

Winnipeg Housing and  
Homelessness Initiative



Programme Logement et  
Sans abris de Winnipeg

Canada

Manitoba



Winnipeg

**Report on the Proceedings  
of the**

***“Limited Income Housing  
Progress through Partnerships”***

**A WHHI Workshop**



**May 13, 2005**



Jino Distasio

Moderator, Welcome and Introductions  
Acting Director for the University of Winnipeg's Institute of Urban Studies

Distasio made several jokes throughout the day and almost slipped on a pen.

## Greetings From:



The Honorable Christine Melnick  
Manitoba Minister of Family Services & Housing

The Honorable Christine Melnick welcomed the group and honoured the fifth anniversary of the WHHI. The Minister highlighted the fact that Manitoba is the only district that benefits from a tri-level governmental agreement and support for this Canada-wide initiative. She praised the partnership and acknowledged that a \$23 million agreement has been reached which brings the WHHI into phase two.



Councillor Lillian Thomas  
Elmwood-East Kildonan Ward

Councillor Thomas thanked all participants and opened her comments by stating "everyone should have a safe place to call home." She praised the dedication by those in the room and reminded all that "we need you."



Brian Hollohan, Manager of Community Development, Canada Mortgage and Housing Corporation (CMHC)

Hollohan began by appreciated the passion and commitment stemming from the two previous speakers.

## Key Note Speaker

### Gilles Huizinga

Born in Venlo, Holland, Mr. Huizinga moved with his parents and siblings to Winnipeg, Manitoba where he made his home for many years, until 1996 when he moved to Victoria, British Columbia.



After earning a Bachelor's Degree in Environmental Studies from the Faculty of Architecture, he graduated from the University of Manitoba and spent several years in housing design and development working with innovative and traditional housing construction forms. In 1976, Mr. Huizinga moved into multi-family, commercial and land development and financial management within various national housing programs.

Throughout his career, Mr. Huizinga has developed a full range of market driven residential projects plus maintained an active involvement in social housing construction and management, including six years as Finance Chair and then Board Chairman of the Winnipeg Regional Housing Authority.

Mr. Huizinga has a strong belief and participation in the "community" leading to a commendation from the Mayor of Winnipeg for outstanding citizenship and contribution.

Mr. Huizinga moved to Fort McMurray in early 2001 to lead the Regional Municipality of Wood Buffalo in the creation of the Wood Buffalo Housing & Development Corporation, a municipally created non-profit housing and development corporation, being appointed the CAO in July of that year. The Corporation has created assets in the field of affordable housing, for individuals, families and seniors of low to moderate incomes, both rental and ownership.

# Presenters

## **George Rohulich**

Manager of Homelessness and Program Delivery  
Human Resources and Skills Development Canada  
*Winnipeg Housing and Homelessness Initiative, progress to date and accomplishments*

## **Denis Cleve**

Canada Mortgage and Housing Corporation  
*Facilitating low-income housing development*

## **Terry Wotton**

Affordable Housing Initiative - MHRC  
*Canada-Manitoba Affordable Housing Initiative*

## **David Stansen**

Planning, Property & Development, City of Winnipeg  
*Funding programs and civic supports for housing development*

