matter if people are sober, it doesn't matter if they have bad records of tenancy — nothing matters as long as they are homeless and in need of supports," said Kendra Giles, manager of innovative housing programs at Phoenix Residential Society in Regina.

"We put [housing] in place first, and then you can work on everything else after."

- ['It absolutely works': Housing First marks 1 year in Regina](#)
- [Manitoba government to spend over \\$800K on self-isolation units for homeless, meals for Manitobans isolating](#)

Giles oversees the Housing First program in Regina, which began with six clients in 2016 and currently serves 30 clients on a budget of \$800,000 a year. Her agency [released statistics in 2018](#) that showed it was cheaper to support chronically homeless people in housing than to have them constantly cycle through police cells, jails, hospitals and detox centres.

She said she's convinced the pandemic has revealed that Housing First has even more merit.

"You couldn't get a more perfect setup," she said. "Given that everyone has their own safe place to call home, people can actually be in a safe place to isolate, and we can bring the supports to them."

Every day, housing support teams make the rounds in the city, checking in on clients to deliver medication, groceries and even alcohol.





Ali McCudden, a managed alcohol program support worker at Phoenix Residential Society in Regina, makes three deliveries a day to 10 Housing First clients. (Bonnie Allen/CBC)

Ali McCudden, a support worker with the managed alcohol program (MAP), opens the rear compartment of her grey minivan and grabs two tallboy beers before walking up the snow-covered sidewalk to a client's house.

She makes three deliveries a day to 10 clients, bringing them "what they like — beer, vodka, whisky or wine."

All are safer to drink than mouthwash or hand sanitizer, she says, and the home deliveries stop people from going to the bar or liquor store.

## People who test positive can stay home

Phoenix received additional money from the federal Reaching Home program this past year to expand its managed alcohol program. The funding subsidizes the cost of alcohol, which usually costs too much for clients on provincial social assistance.

Support teams provide all kinds of services, including driving clients to medical appointments, teaching them how to cook and clean, providing addictions counselling and managing their finances.

- [What if the solution to homelessness is really as simple as offering everyone a place to live?](#)

A couple of Housing First clients in Regina have contracted the virus and self-isolated at home. Case workers called them several times a day and helped ensure they had everything they needed to stay home.

Rudy McCuaig, a 57-year-old army veteran, sits by his window, smoking a cigarette and waiting for the Phoenix team to arrive.

"They come check on me, make sure I'm doing OK," he said. "They're very protective."



Rudy McCuaig waits for a visit from the Housing First team with Phoenix Residential Society. They deliver his medication and groceries and check in on him a couple of times a day. (Matt Duguid/CBC)

McCuaig, who got shot in the leg when he was serving in the army, shuffles into his kitchen with a walker. Before the pandemic, he slept in a tent in the bush near the Golden Mile Shopping Centre in Regina.

In a two-year period, he spent 246 nights in the brief-stay detox centre, which admits intoxicated people for one-night stays. He says a lot of those nights were in the winter, when temperatures turned freezing.

## Homeless shelters have been forced to cut capacity

As the bitter cold hit Saskatchewan, people who are homeless have been desperately searching for spots in shelters or warming places — temporary indoor locations that allow people to briefly escape the cold.

There have been two freezing deaths in Saskatoon so far this year.

Agencies that help the province's homeless and precariously housed populations have had to cut capacity to allow for physical distancing and — at times — even close temporarily due to outbreaks.

### ***WATCH | Pandemic drives home importance of Housing First program:***



#### **Pandemic shows importance, effectiveness of Housing First programs**

2 days ago | 4:12

Housing First programs allow homeless people to access housing regardless of addictions or employment and those involved say the pandemic has highlighted the importance of people having somewhere safe to stay. 4:12

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Jason Mercredi is executive director of Saskatoon's Prairie Harm Reduction, which offers services for vulnerable people and runs a supervised injection site. It's one of the [12 designated warm-up spaces](#) in the city but is allowing only nine people inside when it would normally have room for about 20.

"Pretty much every day where the temperature drops below -15, we have people begging us to let them in the building," Mercredi said. "We've had people crying; we've had people quite upset."

Mercredi said the city needs a 24/7 warm-up location.

- [\*\*City of Thunder Bay declares health and social services state of emergency\*\*](#)

Steven Ledoux said he doesn't miss the life-or-death struggle of being homeless in the winter.

Now, his biggest challenge is boredom.

"The more you sit around, the more you want to drink," he said.



Ledoux plays with his cat, Covid. A Housing First worker gave him the kitten before Christmas to help him get through the holidays at home alone. (Matt Duguid/CBC)

A Housing First social worker gave Ledoux a kitten before Christmas to keep him company over the holidays. Ledoux named the cat "Covid" and jokes that he hangs out with Covid instead of getting it.

He's proud of himself, though.

When public health officials urge people to stay home, it's something he can finally do.

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**City of Regina:  
Homelessness Funding Stream  
Homelessness CBO Focus Group**

**Final Report**

**December 2020**

By:



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## Introduction

This document reports the findings of the Homelessness Community-Based Organizations (CBOs) focus group conducted in December 2020 among a select group of the City of Regina’s Homelessness CBOs. The focus group was moderated by Praxis Consulting on behalf of the City of Regina.

In April 2020, City Council provided direction to City Administration to establish a homelessness funding stream to support the implementation of the Plan to End Homelessness for Regina. The purpose of the focus group was to gain an informed perspective from the Homelessness CBOs with respect to what should be included in the development of permanent supportive housing, including relevant supports, partnerships, and barriers. Perceptions were also gathered regarding feasibility.

### Group Composition

The focus group was conducted virtually on December 7<sup>th</sup>, 2020. All participants were selected and invited by the City of Regina to participate.

Turn-out and engagement were strong in the session. The details of the group are described in the table below.

Focus Group Details			
<i>Participants</i>	<i>Date</i>	<i>Time</i>	<i># of Attendees</i>
Homelessness CBO	Monday, December 7	1:30 p.m. – 3:30 p.m.	22

The moderator’s guide used in the session is included in Appendix A.

### Interpreting Focus Groups

Focus groups are designed to reveal qualitative information – perceptions, outlooks and attitudes. They can be used to deconstruct perceptions, provide indications of how values or expectations combine with experience to create attitudes, and explore how these have developed and may be developed further.

Focus groups can generate insights into range, depth and intensity. They are more useful for gauging commitment than for estimating the extent of views. As the research is conducted “live”, it is possible to follow leads that appear in the discussion and track unforeseen drivers.

The following results should be understood as subjective and personal to the individuals who offered them in the sessions. They are valuable as insights into how opinion is framed and how values lead to attitudes, but because of sample sizes, they are not statistically significant.

### Citations

Throughout this report, comments from participants are included to provide context and help illustrate or underscore findings. In some cases, these are direct quotes from individual participants; in others, citations paraphrase discussions, or allow multifaceted or similar comments to be synthesized succinctly.

## Focus Group Results

The focus group discussion has been summarized according to the order questions were asked. The narrative and citations show participant inputs.

### The Appropriateness of Permanent Supportive Housing

The City began the focus group with an introductory presentation that provided background information and defined Permanent Supportive Housing to ensure everyone was on the same page. Following the presentation, participants were asked to share their general thoughts about the appropriateness of Permanent Supportive Housing.

Is the estimated \$30,000 per space in operational funding annually feasible to provide support services and associated program costs? If not, what would your organization find feasible to operate permanent supportive housing on an annual basis?

Participants generally had many questions regarding what was included in the parameters of the \$30,000. There were some concerns surrounding single-unit viability, annual salaries for support workers, and whether operational costs included expenses such as food and rent, or whether these costs would be covered by money provided through Ministry of Social Services programming.

#### Key Themes:

- **Clarification Needed** – Several participants were unsure what would be included in the operational funding (food, wages, rent, etc.) and therefore were unsure if \$30,000 was sufficient or not.
- **Economies of Scale** – Some participants highlighted the economies of scale, indicating that the more permanent supportive housing you have within a single building, the easier it is to staff it 24 hours a day.

#### Citations:

*“It is feasible if you are to say can you support one person for \$30,000 and that is our concentration. With multi-residential, where you are supporting more, there is an increased cost. There is the initial cost and then it depends on the time frame for the hard-to-house or hard-to-keep-housed with all sorts of inclusion programs that go with it. There is probably a greater upfront cost than when you move along and the resident starts transitioning. So, \$30,000 in an organization in a congregant, multi-residential, supportive housing environment would work, without a problem at all from an operational point of view. I think that if you were to go single one-to-one you would be having challenges, but in a larger group, not a problem at all.”*

*“In regard to the \$30,000, would those costs be expected to cover any kind of wages, or staffing or labour to support any individuals in supportive housing? That is the one concern that I have. For \$30,000 for a year in permanent supportive housing, you essentially want to make sure that you have people there 24 hours. If \$30,000 is to cover those costs as well as any additional operating costs, this might be somewhat iffy. I do not know if you would be able to find someone who would be willing to be around 24 hours a day, 365 days a year with an annual salary of \$30,000. I am just not sure what the intention is of that operational funding, or if we are to find money elsewhere to fund these support workers. Is that \$30,000 meant to also include those support costs? I just cannot see permanent supportive housing*

*working without those support workers. It is one thing to have housing and food, but these are individuals who are needing more support.”*

*“I think that someone would generally be on social assistance on top of this to help pay for the rent, but this \$30,000 would be the not-for-profit’s obligation to make sure that they were there. With the supportive housing piece, I assume that the bulk of that would go towards wages so that those people have the wrap-around supports they need to succeed. That is my interpretation. That \$30,000 would be to ensure that they have everything that they need to make it stick. It is my thoughts too, that it is dependent on economies of scale as to whether or not you are able to make this work. Trying to do a small case load on \$30,000 is pretty slim, but if you add that up into a caseload with more people, that is a manageable amount, and you can start doing things like providing 24-hour staffing.”*

*“I think that based on how much we have spent per year on clients and taking into consideration the added costs that go along with permanent supportive housing, I have budgeted it out that if we were to have permanent supportive housing, it would be closer to \$55,000 a space.”*

*“If you use \$20/hour as a wage for \$2,000 at 7 days a week, that works out to about \$175,000. If you use that as general planning, you are either above it or you are below it. So that is why the \$30,000 doesn’t work if you are going at it as an individual. This is going to encourage partnerships and working with various organizations. If you use the CLSD funding amount as a cursor and look at some of those then you get a general feel.”*

City Administration has identified that 10% of funding provided for permanent supportive housing would be required to cover administrative or overhead costs (capital costs excluded). Is 10% appropriate? What would your organization use administrative costs to cover?

The general consensus from participants was that 10% to 15% is characteristic of not-for-profit grants. Some pointed out that the figure is low for public sector and having a hard cap may restrict competitive applicants.

#### **Citations:**

*“We typically throw our overhead costs (HR, finance, IT, insurance, etc.) into our administrative costs. If you are a private sector, for-profit company then you would be looking at 15% to 17%. For us it would be 3% to 5% on top of that. I think that 10% for not-for-profit is a start. I think if you were to compare it to public sector, this is low, but for private sector, charitable, not-for-profit this falls well within the norm for the province. These are different from the operational pieces.”*

*“Most of us are familiar with applying for grants. I would say generally that 10% to 15% is often laid out as top-end admin pieces. The only thing that I would caution is again, there is an economy of scale. So, some larger organizations might have their finance person split between 10 programs, they will be able to do it on 10%. Small organizations might have a hard time doing that. This might limit the pool on successful applicants if you put a hard cap at 10%. 10% does sound reasonable to me, but I think that some flexibility would allow for more competitive applicants.”*

## The Impact of Funding on Homelessness

The discussion then moved to exploring the impact of funding on homelessness.

Thinking in the long term, how do you see an increase in the number of permanent supportive housing spaces impacting the homelessness serving sector in Regina?

Although the extent of the impact was debated, participants agreed that the increase in permanent supportive housing spaces would have a positive impact on the City's homelessness serving sector. Some mentioned the impact on cost savings for the City, freeing up time and resources within support programs, the importance of partnerships between support programs and the Ministry of Social Services, and allowing for movement from the waitlist.

### Key Theme:

- **Importance of Partnerships** – The ability to transition through the program into less supportive housing was noted by multiple participants. Many highlighted the importance of working with the Ministry of Social Services to ensure sufficient support.
- **Expectation of Graduation** – While the goal is to transition people out of permanent supportive housing, there are complex needs for many individuals which will potentially make transitioning impossible. A couple of participants cautioned the City to temper graduation expectations.

### Citations:

*"I think that a lot of organizations work with the same people. If we knew that 20 of those people had a safe place to stay, it would free up a lot of time for those organizations to help more people in different ways. Personally, it sounds like a small number, but then it is a small city, and ultimately I think that there is the opportunity to have a huge impact."*

*"The long-lasting impact of having those 20 people in supportive housing off the streets is going to have a huge cost savings linked to the City in the long term."*

*"Would this supportive housing be open to families? We are seeing a lot of families coming in with high needs as well."*

*"I think that this is a start, but if you are thinking about bringing 20, then you need to follow them through. Almost in the sense that they are graduating and going into less supportive housing and activities until they become independent. To me this is a program that needs to be tied into another Ministry of Social Services programming. Then you will have more of an intake coming off the street. Is 20 sufficient? No, it is not. I think that you need to be very clear on that. It is a start. It provides 20 people with opportunity, with choice, and with dignity. It needs to work alongside the Ministry of Social Services and their programs to allow that development and that graduation to move into less support so you can continue the cycle. But no, I do not think that anyone on this call would believe that 20 is enough."*

*"I agree with everything being said, I think there is a need to support people to transition through the program to graduate people so that we can get new households into this programming. I just want to emphasize the need for those partnerships between support programs and the Ministry of Social Services to support these people experiencing homelessness."*

*"Through CHIP, the last time I counted, we had 171 people that were assessed and would be deemed to require permanent supportive housing with those proper supports. If there were more of these permanent supportive houses, there would not be such a backlog. The plan to end homelessness*

*identifies that with homes there is no movement which is what there would be in permanent supportive housing. But at least people with lower acuity could get served, because typically, once they come into homes they do not leave until they pass away. So if those individuals were served through more appropriate supports, then there would be more movement from the wait list.”*

*“When it comes to permanent supportive housing, I think that it is important to have those growths in place to help people with that transitioning, but I would caution that we do not put too much emphasis on the expectation that they should graduate out of permanent supportive housing. I just do not want this to become a mindset for anyone to feel that they are lesser because they are unable to graduate and just to make sure that people understand that at the end of the day there are going to be individuals who are never going to be able to live independently. I think that part of the problem with the backlog is that there are truly many individuals who need that intense support right now and they cannot be served properly if all of the energy is going towards those that need permanent supportive housing. We just need to be cautious that when we are saying permanent supportive housing that it can be permanent for people and that we are not going to be trying to rush people through if they are not ready.”*

What would be the impact on priority groups, such as families, children, 2SLGBTQ+, Indigenous people, intimate partner violence cases, etc.?

When asked about priority groups, participants pointed out that there is a lack of long-term support in place for repeat prisoners, families, and intimate partner violence victims. The provision of permanent supportive housing would allow housing for these groups, freeing up space in other programming and crisis shelters, and decreasing interactions with police and incarcerations. Additionally, participants touched on the importance of communication between support providers, potentially through the development of a formal collaboration, to ensure that the history of individuals seeking support is shared when providing housing arrangements.

#### **Key Themes:**

- **Shortage of Long-Term Support** – Participants noted multiple different groups that would be positively impacted by permanent supportive housing – survivors of intimate partner violence, repeat prisoners, etc. Overall, it was noted that homelessness affects a diverse group.
- **Collaboration** – Creating dialogue and information sharing among key providers and organizations was noted as a piece that is currently missing in Regina’s plan to end homelessness.