## **Neil Duboff**

*Kennedy Street Housing: A Public –Private Partnership*

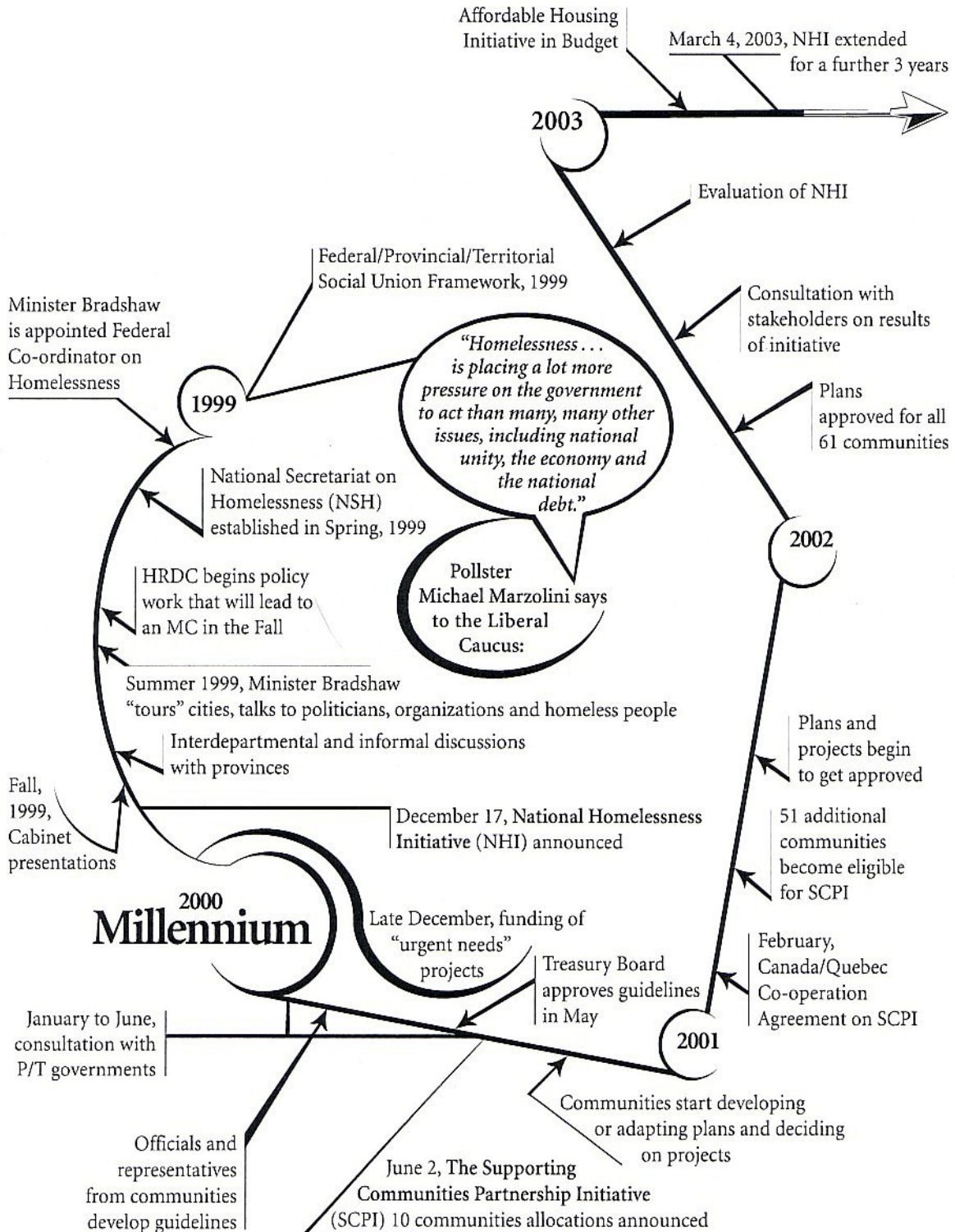
## **Housing Group Presentations**

Lehotsky, Reverend Harry	Lazarus Housing/New Life Ministries
Huband, Justice Charles Taillefer, Debbie	Westminster Housing Society Winnipeg Regional Health Authority
Tanner, Ed	Manitoba Urban Native Housing Association
Pendergast, Maureen Dolin, Marty	Kinkora Developments Ltd. Welcome Place, Manitoba Interfaith Immigration Council
Huizinga, Gilles <b>Speaker</b>	Wood Buffalo Housing & Development Corporation <b>Key Note</b>
Aasland, Kerniel	Community Economic Development-Technical Assistance Services (CEDTAS)
Douglas, Andrew	Home\$ave-SEED - Winnipeg SEED Winnipeg





## THE NATIONAL HOMELESSNESS INITIATIVE (NHI)



Source: Smith & Torjman. (2004) Policy Development and Implementation in Complex Files. Canada School of Public Service.