#### **Citations:**

*“There is a shortage of long-term housing for survivors of intimate partner violence. What we see happening is that they are going to crisis shelters and they cannot move on from the crisis shelters because there is nowhere for them to go long-term. If we had some permanent supportive housing for that group of people, then that would help with the spaces available in crisis shelters as well.”*

*“This would reduce the number of repeat prisoners. I think that lots of people bounce around services until they hit prison, since prison is the only entity that does not really have a return policy. I think that this would lead to a decrease in instances with police and incarcerations and that is across more or less all of the subsets that we are talking about – if it is youth or domestic violent cases or anything like that.”*

*“Whatever happens, we have to ensure it is measurable so that it will have follow-through. It is not just the direct impact on the folks that we are talking about. There is a huge impact in this. Whether it is*

*police services, emergency services, education services, that all needs to be taken into consideration. So, if you were looking at the cost savings, ecosystem wide, it would be pretty huge. Picking up the indirect costs from picking up these individuals from the system will be a big measurement.”*

*“One observation is that homelessness or those at risk for homelessness is a very diverse group. A lot of us are focused on providing shelter or support services for these individuals. I was very happy to hear the comment made about families that are falling between the cracks. The support services for families do not seem to be very well established. They are complicated. This program would be able to support and supply an organization to support a diverse group (single parent or double parent families).”*

*“From my understanding and how permanent supportive housing is run in other cities, it is there for families that have the highest level of acuity. The other programs that do not require intensive supports would then have spaces and availabilities for people like families. No one that has a family is typically deemed needing permanent supportive housing supports, but if there were other supports like housing first open then those could be an option.”*

*“I think that we are all into supporting people, all people, but within that we need to collaborate. How can we all share information with each other? In the past, there have been some individuals who should not be living in certain homes due to their history. As a landlord, individually we want to support these individuals, but holistically, we do not know what their support needs are because they all come from different organizations. It would be ideal if there was a way where we could all support each other and support permanent supportive housing long-term. If we take each person individually and do not take into consideration their past, it may mean that they have to move. We all need to collaborate together in a preventative measure to support everyone.”*

*“I am not sure of Regina, but Saskatoon has a collaboration of housing organizations that have pooled together their resources (SHIP). It is a couple hundred dollars a year to join. I think that Regina could benefit from looking into what SHIP has done and replicating it.”*

*“I want to address the point about coordination between services and information sharing. I am sure every single person on this call has heard from Flow Community Projects. Collaboration is exactly what they are trying to accomplish.”*

## Barriers and Challenges

Participants were then asked a couple of questions to understand the barriers, challenges, and mitigating factors that CBOs experience when trying to pursue permanent supportive housing programming.

What are the challenges that you have faced when working with private landlords to secure space for clients and in what capacities (single unit placements, multi-unit management, etc.)?

Answers mostly focused on supporting individuals getting housed in the private market and not on CBO's abilities to work with landlords on securing space for operating programs like permanent supportive housing. The top barriers mentioned with regards to securing housing with private landlords included income assistance and no guaranteed payment, age, lack of references, inability to communicate, and delays in landlords getting a damage deposit. Some suggestions for addressing these barriers included having a trustee to keep the landlord informed and having a designated individual to help those who are hard-to-house navigate the social service systems and provide support in terms of budgeting.

### Key Themes:

- **Fear of the Unknown** – When working with private landlords, multiple barriers were noted surrounding their fear of the unknown. This included the bias and judgements placed on those who are on income assistance or due to their age, lack of references, no guarantee of rent cheque, etc.
- **Support Persons** – Some participants noted the value of having supports, such as a trustee or dedicated hire, to help those who are hard to house navigate the systems involved and understand what they are facing.

### Citations:

*“The biggest challenge from our housing team is that often there are private landlords who do not want to rent out to those people who are on income assistance. I think that a big part of that is just that there is no guarantee that the rent cheque will go to the landlord because it does not go directly to the landlord anymore.”*

*“We work with youth predominantly. A lot of the barriers that we face would be income assistance as well. Age, if they are under the age of 18, and lack of references are huge barriers that a lot of our youth face. Even if they are over the age of 18 and have the income, the lack of a reference often still is a barrier.”*

*“The delay in getting the damage deposit back is also a huge barrier that we face, and then people cannot move on to their new place without the damage deposit from income assistance as sometimes that can take a while. I am not sure that the private landlords are going to change their minds based on the permanent supportive housing.”*

*“I am a private landlord. I thought that there would be more of them on this call. But you are right. It is hard to be a landlord and be participative and supportive with those who are hard to house. We are working with Phoenix Residential to help those who are hard to house. We maintain a trustee undertaking which helps provide supportive housing because now we at least know what we are facing. These people are not making good decisions. That is one of the biggest*

challenges. With those who abuse drugs that rent money typically goes away if their friends come over.”

“I agree. We face the same struggles. What we have been able to do is actually hire someone to help individuals whom we support navigate those social services systems. A lot of those things that we take for granted, like having a cell phone, mail, internet can be difficult and having a lease agreement so that we can get rent, that is also difficult. There are a lot of barriers for those who really want to have a home, especially if they have just moved to the city.”

Where have you found success in partnering with private landlords or developers? Do you have any best practices to share or examples of where it has worked well?

Participants agreed that to ensure a successful partnership with private landlords two things are critical: transparency and communication.

**Citations:**

“Our rapid rehousing programs have built a bunch of really solid relationships with private landlords in the city just by being transparent and keeping those lines of communication open. By continuing to have dialogues it has really helped to build those relationships and help our youth maintain housing in the long-run.”

“There are certain challenges with some, but our success comes from working with other landlords. Having these relationships really helps the landlords with having a social conscious. Lessons learned is communication is key with landlords and partner organizations.”

“We hired a person to help individuals navigate social services. We have also offered those services out to others in the city – some property management companies. We have been helping individuals with budgeting and making an effort to maintain their rent.”

## Brainstorming Factors for Success

Participants were then challenged to brainstorm factors of success and elaborate on what needs to happen for permanent supportive housing spaces to be successful.

How do you identify or seek out partnerships on projects that include the acquisition of capital investments? And what opportunities for partnership do you foresee among the sector? What would you need in an external group in order to partner with them on providing Permanent Supportive Housing?

Overall, participants agreed that there needs to be more communication, collaboration, and partnerships between different support providers. SHIP out of Saskatoon was again mentioned as a collaborating operation that may be beneficial for Regina to adopt. Partnerships with supports such as onsite homecare, nurse practitioners or doctors, homecare style visitations, probation or parole, and partnerships with the Regina Police Service were all noted as beneficial in some capacity.

### Key Themes:

- **Collaboration and Communication** – The majority of participants mentioned the value in communication and collaboration between organizations to provide the supports necessary.
- **Homecare** – Visitations and regular home check-ins were also noted as an important connection that would provide benefit to those living in permanent supportive housing.

### Citations:

*“We are such a small city, but we do not talk to each other. I think that it is because our resources are so small that we cannot help but think that we are in competition with one another for those resources, and that will never go away. We need a place that supports dialogue, because that is how we find solutions. I do salute the City for helping with a supportive housing component where we mix a big chunk or traditional debt into the undertaking.”*

*“I like the idea of the SHIP operation in Saskatoon. I think that we all share a similar mandate, but some of our philosophies and policies as an organization may differ a little bit. That may put us at odds as to what is appropriate as we start to create our own check boxes for people to fit into our particular mandate. For us one of those check boxes is finance. I think that if we could reduce that barrier to entry in our programs and have a good understanding of that and continue to have open conversations, we can work in more of a continuum rather than a start and an end. It is open collaboration with one another. Whether that support comes from agency to agency and they maintain housing or supports, and agencies have to be more agile to support one another to ultimately support the individual.”*

*“I think that in permanent supportive housing facilities, supports would need to be onsite, but I think that there are a few critical partnerships that can come in to ensure that it is successful. I think that homecare and being connected with the health authority and culturally appropriate resources would be really important partnerships. As well, having onsite nurse practitioners or doctors coming in as a lot of clients being served through permanent supportive housing have a lot of issues accessing that. Probation and parole are also a difficult one to get to. So, having a partnership with them, I think RPS is our big one. The onsite supports would just help with lack of access. Without onsite support they might miss 10 doctors’ appointments, whereas with onsite supports they would be a lot more likely to be successful and get the care that they need.”*

*“I know that the demand is more than 20 and I am certain that it is way more than 171. So, to try and share resources and support, I have often wondered if homecare style visitation may be beneficial. When I think of how can we reach out to the families, that is the one that I am missing, because I have more family units than single family units. When a bad influence starts staying at the house, that individual and child flee. I do not know how this is done, but there are several strategies that might be explored – homecare style visitations that are regular for example. Just someone knocking on the door checking in and asking how they are doing and if they want to have a cup of tea. I do not think that this intervention needs to be aggressive. This is only based on my experience as a landlord.”*

*“I think that the idea of partnerships and working collaboratively is key to our current model. Looking at the capital funding model we are looking for the partnerships between support service agencies and landlords. As well, I think that there is opportunity. We have a portfolio that we need to be looking at. There are currently vacancies within that portfolio that we need to be filling. We do not have the capacity to be providing those support services, but with partnerships, that is where we might get that win.”*

What services and/or programming should be provided as a part of Permanent Supportive Housing in Regina? How do these change for the various groups (ie. families, single men, Indigenous, etc.) or levels of support needed by clients that you have experience working with?

It was noted that having the knowledge of additional supports that are available within our community is invaluable. Overall, participants stated that needs change from group to group, and individual to individual. Some needs are common for all, such as food procurement, health care, transportation, and social services. Additionally, some individual supports including managed alcohol programs, safe consumption sites, and harm reduction services were mentioned. Having supports available nearby is key. One participant also made note of Netflix as a simple, yet important support.

#### **Key Themes:**

- **Supports Nearby** – Being able to access a wide range of supports is key to the success of Permanent Supportive Housing.
- **Everyone is Unique** – Since every individual is unique, it is important to be able to navigate all support offerings, including healthcare, social services, food procurement, mental health supports, and harm reduction services.

#### **Citations:**

*“Things like food procurement, advocating through the systems that we have, whether that be healthcare, social services, doctor’s appointments, transportation, banking, etc. It is a holistic wraparound support, not just in the building, but also how to access community and what supports exist and offering options. These change for every group, because every individual is unique. But you have to be able to navigate each and every system and this changes on a day-to-day basis.”*

*“The uniqueness of each individual changes. To know and recognize that not everyone, even in the same group, is going to have the same needs. Even having that knowledge of the various different types of services and the range of needs is an important piece. It can be so different person to person, day to day, and hour to hour. There are certain supports or types of programming that are likely going to be needed across the board - like food, addictions and*

mental health supports, mental health programming (trauma counselling or addictions support).”

“To add on to the addiction supports, one thing that is really common in other permanent supportive housing programs is the addition of a managed alcohol program. Regina just has a mobile managed alcohol program, but not a facility-based program. This is drastically lacking in Regina right now. As well, I do not know if this is as pressing, but down the road to have the inclusion of a safe injection site. I think the inclusion of a harm reduction approach is critical.”

“If there is anywhere that a managed alcohol program or safe consumption site or harm reduction services are going to be important it is going to be permanent supportive housing. If you think about on-campus dorms or any group living arrangement, they work well because there is housing and then community space either attached to the building or nearby. Being able to have a community area that has these supports nearby that is able to tailor its needs to the individuals living in these units is going to be really helpful.”

“We are good at creating these programs, but we need to have those conversations with the developers who best understand the situation to tell us their vision. Is it successful for an individual, and for a collection of individuals? Will they fit within that neighbourhood and not be ostracized? If there is an adjunct to this program it would be the capital design that has to go into a housing environment that is designed for success within the community.”

“I think that something as simple as Netflix is important. I say that, because I do not think that we need to overcomplicate this. They are people like us. They want the ability to be able to sit at home and just enjoy themselves and watch things like Netflix. We need to just help people by putting them in existing housing. I think that the results will show themselves without great complexity.”

Besides having operational funding, are you aware of anything preventing harm reduction to be located within the permanent supportive housing?

Participants mentioned the importance of design builds in developing permanent supportive housing. Some participants felt that this housing should be drug and alcohol free. Others mentioned the importance in having a substance friendly harm reduction approach.

#### **Citations:**

“Yes, I think that some are simple and some are less simple. I do believe firmly in design build. Some of the available homes do not really work, especially if you have supportive staff. Simply installing an elevator, a sprinkler system, and a common area make the building way more efficient for the support person and the CBO. There are some solutions to move into already existing spots; the Regina Housing Authority has vacancies. Purpose built over the long term, like what Eden Care and alike are doing, have a greater chance of success and sustainability. I know it sounds strange with the vacancy rates we are having to be talking about new builds. As for onsite safe use, buildings that are successful right now seem to band drugs and alcohol. I don’t know if it is because there is an absence of these, but it really regulates the activity, like with Oxford House’s policy. Safe consumption and safe use are a good idea. I do not know if you would want to combine the two together in the same space. These people are vulnerable, and they like to make friends and these friends hurt their recovery.”

*“I think, in particular, for permanent supportive housing, it needs to be substance friendly from a harm reduction approach. There are houses that are substance free, but they deal with different clients than who permanent supportive housing serves. Permanent supportive housing is a harm reduction framework and substance use is a part of that. I think that this is important when keeping in mind the design.”*

*“We have a building that was not supported to do what they are doing today. We need to design build something that is made to build success; that has that safe space and community. What would it take to build something in this city to help 20 people be successful? We are part of the problem because we are living in the past. It is a mindset that we have to change as well. They need the activities of daily living that we need.”*

## Priorities

The groups concluded with a discussion about priorities to help understand what type of support services are most critical to successful housing outcomes.

Imagine you were operating Permanent Supportive Housing in Regina: What would be your priorities? What would you want it to look like?

It was agreed that the basic needs of individuals are of the highest priority. The inclusion of purpose-built housing with 24-hour staffing and security monitoring were also mentioned, as well as harm-reduction resources. Overall, the biggest priorities were to ensure the proper supports, partnerships and collaborations were undertaken to either provide a one-stop shop or provide a network available to those who are in permanent supportive housing.

### Key Themes:

- **Harm Reduction** – While not everyone agreed, many participants strongly emphasized the need for harm reduction/managed alcohol/safe consumption. It was generally felt that providing supports and resources for safer use and the eventual discontinued use of substances was important.
- **Purpose-Built Facilities offering Wrap-Around Services** – Repeated throughout the session was the importance of having a building that is purpose-built or retrofitted to meet the needs of those using the facility. Having easy-to-access services and supports are key.
- **24-Hour Staffing** – An important means to protect those most vulnerable and ensure the success of permanent supportive house was through the use of 24-hour monitoring and staffing.

### Citations:

*“I think that the harm reduction piece is really important. I understand that sober living can be really successful, but I think that the addiction piece is what makes those individuals hard to house. I do not want us to look into a living situation that would end up ostracizing those individuals. I did like the comments on vulnerability and the fact that there are bad influences, but creating a sober living environment is not the answer to fix this. We need to have those supports available and just recognize that this is a risk. This is going to lead to safer use of drugs and alcohol, while still connecting individuals to those other resources to help ween them off the need for those supports. Maybe we have workshops onsite or connections to those resources, but this is going to be more useful to those folks than telling them no.”*

*“It really is all about the supports. Medical treatment should be the servant never the provider of genuine human care. We as a society and system have to work on that. We need to be there to support people with any harm reduction – smoking, friends, all of that. If we start to reduce that you are going to have behavioural challenges that follow that. We need to ensure that we are supporting that person how they want to be supported and when they want to be supported.”*

*“I can appreciate that addictions need to be a multi-pronged approach. I would never say that harm reduction does not have its place, but I would hope that the members of the community would see the value of sober living within the community. Sober houses do have a place in our society. Saying that sobriety in a clean and sober house does not work is just wrong. People find life much more enjoyable because they are sober.”*

*“Under the housing first philosophy, there is the concept that when we think back to the Maslow’s hierarchy of needs – they need to have those basic supports in place first before they are able heal and give up those other tools in which they use to survive, which in many cases is alcohol. Let’s take care of those basic needs first, and we will watch you grow and heal, but until you are ready to move on you will be safe. I think that there should be a choice for individuals between sober living houses and those who are not ready to make those decisions to get sober.”*

*“Addictions and mental health should not be a barrier to housing. We should be looking at providing a harm reduction approach as well as a strong wrap-around approach, while using a person-centered approach to focus on what individuals need. Sober living is valid for some people, but for the mass majority, a harm reduction approach will guarantee long term success.”*

*“This is designed for a very specific group of people. Harm reduction is critical. My priority is ensuring that the building is fit for the issue at hand and designed so that staff can be there immediately and are able to monitor people who are coming in and leaving. And ensuring that it has those community living areas. We are setting ourselves up for failure if those supports are not there.”*

*“Sober living is definitely on the spectrum for differing needs, but in regard to permanent supportive housing, I just wanted to make it clear that it is not the only way for a lot of people. A lot of people just are not ready for that yet and they are struggling to find those places to live because they are not ready. I think that it is important with the building to ensure that it is either purpose-built or retrofitted, because if it is just any building, you are going to be set up for failure. Staff need to be at the door. You need to be able to monitor who goes in and who goes out and the home-takeovers.”*

*“Having that purpose-built building. We have security systems and are enhancing them. To have a building where there is 24-hour staffing, where you are able to monitor those people coming and going, those are important things. The grant that we are talking about is the operational grant. No, I do not think that \$30,000 a bed is enough. It is a start, but not to do those 20 beds properly and have that capital in place to build that proper building. We can make an impact, and it will have a ripple effect. But people do need to have their basic needs met. We need to create that space where we can meet people’s needs, but it also does have that idea of one-stop shopping where there is built-in medical services. Or we have a really great network to bring people into that building.”*

*“If you want to get something to get printed in Regina, there is 60 places that will print something for you. In our industry there is opportunity for diversity and duplication in services within the not-for-profit sector. I think that it is great that we have both in Regina and that they fill different roles. I think that we should be proud of the diversity of services that we have in the sector. Three things that I would like to address. 1. Regina was not an early adopter when it came to ending homelessness. We have one of the newest plans to end homelessness. We have learned from a lot of other people’s mistakes. 2. The city*

*helps the sector continue to lobby the province. The feds have been at the table a long time. With pandemic money they are beginning to double down. They have really made housing a priority. Now that the cities are at the table, they are missing partners in the province. The health budget this year is \$5.8 billion. With the province's ability to end homelessness, it is a bit reactionary. 3. A challenge is that we are so busy doing work that we do not have time to have a united voice. This is an opportunity for the city to help the non-profit sector be unified. It is a challenge with the competing resources and to work with the resources that we have available. I think at the end of the day it is about collaboration and partnership."*

## Conclusion

The need for a Homelessness Funding Stream was clearly understood and agreed upon by the CBO representatives involved. The participants were engaged and motivated to offer their perceptions, experience and suggestions as to the resources needed to develop effective and sustainable permanent supportive housing in the City.

The greatest issues identified include the parameters on the allotted \$30,000 for operational funding and whether or not harm reduction sites should be included within the development of permanent supportive housing. Some other issues cited include the lack of information sharing and collaboration between support providers and the barriers limiting private landlord partnerships.

The participants offered a myriad of suggestions to be considered in the development of permanent supportive housing, including:

- onsite supports such as healthcare, consumption sites, access to police services, etc.;
- community areas;
- retrofitting or ensuring houses are purpose-built;
- 24-hour staffing and monitoring;
- the use of trustees or devoted social assistance navigation supports; and,
- guaranteeing communication and transparency in landlord relations.

# Appendix A: Focus Group Moderator's Guide

City of Regina – Homelessness CBO Session – December 7, 2020

## Moderator's Guide – Final

### INTRODUCTION [10-15 mins]

- Introduction of moderator + role.
  - Explain that focus groups are a way to collect opinions about experiences in more detail than a typical survey. They are exploratory – there are no right or wrong answers. Each person should speak for themselves. Not looking for consensus or agreement – don't hold back if your opinion or what you think or do is different from what others are saying. Any and all input is welcome and very much appreciated. The ultimate goal for the session is to give each organization the opportunity to express their position but also ensuring that we are staying solution focused and moving the conversation along.
  - Explain note-taking and recording of the discussion - when we put the report together we like to listen to the recording to make sure we've covered everything off that was discussed in the group.
  - Introduce CoR staff observing the session. They may text me or jump in as needed to ensure we are capturing all the information we need.
  - Assure participants that their names won't be associated with anything they say in the report - the data will be summarized and reported in an aggregate fashion without any names attached.
  - Duration approximately 1.5-2.0 hours; not taking a formal break; please mute phones.
  - Include moderator email in chat and explain that participants can email you directly if they don't have enough time to say everything they want or think of something after the session has ended.
  - Confirm main spokesperson for each organization – ensure naming protocol is updated accordingly.
  - Go around and begin with introductions from main spokesperson who can introduce participants from their organization.
- 

### SETTING THE STAGE: DEFINING PERMANENT SUPPORTIVE HOUSING [5-10 mins]

1. Introduce CoR to provide opening remarks and kick-off presentation that will define Permanent Supportive Housing and ensure everyone is on the same page.
  - Diana: opening remarks
  - Kelly: kick-off presentation

<NOTE TO MODERATOR: FOCUS ON WHAT THE CITY CAN DO TO HELP. AVOID CONVERSATION AROUND BLAMING PROVINCE FOR NOT DOING MORE>

## **THE APPROPRIATENESS OF PERMANENT SUPPORTIVE HOUSING [10-15 mins]**

**Overall objective of this section:** To confirm that the City's approach of funding new permanent supportive housing spaces is appropriate.

- Per space funding amounts is appropriate (was a survey question)
- Administrative cost percentage is appropriate (was a survey question)

2. Is the estimated \$30,000 per space in operational funding annually feasible to provide support services and associated program costs? If not, what would your organization find feasible to operate permanent supportive housing on an annual basis?
3. City Administration have identified that 10% of funding provided for permanent supportive housing would be required to cover administrative or overhead costs (capital costs excluded). Is 10% appropriate? What would your organization use administrative costs to cover?

## **THE IMPACT OF FUNDING ON HOMELESSNESS [15-20 mins]**

**Overall objective of this section:** To understand what impact this funding would have on homelessness and the homelessness-serving sector in Regina.

- Impact on priority groups (families, children, 2SLGBTQ+, Indigenous, intimate partner violence cases, etc.)

4. Thinking in the long term, how do you see an increase in the number of permanent supportive housing spaces impacting the homelessness serving sector in Regina?
5. What would be the impact on priority groups, such as families, children, 2SLGBTQ+, Indigenous people, intimate partner violence cases, etc.?

## **BARRIERS AND CHALLENGES [15-20 mins]**

**Overall objective of this section:** To understand barriers, challenges, and mitigating factors CBOs experience when trying to pursue permanent supportive housing programming.

6. What are the challenges that you have faced when working with private landlords to secure space for clients and in what capacities (single unit placements, multi-unit management, etc.)?
7. Where have you found success in partnering with private landlords or developers? Do you have any best practices to share or examples of where it has worked well?

## **BRAINSTORMING FACTORS FOR SUCCESS [15-20 mins]**

**Overall objective of this section:** To understand what else needs to happen for these permanent supportive housing spaces to be successful.

- Availability and access to suitable rental units
- Partnerships between CBO's and landlords
- Programming needs
- Support from other levels of Government

8. I want to dig a little deeper into what else needs to happen for Permanent Supportive Housing spaces to be successful. How do you identify or seek out partnership on projects that include the acquisition of capital investments? And what opportunities for partnership do you foresee among the sector?
9. What would you need in an external group in order to partner with them on providing Permanent Supportive Housing?
10. What services and/or programming should be provided as a part of Permanent Supportive Housing in Regina? How do these change for the various groups (ie. families, single men, Indigenous, etc.) or levels of support needed by clients that you have experience working with?

## **PRIORITIES [15-20 mins]**

**Overall objective of this section:** To understand what type of support services are most critical to successful housing outcomes. This will help the City prioritize capital funding HIP applications for new affordable rental housing projects.

11. Imagine you were operating Permanent Supportive Housing in Regina: What would be your priorities? What would you want it to look like?

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**That brings us to the end of the discussion. Thanks very much for spending some time with us this afternoon and providing your feedback.**

**City of Regina:  
Homelessness Funding Stream  
Affordable Housing Providers Focus Group**

**Final Report**

**December 2020**

By:



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# Introduction

This document reports the findings of the Affordable Housing Providers focus group conducted in December 2020 among a select group of the City of Regina’s (the City) noted Affordable Housing Providers. The focus group was moderated by Praxis Consulting on behalf of the City of Regina.

In April 2020, City Council provided direction to City Administration to establish a homelessness funding stream to support the implementation of the Plan to End Homelessness for Regina. The purpose of the focus group was to gain an informed perspective from Affordable Housing Providers with respect to the impacts of a reduction in the capital funding available through the Housing Incentive Policy (HIP). Additionally, mitigations, best practices and barriers were also sought to understand how the City could best position the HIP grants moving forward.

## Group Composition

The focus group was conducted virtually on December 10<sup>th</sup>, 2020. All participants were selected and invited by the City of Regina to participate.

Turn-out and engagement were strong in the session. The details of the group are described in the table below.

Focus Group Details			
<i>Participants</i>	<i>Date</i>	<i>Time</i>	<i># of Attendees</i>
Affordable Housing Providers	Monday, December 10	1:30 p.m. – 3:30 p.m.	15

The moderator’s guide used in the sessions is included in Appendix A.

## Interpreting Focus Groups

Focus groups are designed to reveal qualitative information – perceptions, outlooks and attitudes. They can be used to deconstruct perceptions, provide indications of how values or expectations combine with experience to create attitudes, and explore how these have developed and may be developed further.

Focus groups can generate insights into range, depth and intensity. They are more useful for gauging commitment than for estimating the extent of views. As the research is conducted “live”, it is possible to follow leads that appear in the discussion and track unforeseen drivers.

The following results should be understood as subjective and personal to the individuals who offered them in the sessions. They are valuable as insights into how opinion is framed and how values lead to attitudes, but because of sample sizes, they are not statistically significant.

## Citations

Throughout this report, comments from participants are included to provide context and help illustrate or underscore findings. In some cases, these are direct quotes from individual participants; in others, citations paraphrase discussions, or allow multifaceted or similar comments to be synthesized succinctly.

# Focus Group Results

The focus group discussion has been summarized according to the order questions were asked. The narrative and citations show participant inputs.

## Defining Permanent Supportive Housing & Services Provided

The focus group began with an introductory presentation by the City that provided background information and defined Permanent Supportive Housing to ensure everyone was on the same page.

### Does anyone have any questions or require clarification around the definition of Permanent Supportive Housing?

Only one question was asked following the presentation. The participant wanted clarification on where the funding for the new homelessness stream would be kept.

*“I just have a quick question about where you keep the funding. You currently have a social development reserve that provides \$2.5 million dollars. Is the idea to allocate \$740,000 or are you actually going to be directing it into a different reserve for this initiative?”*

### For new affordable housing projects, what range of services do you or a 3rd party support organization provide your tenants?

While some participants mentioned a variety of supports including 0% interest rates, no down payments, tailored mortgages, talking with trustees, and aiding with SAID move forms for those on disability, most participants noted that they typically do not provide support services and instead partner with support-providing organizations. One participant even alluded to the government discouraging housing providers from providing supports.

#### Key Themes:

- **Affordable Housing Allocation** – Several participants referred to the fact that they are housing providers and not support providers, highlighting that the percentage of market developments that they allocate to affordable housing units is the major support that they provide.
- **Leveraging Partnerships** – Partnerships with support organizations were noted as another primary form of support services.

#### Citations:

*“Something that is unique about Habitat for Humanity is that we hold the mortgages for all of our homeowners, which allows us to set the interest rate. So, we offer 0% interest rate and no down payment, and all of the mortgages are tailored specifically to the income of the homeowner. Whether you are making \$60,000/year or \$40,000/year, your mortgage will be 25% of that.”*

*“We do not provide any direct services to tenants; we are a builder. We build affordable housing, but we do allocate a percentage of our market developments for affordable housing. We are building in Saskatoon and Regina. What we do is look for partnerships with support agencies, like Inclusion Saskatchewan and the Canadian Mental Health Association, who have clients who are looking for good*

*quality affordable housing in good locations. We do not provide any direct support to them. We basically allocate the unit and keep it affordable for 10 years, then we look for the municipal supports to support that. We find the mixed market mixed income housing is really popular right now. You get good quality housing in good locations.”*

*“We are a project Management company. We do not really provide additional services to the tenant other than allocating the units to them. We make sure that they do not have to pay high rent. We partner with organizations, like Regina Treaty Status Indian Services and Four Directions that provide programming to our tenants.”*

*“Over the years we have been discouraged by the provincial government to be support providers. We are just housing providers and the support service providers are not housing providers. This is kind of a different situation. One of the criteria is to be a well-established provider. We have been kept out of providing the support. So, I am not sure how that is going to work. We all partner with those support providers. Will that money then flow through the housing provider to the supporting organization? We certainly wouldn’t have a problem with that. Working together and partnering with others is what we have done for a long time. This will be a bit of a challenge, but if the City is up for it, so are we.”*

*“We are finding that as we are onboarding some of our harder to house tenants into our affordable rentals in the mixed market model that we are having to provide a lot more supports than we traditionally had before or that we thought that we would have to do. This is coming more as we serve the hard-to-house clientele, so we have budgeted a little more for this from our market rentals to help offset our property management frontline team to do this. This is kind of included with housing facilitation, moving supports because our tenants who are harder to house sometimes do not have the capacity or the knowledge or the ability to communicate or connect to those supports. It has included talking to trustees who manage their money, helping with their SAID move forms if they are receiving disability so that they can make that transition smoothly. We used to just help those lower income, but now that we are stretching beyond that to support the harder-to-house demographic, whether that be with mental illness, intellectual disabilities, or families that have children who are receiving medical supports. We are finding that they cannot navigate the systems very well and we are seeing that we are having to offer those additional supports. We never set out intentionally to do this. We just need to do it.”*

### What services are lacking or are more difficult to provide? What would be your priorities?

As discussed in the previous section, many providers do not offer supports and services. One participant, a private landlord, discussed his difficulty with providing supports and the importance of having trustee relationships and connections with social services. Another participant, a support provider, referred to the benefits of utilizing an integrated design model in collaboration with key stakeholders.

#### Key Themes:

- **Supportive Connections** – Mentioned in the previous question and carried forward into this question is the need for social services and supports to navigate the system.
- **Integrated Design Model** – An integrated design model was noted as being a benefit in the development of creating housing specific to those in need compared to utilizing already developed housing and making adaptations.

## Citations:

*“The supports and services are the secret sauce. It is very difficult for private landlords. We cannot provide those. We can try, but we depend on those trustee relationships. It is connections with social services. It is sophisticated. Having the City take a little bit of money and put it towards this may be able to prime the problem to get funding for supportive services. It is unfortunate, because supportive services are very expensive, but they are critical to success, as are these dialogues.”*

*“We are more of a supportive provider. We work with community development groups. What is lacking, from our perspective, is the integrated design model. Relative to designing structures and affordable housing resolution that both supports the tenant, the primary owner, and the support services model in an inclusive fashion. We can build affordable housing and then the service providers come in and say, well I guess that we can make this work. We adapt to what resources we have. Affordable housing is built, then we figure out who is going to go in there and what they need. We need to have an integrated design model of the support services – the housing provider, the land provider, the City provider, even the health authority and police services – all those bodies involved in an integrated design model to figure out the best location for affordable housing to be, what are the services in the neighbourhood, and what can the City provide. What is lacking is an integrated design process where all the parties can look holistically at the right solution, the right location, and the right provider. Then we would have greater success on what we are doing. We typically have to make adaptations to fit those who we are moving into pre-built locations already. We are building things and then figuring out how to use them. We need that holistic approach right from the get-go.”*

## The Impact of Capital Funding Reduction

Thinking in the long term, how do you see a reduction in capital funding under the HIP impacting new affordable housing development?

If capital funding was to be reduced, the greatest concerns identified were the ability to provide and obtain funding, and the impact on those experiencing homelessness. Participants emphasized that funding supports are vital to being able to provide affordable housing. One participant made mention of the potential benefits of containing the funding in the same pot to address changing demand fluctuations year-to-year.

### Key Themes:

- **Importance of Funding** – Many participants highlighted their reliance on funding, saying that their ability to provide affordable housing is contingent on the financial support received.
- **Sector Health** – Some emphasized the importance of considering the entire affordable housing sector. While it is great to provide new funding for those experiencing homelessness, it needs to be done in a way that continues to support low to moderate income households with their housing affordability.