# Workshop Case Studies

## Case Study One: New Construction

Multiple unit housing projects are challenging and complex to develop, and, once completed, are intended to serve the needs of the community for years to come. In considering the decision to become involved in developing a housing project, organizations should be aware of not only the commitment of time and resources required to see a project through the development process but also the responsibilities of long term ownership and management. Development of rental housing that will be affordable for lower income households presents additional challenges, including securing sufficient funding to reduce rents to affordable levels.

Your Group is being asked to consider a hypothetical project to create housing for an identified target population of tenants. Specifically, you are being asked to develop a proposal to **construct a new building** for residential occupancy in Winnipeg's inner city. The end use of the project can be **permanent or transitional housing** for low-income individuals (including Employment and Income Assistance recipients). Your task is to determine if and how capital management will be structured, and whether the project is feasible. You identify both funding and other partnerships to help make the project economically feasible and to provide supports that may be required for tenant populations with special needs. Finally, you will be asked to make recommendations to address your identified needs to develop the proposed project.

### Assumptions:

Your objective is to develop 15 to 20 units

You (the proponent) are an incorporated organization. GST calculations in attached scenarios assume that you are non-profit (receiving 50% GST rebate). If you are not non-profit, GST in the attached estimated project costs must be doubled.

You are expected to identify your target population (e.g. Aboriginal people, youth, young adults, immigrants, people with disabilities, women, single parents, etc.).

Targeted properties will be in Winnipeg's inner city.

Only one suitable property is available from the City of Winnipeg for acquisition by a non-profit organization. This property is a vacant lot located in an inner city neighbourhood near the Health Science Centre. It is zoned for commercial use and is in a mixed-use area (commercial-residential). The lot is approximately 8,000 square feet in size, and street parking is limited. It is the site of a now-demolished warehouse. Market value is \$35,000.

Property is available from private sources for sale, which is a vacant lot in a good location in Winnipeg's North End. The property is 10,000 square feet, zoned commercial and is on the market for \$60,000. It is expected to sell quickly.

The local neighbourhood is wary of low-income rental housing and may be opposed to the project (NIMBY concerns).

Included in your package is a copy of an actual Project Description and Estimated Costs form that you would complete if you were submitting a proposal to the Winnipeg Housing and Homelessness Initiative for funding. Part of the form has been completed for you, such as the capital costs and the rents needed to achieve a small positive annual cash flow. As part of the case study you are asked to review the form and complete the last page identifying funding sources and amounts required to fund the total capital cost of the project. In this scenario, no debt financing has been assumed. If debt financing is to be used, the rents may need to be increased to cover the repayment of the financing.

You will also need to identify any special needs the tenants you have selected may have and how those will be addressed (e.g. by your organization, through a partnership, fee for service, etc.). You are also being asked to identify other funding partners (i.e. other than municipal, provincial or federal government) and indicate the amount of their contribution.

### **Case Study Two: Rehabilitation of an Existing Building**

Participants were asked to consider a hypothetical project to create housing for an identified target population of tenants. Specifically, they were requested to develop a proposal to **rehabilitate an existing** building for residential occupancy in Winnipeg's inner city. The end use of the project could be **permanent or transitional housing** for low-income individuals (including Employment and Income Assistance recipients). Their task was to determine if and how capital management would be structured, and whether the project would be feasible. They were to identify both funding and other partnerships to help make the project economically feasible and to provide supports that may be required for tenant populations with special needs. Finally, they were asked to make recommendations to address their identified needs to develop the proposed project.

#### **Assumptions:**

Your objective is to develop 15 to 20 units

You (the proponent) are an incorporated organization. GST calculations in attached scenarios assume that you are non-profit (receiving 50% GST rebate). If you are not non-profit, GST in the attached estimated project costs must be doubled.

You are expected to identify your target population (e.g. Aboriginal people, youth, young adults, immigrants, people with disabilities, women, single parents, etc.).

Targeted properties will be in Winnipeg's inner city.

Property is available from a private source for sale, which is a 10,000 square foot three-story vacant and boarded building in the inner city, near the Health Sciences Centre. The building is zoned for multi-family occupancy, but has been vacant for two years, so no zoning is "grandfathered." Only limited street parking is available. The building is on the market for \$150,000.

The local neighbourhood is wary of low-income rental housing and may be opposed to the project (NIMBY concerns).

Recommendations:

# Workshop Case Studies







## Flip Chart

### Green/Yellow Team

**Mixed:** Students, seniors, Aboriginal Peoples, Immigrant peoples.

**Size** 8,000sq feet, 20 units

**Income of population**

1/3 EIA 1/3 \$20,000-\$25,000 1/3 \$30,000

**Lot** Health Science Centre, 8,000 sq feet value \$35,000

**Rezoning**

**Partners** Health Science Centre

**Renters**

Patients @HSC

Medical (Health auth)

Companions to HSC

Medical nursing students

### PUT PICTURE OF DRAWING IN HERE

Wood construction, concrete

**Partners**

HSC-outpatient services

WRHA & independent living residents

Centennial nbhd project-property manger?

Pilot geo-thermal

Non-profit developer with training component (youth builders)

ACU & jubilee; WHHI

Feds-Kyoto/climate \$

Aboriginal \$ (single Window)

**Questions:**

**Based on given assumptions, what type of project do you propose to develop?**

20 units, 425 sq feet

**What is the tenant population your project is intended to serve?**

Mixed students, Aboriginals, seniors, linked to hospital services

**How does the proposed project meet tenants' needs for affordable housing and (if required) for services and/or supports?**

**What will be the total cost of the project (soft costs included)?**

Include a live-in caretaker

**What are the monthly rents that will be charged?**

**How will the project be financed (What are your funding sources)?**

**How much funding will be required from all sources?**

**What partnerships have you identified?**

Non-profit developer, training in construction

HSC- some suites for medical services like dialysis, physio, come in from the North

Lease some units for medical services

Assinaboine Credit Union Jubilee Fund

Commercial Space (rental)

RHA

Top floor mixed

Centennial Project (investor)

Possible co-op, property management

## **Green/Yellow Team Cont'**

### **What will your partners contribute to the project?**

Federal Climate Change  
Partners for geo-thermal  
WHHI- Funders  
WRHA- for the two accessible units, independent living resource centre  
Education Training for funding, single window –Aboriginal training  
Colleges (Jobworks) for training

### **How will you deal with NIBY concerns?**

Talk to community before, community meetings

### **Who will manage the housing project when it is completed?**

non-profit managers (Centennial non-profit)  
Possibly a co-op

### **Is the project economically feasible?**

Issues-height restrictions, zoning

#### **Recommendations:**

#### **Regarding Funding**

- need some rent supplements to make project work
- EIA sources could be used as a guarantee for equity proposes for mortgages

#### **Regarding Partnerships**

- Non-profit profit manager
- leads4 arrangement with Health Sciences/WRHA to ensure transitional uses.

#### **Regarding WHHI supports**

- use training groups , would keep costs down

#### **Other Comments**

# RED TEAM

## Rehabilitation of Existing Buildings

### **Assumptions:**

Integrated housing

Aboriginal Component

Youth Component

Immigrant Component

Accessible housing on Main Floor

### **Unit Size:**

20 units

Building Size-10,000 sq. feet

Common Area-2,000 sq feet

1,000 sq feet

5 studio suites (students, elders, portion transitional)

5-one bedroom suites (singles, couples)

5 two bedrooms (families)

5 three bedroom suites (families)

Total= 20 units

## **Based on given assumptions, what type of project do you propose to develop?**

Integrated housing

5 studio suites

5-one bedroom suites

5 two bedrooms

5 three bedroom suites

## **What is the tenant population your project is intended to serve?**

Transitional, students, elders

Singles, couples, families

## **Rents**

5 units– EIA  
10 units– MMR's  
5 units– market

## **MMR**

One bedroom = \$ 525  
Two bedroom = \$665  
Three bedroom = \$875  
Studio = \$300