## Citations:

*“We are so reliant on funding, whether it is from individual donors or sponsors, and then of course we have these investment grants. I know that without these supports we would not be able to provide housing. It is integral to what we do.”*

*“Municipal support is important. In our experience, Regina is providing head and shoulders above any other city in Saskatchewan in terms of support. \$2.5 million, to put that into perspective, Saskatoon in 2021 will be providing \$500,000 worth of capital funding, and \$130,000 of that goes to SHIP. That leaves a very small pool of capital funding left over. On a relative basis, Regina will be far surpassing North Battleford, Moose Jaw, Saskatoon, and likely many others. Going back to my question regarding separate funding, etc. The nice thing about the same pot is that every year you are going to have fluctuations. Some years there is going to be higher demand for affordable housing dollars, and some years it is going to be higher for homelessness dollars. If we had the same pot, the money could be flexed a little bit. It is hard to find land, and timing of provincial or municipal approvals and partnerships all take time and patience. Lining up an affordable housing project is not for the faint of heart. This involves a lot of coordination amongst various players who do not talk to each other. The impact of an overall reduction is hard to say; it all depends on the demand in a given year for affordable housing units, how many are under construction, and how many are due to be finished in 2021. We would not like to see any further reductions in terms of affordable housing as we are building in Regina currently, but hats off to the City of Regina.”*

*“We are on the home ownership side. With some of the new changes, you basically cannot obtain any home ownership grants in the new areas. Obviously, that will get worse if the pool gets smaller. I guess that the only thing to consider is that it is almost a different person that ends up obtaining those grants because they cannot afford a down payment. So, it is not that you are just encouraging lower cost housing, you are actually getting a market that would never be able to buy their own home or get into a home ownership position. The money flows directly to the homeowner and not the developer. You are kind of missing that whole market. If the pool gets smaller people may just not ever be able to afford a home, because they just cannot save for that down payment. There are tons of needs out there, but we understand that there is a finite pool.”*

*“If you look at how many people in the City are experiencing homelessness and core housing need, there is something like 12,000 people. Currently, I guess the ideal is meant to house about 60 people. So, when you think about the greater impact, if you take away money for affordable housing, I think that it is going to have a greater impact on a greater number of people. Of course, we need to keep our eye on the spectrum - we have temporary housing, affordable housing, permanent housing. I think that we have to ensure that the whole sector is healthy and not just top heavy or bottom heavy.”*

What are the main challenges you anticipate having to navigate? Based on the definition provided of Permanent Supportive Housing, do you see any challenges with locating this form of housing in a market rental building?

When discussing challenges, many participants referenced the time it takes to receive municipal support. This causes issues including delays in CMHC support and additional financing expenses. In general, participants identified the main challenge as receiving funding in alignment with the natural flow of construction. One participant offered a suggestion of the City setting up milestones or putting mechanisms in place to recoup money for a project that does not get completed.

#### Key Themes:

- **Timing and CMHC Support** – Many participants noted inconsistencies between construction timeliness and receiving funding to support the project. Often, receiving municipal support is integral to moving forward with aligning CMHC and additional supports.
- **Lining up Supports** – Permanent Supportive Housing projects often require the support from multiple groups. Coordinating these supports is often viewed as difficult.

#### Citations:

*“We are about to complete a project in Saskatoon with 8 units of permanent supportive housing and the challenge I suppose is lining up a project like that requires a lot of players and municipal support. Not necessarily on the funding side, but it has to be meaningful. To get a project like that off the ground you have to have that CMHC support. They have certain rules and requirements. It often takes them 6 months to make a decision. So, you are planning a development like this a long way back and adding those types of supportive units has not been an issue. People have found it really positive. We are seeing increasing demand for more units in a mixed market setting which offers a lot of benefits as it deconcentrates housing and puts people in better quality housing. We are seeing a high demand for it right now.”*

*“Regina has responded to some policy changes. One that we requested was the City be able to grant municipal support as early as possible, even if it is just a letter in principle indicating that the affordable housing project is eligible for support. That is good enough for us to take to CMHC for their support. However, if that support comes at the end, it makes it a lot more difficult. We cannot allot the supports we need at the front end. To get it as early as possible is an immense benefit in putting these projects together and hopefully that amendment at the beginning of 2021 will get passed.”*

*“Just a further note to the last comment. I do not know how to get around this. The City’s money gets paid out after occupancy permits which is long after all the money is spent. So, in my past two projects where the City has helped me, and I thank you, we had to finance the City’s money and no bank would do it. We tried with great effort with a city solicitor to do something called an A & D in silent direction which was impossible. The City can only commit money should they have it and at the end of the day, they may not have it. I spent several hundreds of thousands of dollars financing the City’s money before we were even able to actually deliver. I am not sure if there is any way to get around this. I know that the City has finite financing. By the time we get to the end of a project, a year or two out, something might happen. That is a little mechanical thing. But this is a little concern that I do not know how to get around, but it would make the City’s money more beneficial if we did not have to finance it over 1 – 2 years.”*

- *City Representative: “This happened in the blur of March when the pandemic hit, but we actually did amend the housing incentive policy. We would allow grants to be paid out prior to occupancy provided that the project is actually happening and that we have good confidence that it is going to be finished within a reasonable amount of time, partly due to your concern. Council has made this direction moving forward to work with applicants. You would not get the funding right away, but once you start moving forward, we would work with applicants to see where we have a good amount of trust that the project is going to be finished in a reasonable amount of time.”*

*“This is huge because I like to deliver network buildings. This is brilliant news because it is such a waste of money to spend it all on interest instead of the building itself. Thank you for that good news. To let you know CMHC, the banks, Sask Housing all draw on a progress, the City is the only one that doesn’t. So, this is very good news.”*

*“To be the devil’s advocate on this one, I would be a little cautious. With the harder markets sometimes, projects do not proceed, or you do not get them off the ground. I know one project that stopped for 5 years, and just from a taxpayer’s point of view, I am happy that the City did not advance the money. I understand everyone else’s predicament. But there should be some milestones or at least a mechanism to get the money back if the project does not proceed. Just because during these rocky times, who knows what can happen. Maybe that project stops or gets converted to something else. So, I just do not want the City to fund too quickly.”*

*“I agree. This is not a pre-advance but an advance on program draw verified by either a cost verifier or a quality surveyor. I am not asking to have money sent beforehand. I am just asking that it flows during the normal course of construction.”*

*“We run an expression of interest in the fall of each year across the province. What we are depending on is the 3<sup>rd</sup> parties coming with their proposals with a service package in tow. I think that what we experience is that this service package could come from one or any combination of 3<sup>rd</sup> parties. The Ministry of Justice, the Ministry of Health or the Ministry of Social Services. Trying to coordinate one, or two, or three of those in any given project is really difficult. It is difficult to get the capital funding portion off the ground and in addition, trying to get your services funded and coordinated at the same time as your capital ask is one of the biggest challenges.”*

Would this impact one type of new project more than others? For instance, is the funding having more of an impact on smaller projects?

Overall, participants had trouble determining the impact the funding would have on specific projects, but noted that increased competition and provider capacity would need to be considered. Additionally, one participant discussed the importance of knowing how the deficit was going to be made up in order to determine the impact.

**Key Theme:**

- **Clear Definition** - The City needs to clearly define what housing issues it wants to address through incentives, then home builders can comment on whether or not incentives are suitable to address those issues.

**Citations:**

*“You are talking about the money splitting correct? I guess one concern that I would have, especially as you are talking about providing supports and all of that, which I think, based on the conversation, it sounds like there is a lot of interest in multiple organizations working together to provide support. So, one providing housing, and one providing supports. I would just be weary, in decreasing the funding, I do not think that it will affect one in particular, but this might make more competition between organizations. It looks like you are leaning towards organizations working cooperatively, but when you take away funding which is our lifeblood, it does make things more competitive and less cooperative.”*

*“It is really dependent on the capacity of development. So, whether it is a small project or a large project, I am not sure that this is the determining factor. What we are seeing is that if they are well capitalized throughout their construction that might be something that is easier to handle than if they are not. A lot of developers in this space are very dependent on capital funding from other sources.”*

*“It is hard to answer this question without knowing how that deficit is made up. Will all developers get funding, or will all developers see less funding? It is hard to answer without knowing how it is made up.”*

If the City limits the number of grants, what are the implications on the size of housing that can be built?

While the impact was difficult to determine, one participant noted that the greater the reduction, the fewer the units, as many non-profits depend on government funding for a large portion of financing for their projects. One for-profit developer mentioned that due to the current criteria, they are ineligible. Going forward, the implications would depend significantly on what the criteria is for funding application.

**Citations:**

*“When you say size of housing are you meaning projects? What we are finding is that the HIP program change their criteria based on where they feel need is. Again, as a for-profit developer, the criteria is such that we do not apply for it at all. Whether the funding was \$10 million or \$2, we would not be eligible to apply for it. So, I guess a large part of it is how they are changing the criteria moving forward. You could really change the criteria to open it up. If you change it, rental, not-for-profit, private, etc. may get it all depending on how you define eligibility. It is kind of a loaded question, because there are more things that dictate eligibility for the funding to sort of summarize it.”*

*“I will just give you an example of how our capital program works. We can provide up to 70% capital funding for projects in Regina or across the province. The other 30% is expected to come from finances from the developer or other government sources. Usually, the other government sources are the municipal government. So if that amount is reduced or eliminated, it is going to depend on the not-for-profits’ capacity or ability to come up with their own financing or equity to replace what is missing. It is difficult to say what would happen, but I think that it is fair to say that the deeper the cut goes, the fewer units that would be delivered.”*

## Brainstorming Ideas/Recommendations

I want to dig into how the impacts and challenges we have identified could be mitigated. Do you have any suggestions or recommended changes to capital grant requirements and/or property tax exemption programs under the HIP?

Participants offered a wide variety of suggestions for changes that could be made. This included applying incentives to any space (not just new builds), increasing the 5-year tax abatement, using a grid matrix in evaluating projects, and providing more direction to developers as to the City's end goal or vision.

### Key Themes:

- **Broader Incentives** – With reducing homelessness being the ultimate goal, some participants suggested incentivizing all initiatives that increase affordable housing spaces.
- **Evaluation metrics** – One participant raised the idea of scoring criteria to help allocate funding support to housing initiatives having the greatest impact.
- **Clear vision** – Another participant emphasized the need for the City to be very clear in terms of what they are trying to achieve with this initiative.

### Citations:

*“One point I want to raise is that the City of Regina has a real interest in reducing homelessness and we think that any incentives should be applied to any spaces that are created in support of increasing affordable housing, not just for new construction. Right now, it is less expensive to purchase living spaces than it is to construct new. I understand that this may not generate new tax dollars for the City in the short term, but in the long-term we should reduce many other societal costs linked to the homelessness. For example, this year, the company that I work with purchased 12 houses. They are not new constructs. We just purchase them and allocate them to those with low income, but we did not get any incentive from the City because we are not qualified for the requirements for the tax exemption because they are old houses, not new constructions. So that is the point we would like to raise.”*

*“We are finding that Social Services has not increased their housing shelter allowance. The 5-year tax abatement is not going to work for several of our buildings. We are going to need another 5, and that is if there is an increase in housing subsidy. We are in trouble with 2 of our buildings because we have not seen an increased income, so we are not able to pay the taxes. I am not sure what to do, because the City has already provided us with so much support.”*

*“We think that there is some value to looking at projects from a scoring perspective or on a grid matrix of who they are housing and the impact they are having and who the group is. So what type of housing is it, who are you housing, and if there are supports available or not available. Just applying scores and metrics with what are possibly associated with the funding provided. We understand that supports and providing assistance for tenants who are harder to house does take resources, and maybe the funding can be provided when that is in place. So more about the project itself and less about the group that is doing it. The capacity and the experience all need to be there too, 100% we understand that.”*

*“It sounds like a future HIP program really needs to resolve what it is trying to accomplish. Is it trying to accomplish the end homelessness strategy or is it trying to accomplish helping people move up the*

*housing ladder? Again, how you approach these things will have different outcomes. I look at an organization like Habitat for Humanity which focuses on home ownership. It has a remarkable ability to help people move up the housing ladder. But that is going to be a very different use of that money if the goal is to end homelessness. The City has not always been clear in terms of what they are trying to achieve through this process. It gets more complicated when it tries to link itself with both provincial and national initiatives. Again, CMHC's perspective on what it is trying to accomplish may be very different than what our community is trying to achieve. This is very complex. But these not-for-profits do need some direction from the municipality on what is the end goal. Then we can all start heading in the same direction and in doing so, we can then reduce some of the competitiveness that has been discussed because then business models and not-for-profits can align their models into what you are trying to achieve or find an additional resource to move forward."*

Are there better ways to prioritize capital funding applications for projects that serve those most in need?

Participants continued to discuss the importance of the City having a clear vision and mandate. Additionally, some examples from BC such as Vancity Credit Union and Catalysts Development were identified as groups to look into regarding social housing.

**Key Themes:** (please note, some of these key themes carry forward from the previous question)

- **Clear Vision** – Many participants reiterated the need for a clear direction from the City in terms of priorities and vision in order to collaborate more effectively and prioritize the work that should be undertaken.
- **Creative Approach** – Brought forward by one participant, but echoed by others, was the value in utilizing a creative approach to support non-profits in affordable housing developments. This included examples such as tax abatement, grants to offset development charges, and looking at other jurisdictions.

**Citations:**

*"From my perspective, I have a little bit of experience as a private developer. I have started a new company. We had previous success using HeadStart on homes, City of Regina capital grants and the old PDF funding from CMHC on a 32-unit ownership project in Harbour Landing about 5 years ago. That project had some success, but due to some market changes and CMHC stress test, we decided to stop in Regina, and we moved to Kelowna. In the past 3 years we have developed 100 units of purpose-built rentals. So, I can offer a little bit of experience dealing with A) a different province and B) a different municipality. What I tend to pick up, is that the City of Kelowna is known for the municipality in Canada that offers the most support to all levels of development. They do not tend to silo, but they tend to go across. They have found a way to interpret the housing spectrum, which I find might be useful to take onboard in this conversation. They provide grants to offset builder development charges, which are enormous compared to Regina/Saskatoon. They also offer a 10-year no tax abatement rather than a 5-year and that would support and further assist non-profit groups. If you want groups to identify what is the problem, who are we trying to serve, what are we trying to build and which group is going to deliver it, I think that if the City provided a clear vision and a mandate that would provide us clear guidelines so that we could work cooperatively. Right now, we are all doing our own thing. We are a market developer, but we can only offer a subsidized or incentivized reduction in either rents or ownership. We cannot take it out of our own pockets. It does not work that way. If you could identify who your persona*

*or who your customer is and further support the non-profits as the delivery groups, that way the developer can focus on what they are good at and develop a model of housing that fits an end-user or persona. This might be a little bit of a help to all of us.”*

*“This is true. It is simple math. If you do not see an increase in income, but you see an increase in expenses. I do not know what to do here. The City does provide services to us and the idea is that we will pay them back over time, but we may need more time to pay those back than we originally thought.”*

*“I agree with the comment that was just made. This would be helpful, not just for individual organizations involved, but also for the City as a whole, as a community, to take a bird’s eye view. To put a strategic plan in place as to who the customer is, what the City sees as a priority and then see who is able to provide it or who is interested in working together to get the support services. Otherwise we are all going to keep doing our own thing and taking a peripheral view. We are going to continue working in silos. There is a danger there of duplication of effort and unidentified gaps in services and in housing options. Different clients may need different housing options. Some may need noncongruent communal living, others may want to have scatter site. It may be up to the City to set their strategic goal with this funding.”*

*“I will try to be very obtuse here. I think that the difficulty here in trying to comprehend your question and being able to answer it was partly because of our understanding of the housing continuum. You all likely have way more experience than me and a far greater understanding of the problem solution here. My understanding of the project solution is that I think what the City is asking is to say okay we have assembled a group of many different stakeholders who are working on different aspects of the housing continuum. So, you have some social housing, you have some affordable housing, you have some attainable housing, some rental housing, some for profit, and some non-profit. And you are asking if we change the amount of funds in those buckets, is that good, bad or indifferent? I don’t think that this is a fair question or maybe I am just not understanding it correctly. As a for-profit developer, I do not want to be able to say the homelessness issue is not an issue or shelter for this group is less of an issue than shelter for this group. I do not feel it is up to us to say what is the bigger issue right now. I think that the federal government, provincial government and the municipalities can look at their taxpayers and their subjects and say that we have a need here. You can poll us and see how we are feeling, but I do not understand why you are trying to create competition between the stakeholders at the meeting by saying how would you feel if more money would be put here or there.”*

*“I think that in a very broad sense you summarized a lot of comments that have been heard. Again, the City has got to set some direction for what is important to it. I think that there are a lot of places in the City that you can look at incentives, including the grants and how they have been traditionally done in the past, but for the under-market housing I think that there are other opportunities. The creative approach that was mentioned before about Kelowna giving grants on development charges. You can take that right down to a building permit level. Those are all costs that the not-for-profit, under-market housing provider, or even the private sector providing affordable housing, those are all tools that can fit into that bucket to reduce the cost to construct these type of units that ultimately the end user is going to benefit from. What it does find, is that from a municipality working creatively through all of its departments to find where those linkage points are through the construction of the project and the cost related to it and trying to remove as many of those barriers as possible. I think that the development charge one was a really good example. I think that the City recuperates its building permit costs at like 89% of those particular costs. But again, if the City was to not charge for building permits for this particular type of market that would be significant savings for non-profit providers. At the end of the*

day, you have not changed the staff component to deliver those services whatsoever. Examples like that can really make a difference.”

“I hope that this is not coming across as negative. Two other elements that I want to point out that I have learned about in 3-4 years doing development in BC. BC Housing is doing a non-trivial job. They are tremendous in financing and providing very innovative programs specifically for the non-profit groups. I would encourage SaskHousing to take a really good look at that. They are happy to speak with other jurisdictions and share some of the programs that they have. It is completely structured differently. They tend to focus, at the BC housing level, on providing solutions to problems for specific user groups, whether that be certain demographics of females or Indigenous people or youth at risk. They have all these different social housing providers and a terrific peer network support group. It does not appear that Saskatchewan is up to the same level of sophistication. Maybe that is based on population. I do not know. My experience is that there is not a ton of invention in housing, there is usually a bunch of innovation in housing. It might be worthwhile to take a look at that. The other group that I found that is interesting and would provide a really good inspiration model for some of the groups, is a group in Vancouver called Catalyst Developments. They are successful in delivering social housing and various slivers of the housing spectrum only because of the support of Vancity Credit Union. If we could get our credit unions to look at examples from other jurisdictions, they are unreal. You would be blown away.”

“I agree, we have used Conexus and Affinity and the Royal Bank. Less the Royal Bank, because the Credit Unions have something called community benefit loans. They do not apply the same criteria as the top 5 banks. They are looking for community benefits. The point is, it is the cost of financing, up to 2/3 of a new unit is the cost of money. Charitable organizations they have donations, but most of us have to finance the money and any way to cut that down makes us more efficient.”

“On the grand scale, it is interesting that we have the vacancy rate, I am not sure what it is right now, likely 8 – 10%. In our city we have people fitting below the market value for our rental properties. This seems like a natural match to marry those two together. You know, tie in some sort of retrofitting affordable units in the marketplace. This seems like a great opportunity especially if the City could act quickly on that because in the coming year, 2021, being able to take advantage of the federal program now with the provincial rebate on renovations of up to \$20,000. It is possible to get more done in the next year than it would be in other years.”

## Conclusion

Participants acknowledge and appreciate the City's effort in addressing Regina's homelessness and hard-to-house issues. Overall, participants were engaged and motivated to offer their perceptions, experience and suggestions as to challenges, implications and considerations that should be involved in developing the new Homelessness Funding Stream.

*"I just wanted to salute the City for taking a portion of their funding into supportive services, because that is the secret sauce in helping address this."*

The greatest concerns identified include the potential for increased competition, the criteria and allocation for grants going forward, the ability to utilize funding for renovation projects, the delay in receiving funding, and developers' ability to provide housing. Above all, participants encouraged the City to review its vision for funding as a means for providers to tailor their offerings to municipal needs.

Participants offered suggestions for updates to the HIP funding going forward. This included an integrated design model, funding that aligns with project progression, increasing the 5-year tax abatement, using a grid matrix in evaluating projects, and the inclusion of grants to offset builder development charges.

# Appendix A: Focus Group Moderator's Guide

City of Regina – Homelessness CBO Session – December 7, 2020

Moderator's Guide – Final

## **INTRODUCTION [10-15 mins]**

- Introduction of moderator + role.
- Explain that focus groups are a way to collect opinions about experiences in more detail than a typical survey. They are exploratory – there are no right or wrong answers. Each person should speak for themselves. Not looking for consensus or agreement – don't hold back if your opinion or what you think or do is different from what others are saying. Any and all input is welcome and very much appreciated. The ultimate goal for the session is to give each organization the opportunity to express their position but also ensuring that we are staying solution focused and moving the conversation along.
- Explain note-taking and recording of the discussion - when we put the report together we like to listen to the recording to make sure we've covered everything off that was discussed in the group.
- Introduce CoR staff observing the session. They may text me or jump in as needed to ensure we are capturing all the information we need.
- Assure participants that their names won't be associated with anything they say in the report - the data will be summarized and reported in an aggregate fashion without any names attached.
- Duration approximately 1.5-2.0 hours; not taking a formal break; please mute phones.
- Include moderator email in chat and explain that participants can email you directly if they don't have enough time to say everything they want or think of something after the session has ended.
- Confirm main spokesperson for each organization – ensure naming protocol is updated accordingly.
- Go around and begin with introductions from main spokesperson who can introduce participants from their organization.

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## **SETTING THE STAGE: DEFINING PERMANENT SUPPORTIVE HOUSING [5-10 mins]**

1. Introduce CoR to provide opening remarks and kick-off presentation that will define Permanent Supportive Housing and ensure everyone is on the same page.
  - Diana: opening remarks
  - Charlie: kick-off presentation

<NOTE TO MODERATOR: FOCUS ON WHAT THE CITY CAN DO TO HELP. AVOID CONVERSATION AROUND BLAMING PROVINCE FOR NOT DOING MORE>

### **DEFINING PERMANENT SUPPORTIVE HOUSING & SERVICES PROVIDED**

**Overall objective of this section:** To ensure stakeholders understand what the City means by Permanent Supportive Housing.

2. Does anyone have any questions or require clarification as to what you heard in Charlie's presentation around the definition of Permanent Supportive Housing?
  - Confirm definition of PSH
3. For new affordable housing projects, what range of services do you or a 3rd party support organization provide your tenants?
4. What services are lacking or are more difficult to provide?
5. What would be your priorities? Which services are more meaningful? [Background info: the City's capital grant program provides additional priority for projects that have support services but a level of service isn't specified. The City wants to potentially provide higher priority to projects that provide deeper services.]

### **THE IMPACT OF CAPITAL FUNDING REDUCTION**

**Overall objective of this section:** To understand what impacts a reduction in capital funding under the HIP would have on new affordable housing development.

- Would this impact one type of new project more than others (e.g. have greater impacts on smaller projects or larger projects)

6. Thinking in the long term, how do you see a reduction in capital funding under the HIP impacting new affordable housing development?
7. What are the main challenges you anticipate having to navigate? Based on the definition provided of Permanent Supportive Housing, do you see any challenges with locating this form of housing in a market rental building?
8. Would this impact one type of new project more than others? For instance, is the funding having more of an impact on smaller projects?
9. If the City limits the number of grants, what are the implications on the size of housing that can be built?

## **BRAINSTORMING IDEAS/RECOMMENDATIONS**

**Overall objective of this section:** To hear ideas/recommendations on how these impacts could be mitigated.

- Recommend changes to capital grant requirements and/or property tax exemption programs under the HIP.
- Recommend how to better prioritize capital funding applications for projects that serve those most in need.

10. I want to dig into how the impacts and challenges we have identified could be mitigated. Do you have any suggestions or recommended changes to capital grant requirements and/or property tax exemption programs under the HIP?
11. Are there better ways to prioritize capital funding applications for projects that serve those most in need?

## Appendix E – Jurisdiction Scan

### Permanent Supportive Housing

Through a jurisdictional scan, Administration did not find any example of a municipality directly contributing to the cost of operating permanent supportive housing, where responsibility and funding were not explicitly downloaded by the respective provincial government.

Alberta	<p>In alignment with the Province of Alberta’s homelessness plan, focus has been shifted towards ending homelessness through better coordination of systems, rather than strictly reacting to homelessness. Annually, provincial funding is provided for CBOs in 7 of Alberta’s major city centres to support Housing First programming, including supportive housing programming.</p> <p>Through provincial support, cities such as Edmonton have been able to select and work with a community partner to deliver supportive housing with intensive services to support individualized case planning. Offering supportive housing is a key priority of the City’s Affordable Housing Investment Plan.</p>
British Columbia	<p>BC Housing is a Crown corporation and is accountable to the Ministry of Attorney General. As an entity, it develops, manages, and administers a wide range of subsidized housing options across the housing spectrum, including a wide range of supportive housing services.</p> <p>Spa’qun House, located in Victoria, is a cultural supportive housing project that supports up to 21 Indigenous women who are experiencing or at risk of homelessness. Launched in August 2020, the Province of British Columbia has invested \$3.8-million to build and launch the project. It is operated by the Aboriginal Coalition to End Homelessness Society, with support from Vancouver-based Atira Women’s Resource Society.</p>
Ontario	<p>Ontario’s Supportive Housing Policy Framework provides direction and lays out the local entities involved in providing supportive housing. Through this framework, the Province of Ontario aims to support its goal to end chronic homelessness by 2025. Supportive housing is widely recognized as a key element to assist people who are homeless or at risk of homelessness that often face multiple barriers to housing stability, including mental illness, substance use and/or other disabilities.</p> <p>In December of 2020, the Province of Ontario announced expanded funding for supportive housing. This came as part of its <i>Roadmap to Wellness</i>, a comprehensive plan to build a fully connected mental health and addictions system across the province. The investment will help to alleviate these hospital capacity pressures while transitioning patients to permanent supportive housing.</p>



2018 UPDATE

# THE HOMES HOUSING FIRST PROGRAM HELPS REGINA'S MOST VULNERABLE RESIDENTS

Since HOMES began, 49 people have been housed and supported



program inception through 2016



2017



2018

**23%**  
drop in acuity  
across fifteen  
life domains  
as measured  
by SPDAT

Re-housing people 35 times  
(less than once per person)  
ensured  
that only **4%**  
returned to  
homelessness

**97%**  
still housed  
at 6 months,  
59% in their  
original unit



**85%** involved in  
community events  
(social, recreational and cultural activities)

**10 days**  
average between housing  
search and unit location

**100%**  
accessed  
provincial  
social assistance



**70%**  
received  
disability  
benefits

**7 years + 9 months** people's average length of homelessness prior to being housed, a combined total  
**378 years of homelessness**

2018 UPDATE • 2018 UPDATE

2018 UPDATE • 2018 UPDATE



**YMCA of  
Regina**

infographic by OrgCode Consulting, Inc.



**From:** [Terina Shaw](#)  
**To:** [Chris Holden](#)  
**Subject:** 20 locations rapid housing  
**Date:** Thursday, January 27, 2022 8:44:37 AM

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Good morning,

When can I expect the confidential memo of the 20 locations for the rapid housing build?

Also the report of how the CBO's were chosen?

*Terina Shaw*  
Councillor Ward 7  
City of Regina

Ph: [306-777-7175](tel:306-777-7175)

C: [306-552-6832](tel:306-552-6832)

Email: [tshaw@regina.ca](mailto:tshaw@regina.ca)

**From:** [Terina Shaw](#)  
**To:** [Laura Pfeifer](#)  
**Cc:** [Chris Holden](#); [Jim Nicol](#); [Lori Bresciani](#); [Landon Mohl](#)  
**Subject:** Re: Rapid housing criteria CMHC  
**Date:** Thursday, January 27, 2022 10:31:25 AM

---

I respect your comments but I encourage you to send this information immediately, city administration has given delegates until today at 1 to submit their written submissions and this information is needs to be included in submissions.

*Terina Shaw*  
Councillor Ward 7  
City of Regina

Ph: [306-777-7175](tel:306-777-7175)  
C: [306-552-6832](tel:306-552-6832)  
Email: [tshaw@regina.ca](mailto:tshaw@regina.ca)

On Jan 27, 2022, at 10:23 AM, Laura Pfeifer <[LPFEIFER@regina.ca](mailto:LPFEIFER@regina.ca)> wrote:

Good morning Councillor Shaw,

Staff are preparing this information and the other items requested from Council. It will be provided in one coordinated response.

Take care,  
Laura

---

**From:** Terina Shaw <[TSHAW@regina.ca](mailto:TSHAW@regina.ca)>  
**Sent:** Thursday, January 27, 2022 9:57 AM  
**To:** Laura Pfeifer <[LPFEIFER@regina.ca](mailto:LPFEIFER@regina.ca)>  
**Subject:** Rapid housing criteria CMHC

Good morning,

Can you please forward me the rapid housing criteria from CMHC that regina applied for.

Thank you

*Terina Shaw*  
Councillor Ward 7  
City of Regina

Ph: [306-777-7175](tel:306-777-7175)

C: [306-552-6832](tel:306-552-6832)

Email: [tshaw@regina.ca](mailto:tshaw@regina.ca)

**From:** [Terina Shaw](#)  
**To:** [Chris Holden](#); [Autumn Dawson](#); [Laura Pfeifer](#)  
**Subject:** Criteria rapid housing CMHC  
**Date:** Thursday, January 27, 2022 1:53:32 PM

---

Chris,

I have still not received the CMHC rapid housing criteria.

*Terina Shaw*  
Councillor Ward 7  
City of Regina

Ph: [306-777-7175](tel:306-777-7175)

C: [306-552-6832](tel:306-552-6832)

Email: [tshaw@regina.ca](mailto:tshaw@regina.ca)

**From:** [Terina Shaw](#)  
**To:** [Autumn Dawson](#)  
**Cc:** [Chris Holden](#)  
**Subject:** Re: CMHC Agreement and Deliverables  
**Date:** Thursday, January 27, 2022 4:55:24 PM  
**Attachments:** [RHI Agreement - City of Regina Signed.pdf](#)

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Why can't this be shared, why is everything such a secret?  
People in my community deserve to know this information, we all have friends at CMHC

*Terina Shaw*  
Councillor Ward 7  
City of Regina

Ph: [306-777-7175](tel:306-777-7175)  
C: [306-552-6832](tel:306-552-6832)  
Email: [tshaw@regina.ca](mailto:tshaw@regina.ca)

On Jan 27, 2022, at 4:43 PM, Autumn Dawson <[ADAWSON@regina.ca](mailto:ADAWSON@regina.ca)> wrote:

Good afternoon Councillor Shaw,

Attached you will find the agreement the City entered into with CMHC for the delivery of the required 29 affordable housing units at 120 N. Broad Street. The application to CMHC for the 29 units was based on cost estimates of providing, at minimum, bachelor suites for people experiencing or at risk of homelessness in Regina. This agreement is not to be shared publicly.

Planning for the site, the preliminary modular build design and budgeting, and conversations with our partners have been based on direction from Council to provide housing for our residents experiencing barriers to affordable housing, not just family units. If this direction changes, new site and building designs, and new construction budgets, would be required to accommodate family-only needs (ie. larger units), as well as further conversations with partners to confirm if they are still interested in providing the deliverables. Each of these considerations would introduce risk to the timelines and viability of the project. CMHC has indicated that they would not look positively at a reduction in the number of units (i.e., fewer family sized units) and that they do not have additional funds available.

CMHC has committed to work with the City if there are unavoidable barriers to the

project's viability, such as supply chain issues, unforeseen delays in site preparation, etc. However, major changes to the project deliverables/scope requiring time extensions, particularly if they are not driven by the viability of the project, may not be seen favourably. The City, as the recipient, is now responsible to deliver on the terms we agreed to.