## **Three Beds**

Five units  
Three units = \$430  
Two units = \$875

## **Two Beds**

Five units  
Two units EIA= \$387  
Two Units MMR = \$665  
One unit market = \$

## **Recommendations:**

### **Funding:**

- look at multiple sources of funding, including churches (funding partnerships)
- funding for individuals
- energy efficiency grants

### **Partnerships:**

- Aboriginal community
- local health Authority
- persons with disabilities



# Yellow

## **Target:**

Ex-offenders, transients

## **Transitional housing**

links to programming

## **Sustainability**

Partner with WRH to guarantee usage of number of units

## **Targeted funding**

Eg. If proposal supports specific groups seek funding for those groups

## **Risk**

Secure partnerships to reduce risk

## **Sustainability**

**\$66,000 annual operating costs**

**i) agreement with WRA to rent five rooms at \$525 per month (\$27,000 annually)**

**ii) 12 rooms at \$271 per month (\$30,000)**

**iii) funding to provide programming (10, 000)**

# BLUE TEAM

Transitional

## Assumption

Ground floor accessible

Property close to HSC

Singles /couples with health issues, coming from out of town with limited income

Referred by RHA's

No marketing costs/no rent up costs

Link re; discharge and homecare

Furnished suites

Rents linked to EIA

Charitable status

Question arch/Eng fees

Capital costs \$ 1.1 M

Rent Charged:

EIA \$271

\$50

Total \$330

Need: \$65,000 /door

RRAP \$18,000 / unit

(accessible RRAP)

AHI \$35,000 unit

NHA \$10,000 unit

SCPI

Spence City Allocation ; \$5000 /unit

Community consultation

-mtgs

-community design

Professional property design

# Green

## 1) Type

Two accessible –500  
Four transitional –800  
Eleven long-term

## 2) Tenant population

Mixed-diverse, low-income  
\$30,000, families, singles, seniors

## Type of units type of units

Bachelor– five –sq feet 300  
One bedroom –6– sq feet 500  
Two bedroom –6– sq feet 600

## 3) Accessible units for persons with disabilities

Youth independent living skills-building-experience /credibility  
Accessibility for seniors  
On-site caretaker

## 4) \$1,473,301

## 5) Bachelor-1355 Two @271, Three @525

One Bedroom 2162 Two @ 285, Two @ 271, Two @ 525  
Two bedroom 3156 three @ 387, Three @ 665  
Total 6673/7000 yr\$y \$84,000

## Financing?

Winnipeg Foundation \$20,000  
SCPI-\$280,000  
City of Winnipeg-\$144,500  
AHI -\$ 2,500,000  
NHA- \$ 170,000

## Nimby-ism?

Centennial Neighbourhood Association/Council; (get their advice and support

## Green cont'

### **Partnerships**

YTAG– Young Tenants Advocacy Group  
Independent Living Resource Centre  
New Directions  
MacDonald Youth Serviced  
Centennial Neighbourhood Association/Council  
WRHA

11) SAM Management to manage project

12) Yes

### **Recommendations**

#### **WHHI Supports:**

- assistance in filling out forms (make it simple/less complicated)
- no income limit for single family homeowners
- visit-able/accessible








## **Registered Participants**

**Presentation by: Terry Wotton  
Director, Affordable Housing Initiative  
Canada-Manitoba Affordable Housing Initiative**

## Manitoba's Housing Programs For Limited Income Households



## Housing Programs

- Three main areas of housing programs available to assist limited income households:
  - Housing Renovation Programs
  - Affordable Housing Initiative (AHI)
  - Complimentary Programs

## Housing Renovation Programs

- In 2000, the province assumed administrative responsibility for federal/provincial cost- shared renovation and repair programs.
- This includes the Residential Rehabilitation Assistance Program (RRAP), which has five program components:
  - RRAP for Persons with Disabilities
  - Homeowner RRAP
  - Rental RRAP
  - Rooming House RRAP
  - RRAP Conversion

## Affordable Housing Initiative

- September 20, 2002 - Manitoba signed an Affordable Housing Initiative (AHI) agreement worth over \$50 million
- April 25, 2005 – Manitoba signed Phase II of the Affordable Housing Initiative for over 23 million bring total federal/provincial funding to almost 74million.