Please reach out if you have further questions.

**Autumn Dawson, RPP**

A/ Executive Director  
City Planning & Community Development

306-552-3763

[adawson@regina.ca](mailto:adawson@regina.ca)

[Regina.ca](http://Regina.ca)

*Treaty 4 Territory and homeland of the Métis.*

**From:** [Terina Shaw](#)  
**To:** [Shanon Zachidniak](#)  
**Cc:** [Laura Pfeifer](#); [Chris Holden](#); [Mayor](#); [Lori Bresciani](#); [Cheryl Stadnichuk](#); [Jason Mancinelli](#); [Daniel LeBlanc](#); [Andrew Stevens](#); [Bob Hawkins](#); [John Findura](#); [Landon Mohl](#)  
**Subject:** Re: City of Regina - Rapid Housing Initiative (SR:2131224)  
**Date:** Thursday, January 27, 2022 9:19:38 PM

---

Yet again all the information was incorrect

*Terina Shaw*  
Councillor Ward 7  
City of Regina

Ph: [306-777-7175](tel:306-777-7175)  
C: [306-552-6832](tel:306-552-6832)  
Email: [tshaw@regina.ca](mailto:tshaw@regina.ca)

On Jan 27, 2022, at 9:16 PM, Shanon Zachidniak <[SZACHIDN@regina.ca](mailto:SZACHIDN@regina.ca)> wrote:

Good evening, Laura,

I would like to thank you once again for all your hard work on the Rapid Housing Initiative. I appreciate and support the efforts that you and the other staff involved in this project have made and continue to make. I also appreciate the commitment from Administration to continued improvements to our communication process.

Thanks again for all that you do!

-Shanon Zachidniak

Get [Outlook for iOS](#)

---

**From:** Terina Shaw <[TSHAW@regina.ca](mailto:TSHAW@regina.ca)>  
**Sent:** Thursday, January 27, 2022 3:55 PM  
**To:** Laura Pfeifer  
**Cc:** Mayor; Shanon Zachidniak; Lori Bresciani; Cheryl Stadnichuk; Jason Mancinelli; Daniel LeBlanc; Andrew Stevens; Bob Hawkins; John Findura; Landon Mohl  
**Subject:** Re: City of Regina - Rapid Housing Initiative (SR:2131224)

All the wrong information

*Terina Shaw*  
Councillor Ward 7  
City of Regina

Ph: [306-777-7175](tel:306-777-7175)  
C: [306-552-6832](tel:306-552-6832)  
Email: [tshaw@regina.ca](mailto:tshaw@regina.ca)

On Jan 27, 2022, at 9:20 AM, Laura Pfeifer <[LPFEIFER@regina.ca](mailto:LPFEIFER@regina.ca)> wrote:

Good morning Mayor and Councillors,

Please disregard this first message as it was sent out in error without the resident's email address. The email was resent with the resident's contact information.

Thank you,

Laura Pfeifer

---

**From:** Laura Pfeifer  
**Sent:** Thursday, January 27, 2022 9:09 AM  
**To:** Mayor <[Mayor@regina.ca](mailto:Mayor@regina.ca)>; Terina Shaw <[TSHAW@regina.ca](mailto:TSHAW@regina.ca)>; Shanon Zachidniak <[SZACHIDN@regina.ca](mailto:SZACHIDN@regina.ca)>; Lori Bresciani <[LBRESCIA@regina.ca](mailto:LBRESCIA@regina.ca)>; Cheryl Stadnichuk <[CSTADNIC@regina.ca](mailto:CSTADNIC@regina.ca)>; Jason Mancinelli <[JMANCINE@regina.ca](mailto:JMANCINE@regina.ca)>; Daniel LeBlanc <[DLEBLANC@regina.ca](mailto:DLEBLANC@regina.ca)>; Andrew Stevens <[ASTEVEN@regina.ca](mailto:ASTEVEN@regina.ca)>; Bob Hawkins <[BHAWKINS@regina.ca](mailto:BHAWKINS@regina.ca)>; John Findura <[JFINDURA@regina.ca](mailto:JFINDURA@regina.ca)>; Landon Mohl <[LMOHL@regina.ca](mailto:LMOHL@regina.ca)>  
**Subject:** City of Regina - Rapid Housing Initiative (SR:2131224)

Good morning Tarie,

Good morning Jackie,

Thank you for your comments on the Rapid Housing Initiative – they have been added to the project file.

Following the Executive Committee meeting yesterday, this item will be heard by City Council on Wednesday February 2, 2022. All citizens are welcome to present to Council as a delegation, if they choose.

Citizens who want to address City Council, may attend the meeting via teleconference. To attend, you must register by providing the Office of the City Clerk with a written submission and the telephone number you will be using to call in to the meeting with. You can do this by emailing [clerks@regina.ca](mailto:clerks@regina.ca) or call 306-777-7262, **no later than 1 p.m. today, Thursday, January 27, 2022**. You will receive meeting details and instructions after you have confirmed your attendance for the meeting.

If you wish to provide additional questions or comments about the Rapid Housing Initiative, you can continue to contact the project team at [rapidhousing@regina.ca](mailto:rapidhousing@regina.ca)

**For more information and to receive future updates about the RHI project**, you can visit [www.regina.ca/rapidhousing](http://www.regina.ca/rapidhousing) and formally sign up to receive email updates.

**Laura Pfeifer**  
Senior Planner, Housing

## Iryna Smela

---

**From:** Jim Nicol  
**Sent:** Friday, January 28, 2022 11:37 AM  
**To:** Andrew Stevens; Bob Hawkins; Cheryl Stadnichuk; Daniel LeBlanc; Jason Mancinelli; John Findura; Landon Mohl; Lori Bresciani; Sandra Masters; Shanon Zachidniak; Terina Shaw  
**Cc:** ELT; Amber Ackerman; Byron Werry; Dawn Kobayashi; Jill Sveinson; Autumn Dawson; Councillors  
**Subject:** CMHC Agreement  
**Attachments:** RHI Agreement - City of Regina Signed.pdf

Good morning. In advance of next week's Council meeting, I am forwarding a copy of the City of Regina's agreement with CMHC respecting the Rapid Housing Initiative.

The agreement has also been placed on Regina.ca and is available for public viewing at <http://open.regina.ca/dataset/rapid-housing-initiative-agreement>.

Jim Nicol  
City Clerk  
City of Regina  
2476 Victoria Avenue  
Regina, SK S4P 3C8

## **RAPID HOUSING INITIATIVE AGREEMENT**

THIS AGREEMENT is made as of November 12, 2021 (the "**Effective Date**") between **CANADA MORTGAGE AND HOUSING CORPORATION** ("**CMHC**") and **CITY OF REGINA** ("**Recipient**").

(collectively the "**Parties**" and individually a "**Party**")

**WHEREAS** the COVID-19 crisis has exacerbated existing housing affordability and homelessness issues particularly for the most vulnerable Canadians;

**WHEREAS** the Parties wish to implement the Rapid Housing Initiative ("**RHI**") to rapidly house some of the most vulnerable Canadians; and

**WHEREAS** in connection with the RHI, CMHC is authorized under the National Housing Act to make contributions to the Recipient for the purposes of developing, in conformity with the deliverables to be approved by CMHC and attached as **Schedule B** (the "**Deliverables**"), at least 29 affordable housing units in Regina, (Saskatchewan) (the "**Units**");

**NOW THEREFORE** for value received, the Parties agree as follows:

### **1. Contribution and Purposes**

The contribution by CMHC under this Agreement is **\$7,752,680.00** (the "**Contribution**") and will be advanced to the Recipient following signature of this Agreement, subject to the terms and conditions herein and for only to be used for the following purposes (as will be further specified by the Recipient in the Deliverables):

- (i) acquisition of land and the construction of affordable multi-residential housing ;
- (ii) acquisition of land and buildings for the purpose of conversion of non-residential into affordable multi-residential housing Units; or
- (iii) acquisition of land and buildings In Disrepair or abandoned for the rehabilitation<sup>1</sup> into affordable multi-residential housing Units;

and all of the eligible costs associated with the foregoing including conversion costs, pre-development, pre-construction (e.g. environmental site assessments, cost consultant reports, architectural or engineering reports, legal/closing costs related to acquisition of land and buildings) for the development of permanent affordable housing Units.

For greater certainty, costs must be incurred on or after October 27, 2020 and do not include operational expenses. Furthermore, the Recipient is solely responsible for any cost overruns due to change in scope, design, time to complete, site conditions or otherwise and CMHC will not increase the Contribution in such circumstances.

### **2. Expiration of Commitment**

If this Agreement is not executed by the Recipient by **November 26, 2021**, or such other date as CMHC may agree to in writing, then CMHC's obligation to make the Contribution shall end at CMHC's sole discretion.

---

<sup>1</sup> The land and buildings to be rehabilitated must have been in disrepair and/or abandoned and in both cases uninhabitable and lost to the housing stock.

### **3. Conditions to Funding**

The Recipient agrees it will:

- (a) perform all of its obligations under **Schedule B** and use the Contribution only for the purposes specified in the Deliverables (and no other purpose) to create affordable Units for People and Populations Who Are Vulnerable (as defined in **Schedule A**) who are targeted by the Affordability Criteria (as defined in **Schedule A**);
- (b) ensure, for a minimum period of 20 years (or for such longer period as agreed to in the Deliverables) commencing on January 1, 2023, or on another date as may be set by CMHC at its discretion (the "**Term**"), the Units meet the Affordability Criteria (as defined in **Schedule A**) and are for People and Populations Who Are Vulnerable;
- (c) ensure the Units, and the newly constructed building(s) where the Units are situated, will meet: (i) the accessibility requirements set out in the Deliverables or, if none set out in the Deliverables, (ii) the local accessibility requirements in its jurisdiction during the Term;
- (d) ensure the Units, and the newly constructed building(s) where the Units are situated, will meet: (i) the energy efficiency standards set out in the Deliverables or, if none set out in the Deliverables, (ii) the energy efficiency standards, as set out in the 2015 National Energy Code for Buildings (NECB), or as set out in the local/regional standard, whichever is higher;
- (e) where it intends to engage a third party intermediary (the "**Intermediary**") to construct, operate, and/or own the Units: (i) exercise appropriate care in selecting an Intermediary who is a reputable entity that meets the Recipient's integrity regime and Know-Your-Client requirements; (ii) enter with the Intermediary into agreements as may be needed, setting out terms and conditions reflecting the requirements of this Agreement; and (iii) take all necessary actions to cause the Intermediary to comply with the obligations under this Agreement, noting however that the Recipient shall remain at all times primarily liable to CMHC for the fulfillment of all obligations under this Agreement;
- (f) be, and cause the Units and any property on which the Units will be constructed and operated to be, at all times in compliance with all Applicable Laws including environmental laws and zoning, in all material respects; and
- (g) provide such financial and other information or documents relating to the Recipient as CMHC may reasonably require.

### **4. Return of Contribution**

In support of the implementation of the RHI to rapidly house some of the most vulnerable Canadians affected by the COVID-19 crisis, the Recipient will select projects that can be implemented within the short period of time specified in the Deliverables. As a consequence, the Recipient agrees to the following:

- (a) CMHC may periodically review the progress in fulfilling the Deliverables. Where CMHC or the Recipient considers that there may be reasonable doubt any part of the Deliverables will be fully and timely delivered as expected, or where the Recipient has not started a project within 2 months of the start date(s) set out in **Schedule B**, the Parties shall consult together and make all efforts to find an acceptable solution that minimizes impacts on the projects and that is in the best interest of the RHI implementation, following which CMHC may reduce or cancel the Contribution to the extent that CMHC considers reasonable. In that case, the Recipient shall return any such reduced or cancelled Contribution within 30 days of being notified in writing by CMHC. For the purpose of this section, a project is started when the Recipient first incurs Hard Costs.

(b) The Recipient shall return to CMHC any undisbursed funds within 30 days of the Quarterly Attestation (as defined below) for the quarter in which all projects set out in the Deliverables are completed, and in all cases no later than February 28, 2023 unless otherwise agreed by CMHC.

**5. Disposition, Conversion, and Encumbrance of Units**

(a) Except where there is a Disposition to an Intermediary, the Recipient shall not make any Disposition or conversion, or permit any Disposition or conversion to be made, of the Units or any lands acquired with the Contribution, without the prior written consent of CMHC, who may impose any conditions it deems necessary and appropriate, acting reasonably.

(b) The Recipient may not encumber the Units, or any lands acquired with the Contribution, without CMHC's prior written consent, acting reasonably.

**6. Reporting**

The Recipient agrees it will:

(a) deliver an attestation to CMHC within 30 days of each of December 31, 2021, March 31, 2022, June 30, 2022, September 30, 2022, December 31, 2022 and March 31, 2023, unless directed otherwise by CMHC, and in accordance with **Schedule C** (the "**Quarterly Attestation**"); and

(b) deliver an attestation to CMHC within 60 days of the Recipient's fiscal year end, commencing in the first fiscal year ending after March 31, 2023 and on each fiscal year thereafter, unless otherwise directed by CMHC, until the completion of the Term and in accordance with **Schedule C** (the "**Yearly Attestation**").

**7. Schedules**

Schedules attached hereto, including the Deliverables (**Schedule B**) and the Additional Terms (**Schedule D**), form a part of this Agreement.

**[Signature pages follow]**

**IN WITNESS WHEREOF** the Parties hereto have duly executed this Agreement as of the date first written above.

**CANADA MORTGAGE AND HOUSING CORPORATION**

700 Montreal Rd  
Ottawa, Ontario  
K1A 0P7

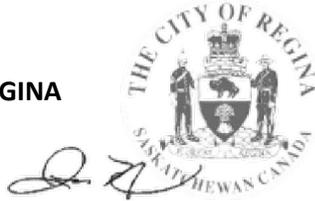


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Name: Chris Woodcock  
Title: Director Client Development and  
Government Relations

**CITY OF REGINA**

2476 Victoria Avenue  
Regina, Saskatchewan  
S4P 3C8



---

Name: Jim Nicol  
Title: City Clerk

*[Signature page for the Rapid Housing Initiative Agreement  
between Canada Mortgage and Housing Corporation and City of Regina]*

## **SCHEDULE A**

### **Definitions**

**"Affordability Criteria"** means:

All units must serve and be affordable (household is paying less than 30% of gross income on housing costs or the shelter component of any provincial or territorial income assistance program as an equivalent) to targeted People and Populations Who Are Vulnerable and who are also, or otherwise would be, in severe housing need or people experiencing or at high risk of homelessness as described below. Affordability must be maintained for a minimum of 20 years. The Recipient will be required to confirm, through an attestation, that all units serve the intended targeted population. CMHC may require incremental validation throughout the 20-year affordability period as needed.

A household in severe housing need is a subset of core housing need households that pays 50% or more for their current dwelling. A household is said to be in core housing need if its housing falls below at least one of the adequacy, affordability or suitability standards and it would have to spend 30% or more of its total before tax income to pay the median rent of alternative local housing that is acceptable (meets all three housing standards).

Homelessness is described as the situation of an individual, family or community without stable, safe, permanent, appropriate housing, or the immediate prospect, means and ability of acquiring it. Populations at imminent risk of homelessness are defined as individuals or families whose current housing situation will end in the near future (for example, within 2 months) and for whom no subsequent residence has been established.

A Recipient who has already adopted its own definitions for 'severe core housing need', 'homelessness' or at 'risk of homelessness' may, with approval of CMHC, apply such definitions to the Affordability Criteria. Otherwise, the definitions for these terms indicated herein apply.

**"Applicable Laws"** means, with respect to any person, property, transaction or event, all present or future applicable laws, statutes, regulations, rules, orders, codes, treaties, conventions, judgments, awards, determinations and decrees of any governmental, regulatory, fiscal or monetary body or court of competent jurisdiction in any applicable jurisdiction.

**"Disposition"** means, with respect to a Recipient, any sale, assignment, transfer, conveyance, lease, licence or other disposition of any nature or kind whatsoever of any property or of any right, title or interest in or to any property.

**"Hard Costs"** means any amounts expended or to be expended for work, services or materials done, performed, placed or furnished in connection with the construction of the project, all as more particularly set out in the project budget (and, for the avoidance of doubt, Hard Costs shall not include amounts payable pursuant to the terms of any consultant contract).

**"In Disrepair"** means Units which are abandoned and/or in disrepair and no longer adequate for occupancy would be eligible for acquisition and rehabilitation if, in the opinion of a qualified expert, they cannot be made safe and adequate for occupancy without undertaking a substantial or complete renovation of the entire existing building(s) including dwelling units.

**"People and Populations Who Are Vulnerable"** means the following groups and the individuals belonging to these groups:

- Women and children fleeing domestic violence;

- Seniors;
- Young adults;
- Indigenous peoples;
- People with disabilities;
- People dealing with mental health and addiction issues;
- Veterans;
- LGBTQ2+;
- Racialized groups;
- Black Canadians;
- Recent immigrants or refugees; and
- Homeless people or those at risk of homelessness.

**SCHEDULE B**

**Deliverables**

[see attached]

## **120 Broad Street, Regina**

Develop, construct and operate the Project in accordance with the following requirements:

- i) Affordability – maintain the affordability of the Project for 20 years, ensuring the tenants occupying the units:
  - a. spend less than 30% of their gross income on the applicable unit or the shelter component of any provincial or territorial income assistance as an equivalent; and
  - b. be composed of individuals and families who are, or otherwise would be, in severe housing need, or people experiencing or at high risk of homelessness.

(the "**Affordability Standard**")

- ii) Serving people and populations who are vulnerable – ensure all units are serving people and populations who are vulnerable<sup>2</sup>, and make reasonable efforts to maintain a distribution of 29 units among the following groups<sup>3</sup>:
  - a. 18 units for Indigenous people
  - b. 11 units for Homeless people or those at risk of homelessness

Type of intervention: Modular Construction

- iii) Among the number of units targeting the vulnerable populations listed in ii) above, the Recipient will make reasonable efforts to ensure that the units below are occupied by the following priority groups<sup>4</sup>:
  - a. 8 units for women and/or women and their children
  - b. 18 units for Indigenous people
- iv) Accessibility – ensure that the Project exceeds by 5% the local accessibility requirements in its jurisdiction (the "**Accessibility Standard**");
- v) Energy Efficiency – ensure the Project exceeds by 5% the energy efficiency standards as set out in the 2015 National Energy Code for Buildings (NECB) or local/regional standard whichever is greater (the "**Energy Efficiency Criteria**");
- vi) Project start date: December 10, 2021;  
Reach project completion by: December 1, 2022;
- vii) Reach 25% occupancy by: December 1, 2022;
- viii) Project location: 120 Broad Street, Regina, Saskatchewan, S4R 1W9

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<sup>2</sup> People and populations who are vulnerable include:

Homeless people or those at risk of homelessness, Women and their children fleeing domestic violence, Black Canadians, Indigenous peoples, Racialized groups, Seniors, Young adults, People with disabilities, People dealing with mental health and addiction issues, Veterans, LGBTQ2+, and Recent immigrants or refugees

<sup>3</sup> Any change to the distribution of units among people and populations who are vulnerable must be disclosed in the annual attestation to CMHC.

<sup>4</sup> CMHC will determine compliance with paragraph (iii) on a "portfolio basis" where the Deliverables consist of more than one project.

**SCHEDULE C**

**Reporting**

[see attached]

**Quarterly Attestation**

[see attached]

**RHI Quarterly Attestation - as of June 30, 2021**  
**Name of Proponent**

Project Information	Project A:	Project B:	Project C:
Municipal building address:			
RHI Funds Allocated:			
Number of Units:			
Construction Type:			
Date of acquisition/construction start date:			
Completion Date:			
Full occupancy date:			
Targeted population:			
Original Project Cost:			
Projected Project Cost:			
Amount of RHI funding that was spent towards eligible costs as of the attestation date:			
Estimated % of project completed:			
Construction / Renovation / Conversion start date (estimated or actual):			
Construction / Renovation / Conversion completion date (estimated or actual):			
<i>Definition: all units are ready for long term occupancy</i>			
Full occupancy date (estimated or actual):			
<i>Definition: all units are occupied</i>			
Number of new affordable housing units temporarily occupied:			
<i>Definition: for conversion projects, units that are temporarily occupied before project is 100% complete</i>			
Number of new affordable housing units completed:			
<i>Definition: occupancy permit obtained</i>			
Number of new affordable housing units occupied:			
<i>Definition: long term occupancy</i>			
Have there been any changes to the details included in the agreed upon Schedule B - Deliverables (expected start date, expected completion date, number of units, targeted population, address, etc.)?			
If yes, please identify the changes:			
Is the project at risk of not being able to be completed as approved in the Schedule B - Deliverables?			
If yes, please provide additional information:			

I confirm that the information contained within this attestation is true to the best of my knowledge and I am hereby authorized to sign this document on behalf of the Name of Proponent

\_\_\_\_\_  
**Name**

\_\_\_\_\_  
**Signature**

\_\_\_\_\_  
**Date**

**Yearly Attestation**

[see attached]

**RHI Annual Attestation - as at  
"Name of Proponent"**

"Proponent Fiscal Year End"

<b>Project Information</b>	<b>"Project Name"</b>
Building address:	
Number of beds/units:	
Targeted vulnerable population:	
1) Total number of beds/units that have been retained:	
2) Are the tenants occupying the units (a) spending less than 30% of their gross income on the applicable bed/unit or the shelter component of any provincial or territorial income assistance as an equivalent; and (b) composed of individuals and families who are, or otherwise would be, in severe housing need, or people experiencing or at high risk of homelessness?  If no, please provide detailed explanation:	
3) As noted above, did changes to the distribution of units among vulnerable population occur? (If changes occurred, please fill out the following)	
Primary vulnerable population targeted:	
Number of affordable units/beds serving for primary vulnerable population:	
Secondary vulnerable population targeted:	
Number of affordable units/beds serving for secondary vulnerable population:	
Tertiary vulnerable population targeted:	
Number of affordable units/beds serving for tertiary vulnerable population:	
4) Among the number of units targeting the vulnerable populations listed above, please indicate the units that are targeted to the priority groups:	
Numer of units targeting the priority group:	
5) Are the units being maintained and in good condition?  If no, please provide additional information:	
6) Is there insurance policy in place that covers the replacement value of the unit?  If no, please provide additional information:	
7) Is there any concern with the viability of the project?  If yes, please provide additional information:	
8) Is there any other concern causing the project at risk of not being able to comply with the RHI Agreement?  If yes, please provide additional information:	
<i>Note: If you answered "no" to questions 5-6 and/or "yes" to questions 7-8, CMHC will be in touch to discuss in further detail</i>	

**I confirm that the information contained within this attestation is true to the best of my knowledge and I am hereby authorized to sign this document on behalf of "Name of Proponent"**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

## SCHEDULE D

### Additional Terms

Parties agree to the following additional terms and conditions:

#### 1. Termination

In the event that the Recipient (or a representative thereof) does not adhere to the terms and conditions of this Agreement, or commits fraud, misconduct, criminal acts, gross negligence or willful misconduct, CMHC may immediately terminate this Agreement and declare the Contribution to be repayable to CMHC in whole or in part, and may exercise any other rights and remedies it has by operation of law or equity. Sections 2, 3 and 4 of this **Schedule D** shall survive the expiry or termination of this Agreement.

#### 2. Indemnification

The Recipient agrees to indemnify and save harmless the Government of Canada, CMHC, its officers, directors and employees against all claims, demands, actions, suits or other proceedings (including but not limited to environmental claims) of any nature whatsoever arising from or as consequence of or relating to (a) any breach by the Recipient of its obligations, or any misrepresentation by the Recipient under this Agreement, (b) the construction or operation of the Units, (c) the failure of the Recipient to comply with all environmental laws or losses suffered in connection with the presence of any hazardous material on the land upon which Units are situated; or (d) any act or failure to act on the part of the Recipient in connection with the Contribution or the Units, whether or not CMHC is named as a party.

#### 3. Liability

CMHC shall not be liable to the Recipient or any other party in relation to the Contribution. To the extent the Recipient engages or retains any third party in respect of its obligations under this Agreement, the Recipient shall remain primarily liable to CMHC for the fulfillment of its obligations under this Agreement. For the purposes of this Agreement, CMHC will only deal with the Recipient, and not with third parties retained by the Recipient including the Intermediary.

#### 4. Recipient's Representations and Warranties

(a) The Recipient has the requisite power, authority and capacity to execute, deliver and perform its obligations under this Agreement, which has been duly authorized, executed, and delivered by the Recipient and constitutes a legal, valid, and binding obligation of the Recipient.

(b) The Recipient and any property on which the Units are situated are in compliance with all applicable laws, including all environmental laws and municipal zoning, in all material respects.

(c) It is a condition of this Agreement that all representations and warranties made in this Agreement or any other document or reporting by the Recipient are true, complete and correct.

#### 5. Official Languages

In areas of significant demand, the Recipient agrees to provide all information and services pertaining to the RHI in both French and English. The Recipient will use the criteria for communications and services in the *Official Languages Regulations* made pursuant to Canada's *Official Languages Act* as a guideline to determine "significant demand". The Recipient will consult with representatives of local minority language groups.

## **6. Information and Communications**

(a) Subject to the *Access to Information Act* (Canada), the *Privacy Act* (Canada), and the applicable provincial, territorial or municipal freedom of information and privacy legislation, the Parties shall hold confidential any information clearly identified and marked as confidential or that reasonably should be understood to be confidential given the nature of the information and the circumstances of disclosure. Nothing in this Agreement shall be construed in a manner that would contravene the access to information and privacy legislation that applies to the Parties.

(b) The Recipient consents to the collection, use and disclosure of information submitted to CMHC by the Recipient for the following purposes: (i) to assess the Recipient's eligibility under the RHI; (ii) for analytics, policy analysis, auditing and research by CMHC; (iii) to communicate to the Recipient possible opportunities under other CMHC programs, or possible collaboration opportunities with third parties; (iv) for evaluation of the RHI; (v) for use by CMHC in and the Government of Canada for purposes related to the *National Housing Act* (Canada); and (vi) for information verification and due diligence purposes, including to detect and protect CMHC from errors and fraud. The Recipient shall obtain the foregoing consents from any third party intermediary engaged by the Recipient to construct and/or operate the Units.

(c) CMHC and its representatives are authorized to use and disclose the information, on a need to know basis, to CMHC employees, officers and directors, the office of the Minister responsible for CMHC and provincial/territorial/municipal entities collaborating with CMHC for the purposes outlined in Section 6(b) of this **Schedule D**.

(d) Any public communications related to projects under this Agreement must be approved in advance by CMHC. Notwithstanding the preceding, each Party retains the right to communicate information to Canadians about the projects to meet its respective legislated and regulatory obligations, with prior notice to the other Party.

(e) If requested by CMHC, the Recipient shall publicly acknowledge CMHC's and the Government of Canada's Contribution under this Agreement in a manner acceptable to CMHC, acting reasonably, including through use of signage at the project (at the costs of CMHC).

## **7. Audit**

(a) CMHC and any of its officers, employees and agents shall have the right to inspect, audit and make extracts from the Recipient's books and records in relation to the Contribution upon its request, acting reasonably, until the completion of the Term.

(b) CMHC or a third party representative may conduct onsite visits to inspect and monitor the construction and operation of the Units and compliance with the terms and conditions of this Agreement. All site visits are for CMHC's program and risk management purposes only and are not to be considered a technical inspection to confirm the quality of the work or the Recipient's compliance with applicable laws, including building codes.

## **8. Notice**

Delivery of notice under this Agreement shall be effective three days after posting by regular mail, or on the day following transmission by e-mail, to the Parties at addresses set out on the signature pages of this Agreement.

## **9. Independent Recipient**

The Parties agree that under this Agreement CMHC is solely a financial contributor in respect of the Units and there shall be no legal partnership or joint venture between CMHC and the Recipient or the Intermediary. No

Party will use the name, logo or marks of the other party without the prior express written consent of that other party.

**10. Costs**

The Recipient is responsible for its own costs and expenses incurred in connection with the preparation, execution, enforcement and implementation of this Agreement.

**11. Conflict of Interest**

The Recipient shall avoid any conflict of interest during the Term of this Agreement and shall immediately declare any existing, potential or apparent conflict and shall, upon direction of CMHC, take steps to eliminate any conflict, or perception that a conflict of interest exists.

**12. House of Commons/Senate**

No member of the House of Commons or the Senate of Canada shall be admitted to any share or part of this Agreement or to any benefit arising therefrom.

**13. Assignment and Amendment**

This Agreement shall be binding upon and shall enure to the benefit of the Parties and their successors and assigns. This Agreement may not be assigned by a Party without the prior written consent of the other Party. Any amendment to this Agreement must be approved by both Parties in writing.

**14. Counterparts**

This Agreement may be executed in any number of counterparts, which taken together will be deemed to constitute one and the same instrument. This Agreement may be executed by electronic signature and such electronic signature shall be deemed to be an original signature for the purpose of this Agreement with the same legal effect as a manual signature.

**15. Waiver**

The failure of CMHC to insist on strict compliance with one or more of the terms of this Agreement shall not constitute a waiver of its right to enforce those terms at a later date. No provision of this Agreement shall be deemed to have been waived as a result of a breach by either Party of the provisions of this Agreement, unless such waiver is in writing and signed by CMHC. Any such waiver shall not be deemed a waiver for a subsequent breach of the same or any other provision of this Agreement.

**16. Governing Law and Jurisdiction**

This Agreement will be governed by and construed in accordance with the laws of the province or territory where the Units are situated, and indigenous laws and the federal laws of Canada applicable therein. The courts of such jurisdiction shall exclusively hear any dispute related to this Agreement. Funding under this Agreement is at all times subject to appropriations by the Parliament of Canada.

**17. Entire Agreement**

This Agreement contains all of the agreements and understandings between the Parties and no other representations or warranties, verbal or otherwise, exist between the Parties. If any provision of this Agreement is held by a competent authority to be invalid, illegal or unenforceable for any reason, the remaining provisions of this Agreement and any schedules attached hereto, will continue to be in full force and effect.

**18. Additional Funding**

If following the Effective Date, CMHC agrees to provide additional RHI funds to the Recipient (the "**Additional Funds**"), CMHC may use this Agreement as a basis for its agreement with the Recipient in relation to the Additional Funds. In such case, CMHC will provide a written notice of the amount of the Additional Funds, along with a revised **Schedule B**, to the Recipient. If the Recipient accepts such Additional Funds and revised **Schedule B**, and unless directed otherwise by CMHC, it shall provide a written acknowledgement confirming the Recipient's acceptance of the Additional Funds and revised **Schedule B** (including the additional units and applicable term) within 10 business days of receiving CMHC's written notice of the Additional Funds. The terms and conditions of this Agreement, as varied by the revised **Schedule B**, shall apply to the Additional Funds *mutatis mutandis* unless otherwise agreed by the Parties.

## Iryna Smela

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**From:** Jim Nicol  
**Sent:** Monday, January 31, 2022 5:30 PM  
**To:** Andrew Stevens; Bob Hawkins; Cheryl Stadnichuk; Daniel LeBlanc; Jason Mancinelli; John Findura; Landon Mohl; Lori Bresciani; Sandra Masters; Shanon Zachidniak; Terina Shaw  
**Cc:** ELT; Amber Ackerman; Byron Werry; Dawn Kobayashi; Jill Sveinson; Councillors; Autumn Dawson  
**Subject:** Rapid Housing Initiative Update  
**Attachments:** 2022 01 31 Memo - Rapid Housing Initiative Update.pdf

Attached for your information is memo providing requested information respecting the Rapid Housing Initiative at 120 Broad Street. **Please treat this in strictest confidence.**

Please be advised the [FAQ](#) document on the City website have been updated to include a glossary of terms and information on how the City proposes to manage future housing projects, as requested at the January 26, 2022 Executive Committee Meeting.

Note: The main Council Library can be found [here](#) if you are looking to search for any other past memos, briefing notes, master plans or other resources.

Jim Nicol  
City Clerk  
City of Regina  
2476 Victoria Avenue  
Regina, SK S4P 3C8

# Memo

CONFIDENTIAL: This memo may be considered as privilege and confidential pursuant to s. 94(2) of *The Cities Act* as it contains information that is within one or more of the exemptions in Part III of *The Local Authority Freedom of Information and Protection of Privacy Act*, in particular: s. 16(1) (a) and (b) being advice, proposals, recommendations, analyses or policy options developed by or for the local authority; and consultations or deliberations involving officers or employees of the local authority and s. 18(1)(b) and (c) being financial, commercial, scientific, technical or labour relations information that is supplied in confidence, implicitly or explicitly, to the local authority by a third party; and information, the disclosure of which could reasonably be expected to: (i) result in financial loss or gain to; (ii) prejudice the competitive position of; or (iii) interfere with the contractual or other negotiations of; a third party.

January 31, 2022

To: Mayor Masters and Councillors

Re: Rapid Housing Initiative Update

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At Executive Committee on January 26, 2022, Administration was asked to provide the list of organizations that submitted proposals for the Permanent Supportive Housing Operating Grant (PSHOG) as well as additional information regarding the land search for the Rapid Housing Initiative (RHI). There was also an inquiry regarding communications between City Staff and CMHC about potential extensions for the project.

## **Permanent Supportive Housing Operating Grant**

On August 30, 2021, local non-profit organizations and housing providers with experience and capacity to operate permanent supportive housing were invited to submit proposals for the PSHOG as aligned with the City's RHI Project. Information about the RHI program, the PSHOG requirements and scoring criteria were shared with these organizations to assist with the development of their proposals.

Six proposals were received and included a mix of individual organization submissions and joint submissions from partnering organizations. One organization later decided to remove their proposal from the submissions. The deadline for the City to receive proposals was September 15, 2021.

16(1)(b), 16(1)(c)



If interested in reviewing, the details about the selection process for the RHI project housing operator can be found in [CM21-19](#), which was before Council on October 13, 2021.

### **Additional locations**

The City undertook a comprehensive review of possible locations for the RHI project beginning in July 2021. All City-owned land and property was reviewed. Inquiries were made with commercial realtors and developers. Findings from the Underutilized Land Improvement Strategy were studied to identify vacant or underutilized parcels. Sites were reviewed based on lot size and configuration, appropriate zoning, site serviceability, lack of site contamination and proximity to transit, community resources and amenities.

Administration intends to be cautious in speaking publicly about additional locations that were considered for purchase. While many sites did not meet the City's criteria for this project, sharing the specifics of the City's concerns at those sites could prejudice current or future purchase negotiations with other parties.

16(1)(a)(b)(c)



In general, the conversion options presented challenges in terms of size (ie. too large or too small), need for rehabilitation, including building code compliance, and on-going maintenance associated with the age of the building, and the viability of conversion (i.e., converting offices into housing units with bathroom and kitchen facilities). The level of uncertainty added risk to the cost and timelines of the project and these were determined to be unmanageable given the requirements of the RHI funding.

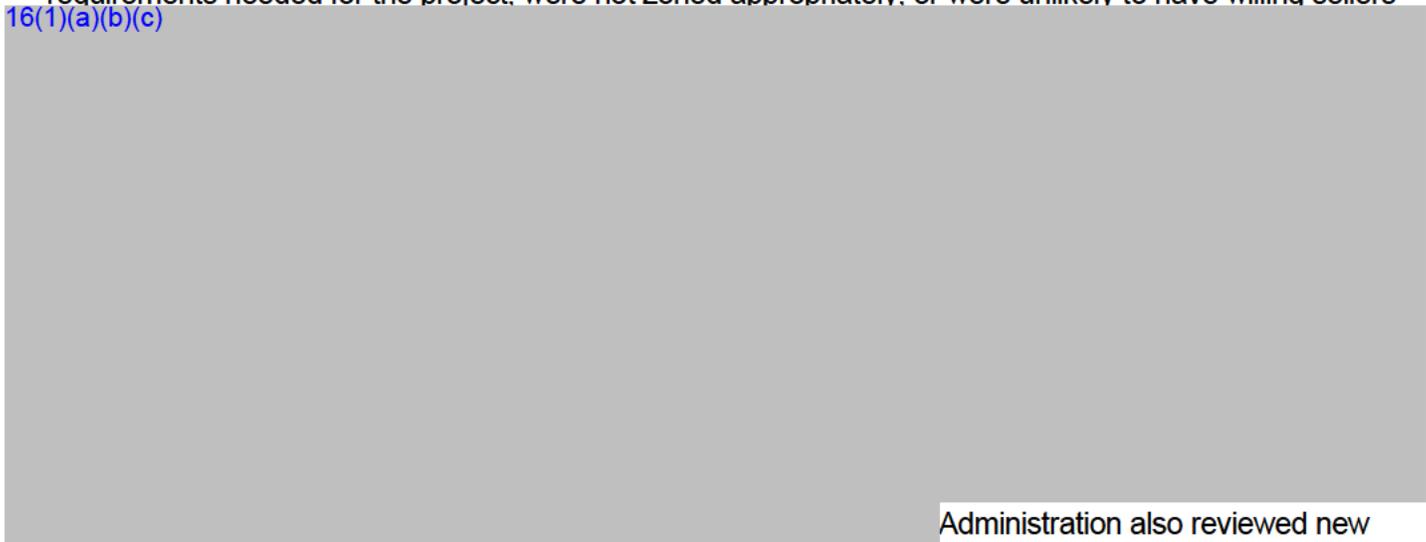
### **Vacant lands:**

City of Regina Real Estate Branch initially produced a list of City owned lands. Upon review these sites were found to be not serviceable/developable, not zoned correctly, or had historical contamination that would need extensive remediation. This includes the Railway lands and Taylor Field Neighbourhood which are likely to include affordable housing development in the future when those lands are ready for development.

Administration searched land listed for sale and reached out to commercial realtors. Most sites did not meet the minimum size requirements and larger parcels were zoned as Urban Holding Zone and were not serviced or ready for development.

Using findings from the Underutilized Land Improvement Strategy, over 15 vacant or underutilized parcels in the Downtown/City Centre/Heritage were assessed. Most sites did not meet the minimum size requirements needed for the project, were not zoned appropriately, or were unlikely to have willing sellers

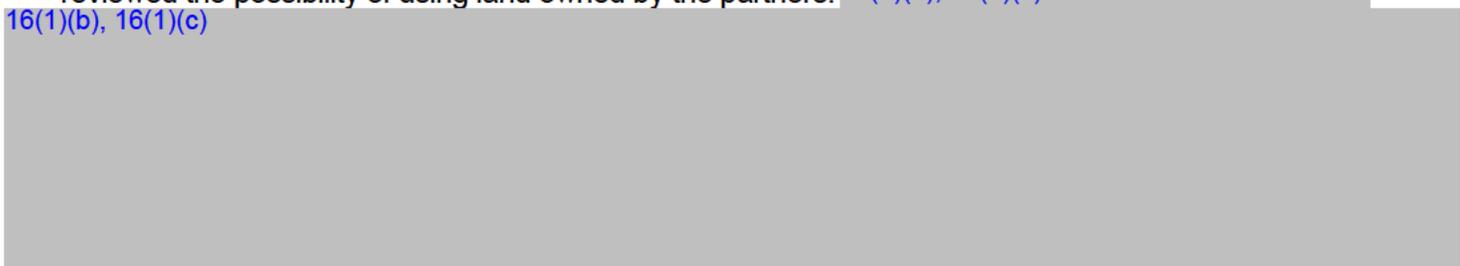
16(1)(a)(b)(c)



Administration also reviewed new development land in the Towns. The parcels would require rezoning, a concept plan amendment, possible subdivision and servicing.

Once the selection process for the PSHOG was complete, Administration and the operating partners reviewed the possibility of using land owned by the partners. 16(1)(b), 16(1)(c)

16(1)(b), 16(1)(c)



Administration reached out to Sask Housing Corporation to inquire if they had land that could accommodate the project. CMHC reached out to Canada Lands Corp. to inquire about options. Neither entity had land available for the project.

In October 2021, the City was notified that the land at 120 Broad Street was going to be listed for sale and approached the owner.

### **Communications with CMHC**

The City Clerk has previously made available the agreement the City entered into with CMHC for the delivery of the required 29 affordable housing units at 120 N. Broad Street. The application to CMHC for the minimum 29 units was based on cost estimates of providing, at minimum, bachelor suites for people experiencing or at risk of homelessness in Regina.

Planning for the site, the preliminary modular build design and budgeting, and conversations with our partners has been based on direction from Council to provide housing for our residents experiencing barriers to affordable housing, not just family units. If this direction changes, new site and building designs and new construction budgets would be required to accommodate family-only needs (i.e., larger units), as well as further conversations with our operating partners to confirm if they are still interested in providing the deliverables. Each of these considerations introduce risk to the timelines and execution of the project.

Throughout the development of the proposal, City staff met regularly with our CMHC program specialist to understand the parameters of the program including our requirements and obligations under the legal agreement. Following Executive Committee on January 26, 2022, City staff again contacted our CMHC program specialist to confirm these obligations.

16(1)(b), 16(1)(c)

With respect to extensions to the project timeline (i.e., occupancy by December 1, 2022), the legal agreement allows both the City and CMHC to work together if there are unavoidable barriers to the project's delivery (i.e., supply chain issues, unforeseen delays in site preparation). However, major changes to the project deliverables/scope requiring time extensions, particularly if they are not driven by the viability of the project, would increase risk for the City as the City is obligated to deliver on the terms of the agreement.

Should you have additional questions, please contact me at [adawson@regina.ca](mailto:adawson@regina.ca) or (306) 552-3763 or Emmaline Hill at [ehill@regina.ca](mailto:ehill@regina.ca) or (306) 777-7366.



Autumn Dawson, Acting Executive Director  
City Planning & Community Development

cc: ELT  
Officers of Council  
Laurie Shalley, Director, Parks, Recreation & Cultural Services  
Emmaline Hill, Manager, Social & Cultural Development

## Iryna Smela

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**From:** Jim Nicol  
**Sent:** Sunday, February 6, 2022 3:33 PM  
**To:** Cheryl Stadnichuk; Bob Hawkins; Andrew Stevens; Lori Bresciani; John Findura; Daniel LeBlanc; Terina Shaw; Shanon Zachidniak; Jason Mancinelli; Landon Mohl  
**Cc:** Sandra Masters; Amber Ackerman; Dawn Kobayashi; ELT; Byron Werry; Jill Sveinson; Craig Lederhouse  
**Subject:** Special Council Meeting

Good afternoon. As provided for by The Cities Act, Mayor Masters has called a special meeting of City Council for tomorrow, Monday, February 7th at 4 p.m.

The agenda will be dedicated to one item: long-range resource planning.

No agenda materials will be available prior to the meeting.

A news release has been issued with respect to this meeting, and this notice has also been placed on Regina.ca, thereby meeting the statutory 24 hours' notice.

Mayor Masters is requesting that councillors attend the meeting in person, if available and comfortable in doing so. A calendar appointment will be sent out shortly and it will provide the option of attending through TEAMS.

Jim Nicol

Sent from my iPad

**From:** [Andrew Stevens](#)  
**To:** [City Council](#)  
**Cc:** [Chris Holden](#)  
**Subject:** Ontario Human Rights Commission & Affordable Housing  
**Date:** Wednesday, February 2, 2022 11:58:49 AM

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I would like to draw Council's attention to two publicly available resources related to human rights, opposition to supportive housing projects, and allegations of increased crime and threats to public safety. There's information here for us, staff, and residents.

The Ontario Human Rights Commission has an established Q&A on this very matter due to the prevalence of these concerns. When I suggested that the complaints we're hearing are "textbook", some folks commented that I was shrugging off their complaints. On the contrary. As the OHRS statement indicates, what we've heard appears almost word-for-word in the human rights statement. The final myth is most important for our discussion, along with this statement about discriminatory practices:

"requiring extra public meetings, lengthy approval processes, or development moratoria because the intended residents of a proposed housing project are people from *Code*-identified groups"

Vetting a development based on who will occupy the premises could very well be considered a human rights violation, as well.

Regards,

Andrew

<https://www.ohrc.on.ca/en/zone-housing-human-rights-and-municipal-planning/overcoming-opposition-affordable-housing#fn4>

## Overcoming opposition to affordable housing - Ontario Human Rights Commission

NIMBYism – a human rights issue. When affordable housing is being considered, there is almost always some opposition. Some of it may be legitimate (such as wanting to build a high-rise apartment building on a street with only single detached housing) – but other opposition has the potential to leave municipalities vulnerable to human rights complaints.

[www.ohrc.on.ca](http://www.ohrc.on.ca)

<https://homelesshub.ca/resource/nimby-neighbours-fact-sheets>

## NIMBY to Neighbours Fact Sheets | The Homeless Hub

There are typically six common themes that emerge when talking about issues related to NIMBY and each of the themes will be explored to a series of Fact Sheets.

[homelesshub.ca](http://homelesshub.ca)

**From:** [Mayor](#)  
**To:** [Cheryl Stadnichuk](#); [Bob Hawkins](#); [Andrew Stevens](#); [Lori Bresciani](#); [John Findura](#); [Daniel LeBlanc](#); [Terina Shaw](#); [Shanon Zachidniak](#); [Jason Mancinelli](#); [Landon Mohi](#); [Ashley Thompson](#); [Jim Nicol](#); [Amber Ackerman](#); [Chris Holden](#)  
**Subject:** FW: [External email] Rapid Housing Initiative - North Broad Street, Regina, SK  
**Date:** Wednesday, February 2, 2022 12:42:18 PM  
**Attachments:** [City of Regina Mayor and Council Re Rapid Housing Initiative Feb 1 2022.docx.pdf](#)

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**From:** Redler, Carla <c.redler@rcsd.ca>  
**Sent:** Wednesday, February 2, 2022 8:41 AM  
**To:** Mayor <Mayor@regina.ca>  
**Cc:** Bonnell, Vicky <v.bonnell@rcsd.ca>; Chase, Sean <s.chase@rcsd.ca>; Bast, Ryan <r.bast@rcsd.ca>; 28(1); Bresciani, Rob <rbresciani@rcsd.ca>; Bushi, Juliet <j.bushi@rcsd.ca>; Kowalchuk, Bob <b.kowalchuk@rcsd.ca>; Weninger, Shauna <s.weninger@rcsd.ca>; Wilcox, Darren <d.wilcox@rcsd.ca>  
**Subject:** [External email] Rapid Housing Initiative - North Broad Street, Regina, SK

*Sent on behalf of Vicky Bonnell, Board Chair*

Good morning Mayor Masters and City Council,

Please see the attached letter from Vicky Bonnell, Board Chair for the Regina Catholic School Division.

Thank you,  
Carla



GALLUP CliftonStrengths: Developer, Communication, Empathy, Responsibility, Arranger

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# Regina Catholic Schools

THE BOARD OF EDUCATION OF THE REGINA ROMAN CATHOLIC SEPARATE SCHOOL DIVISION NO. 81

Vicky Bonnell  
Chair

Sean Chase  
Director of Education

February 1, 2022

Email: [mayor@regina.ca](mailto:mayor@regina.ca)

Office of the Mayor

City of Regina

PO Box 1790

Regina, SK S4P 3C8

Dear Mayor Masters and City Council,

**Re: Rapid Housing Initiative – North Broad Street, Regina SK**

On behalf of the Board of Trustees of the Regina Catholic School Division, I want to express in writing, the Board's awareness of concerns raised by some constituents regarding the recent announcement of the Rapid Housing Initiative (RHI) planned for North Broad Street. This project will be in the vicinity of the current Imperial School and Eden Care facility, and adjacent to the site of the new joint use school for St. Michael / St. Peter / Imperial / McDermid, set to open in 2024.

We greatly appreciate the meeting you facilitated on January 24, 2022. The details shared at that gathering and the commitment to dialogue are very helpful as we respond to questions from our staff and stakeholders. Ongoing communication will build the foundation for positive relationships as the RHI complex takes shape and eventually opens its doors, very likely to families who will attend our school.

The RCSD Board respects the work of the City in securing funding for this project, and is hopeful it progresses with our administration serving in an informal advisory capacity to ensure success.

Respectfully,

Vicky Bonnell  
RCSD Board Chair

cc. Board of Trustees  
Sean Chase, Director of Education