## AHI – Phase II

- Additional funding under Phase II is directed towards low-income households eligible for social housing.
- Phase II also provides more flexibility to:
  - Provide increased funding contributions to eligible low-income units;
  - Provide jointly funded rent supplement;
  - Fund the acquisition and renovation of existing buildings for re-use as affordable housing for low-income households.

## AHI Program Components

The AHI is being delivered through five program components:

- New Rental Supply Program
- Repair/Conversion Program
- New Homeownership Supply Program
- Homebuyer Down Payment Assistance Program
- Rent Supplement Program

## New Rental Supply Expression of Interest

- Expression of Interests issued in May 2003 and October 2004 to solicit proposals for new rental housing
- Conditional allocation of funding provided to selected proposals to finalize projects
- Average funding \$35,000 to 40,000 per unit
- Another Expression of Interest anticipated in Fall of 2005

## Median Market Rents

** EFFECTIVE APRIL 1, 2005 **				
	ONE BED	TWO BED	THREE BED	FOUR+ BED
WINNIPEG				
<b>HIL</b>	\$21,000	\$26,500	\$35,000	\$40,500
<b>MMR</b>	\$525	\$665	\$875	\$1,015
OTHER MARKETS				
<b>HIL</b>	\$18,500	\$24,000	\$29,000	\$32,500
<b>MMR</b>	\$465	\$600	\$725	\$815

## Complimentary Programs

- Neighbourhood Housing Assistance
- Proposal Development Funding

## Proposal Development Funding

- Interest-free loans to help co-operative and non-profit housing groups offset costs of bringing an affordable housing proposal to mortgage financing stage
- Important tool to accommodate significant interest generated by AHL in development of new multiple-unit affordable housing projects

## Thank You

If you would like to receive further information on any of the programs, eligibility criteria, target groups or areas please call:

945-5566 (Winnipeg)  
or

1-866-689-5566 (Manitoba)

Presentation by: Home\$ave-SEED Winnipeg




**seed**  
Supporting  
Employment &  
Economic  
Development  
WINNIPEG INC.

# CEDTAS

**Community Economic Development  
Technical Assistance Service**

Launch in fall 2005


Kerniel Aasland 927-9921  
cedtas@seedwinnipeg.ca



**seed**  
Supporting  
Employment &  
Economic  
Development  
WINNIPEG INC.

# HOME\$AVE

- Proposed national project
- Assist 200 low-income Winnipeg families to buy a home
- Matched savings
- Money Management Training



**Social & Enterprise  
SEDI  
Development Innovations**

## Committee Members

Cleve, Denis	Canada Mortgage and Housing Corporation
Dessens, Dave	Planning, Property & Development, City of Winnipeg
Joyal, Lori	HRSDC
Kirby, Roy	Winnipeg Housing and Homelessness Initiative
Lidstone, Jennifer	WHHI - City of Winnipeg
McCracken, Molly	Community and Economic Development Committee of Cabinet
Patrick, Lillian	HRSDC
Raths, Wendy	Housing Services - MHRC
Rohulich, George	HRSDC
Soldevilla, Marjorie	Winnipeg Housing and Homelessness Initiative
Stansen, David	Planning, Property & Development, City of Winnipeg
Szeto, Nathanael	HRSDC
Whyte, Donna	Winnipeg Housing and Homelessness Initiative
Whyte, Tusha	Winnipeg Housing and Homelessness Initiative
Williamson, Brian	HRSDC

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Ament, Don	Ten Ten Sinclair Housing Inc.
Anderson, Keith	Brandon Neighbourhood Renewal Corporation
Anderson, Lois	The Prospex Group
Baker, Darcy	HRSDC
Barbour, Nancy	North End Community Renewal Corporation
Bartlet, Doug	Kinew Housing Ltd.
Betker, Jeffrey	Manitoba Métis Federation
Bileski, Bern	Social Planning Council of Winnipeg
Boryen, Burton	Advanced Design/Building Inc.
Bradley, Linda	Sistars Community Economic Development Co-op
Budge, Minnie	Métis Child and Family Community Services
Carter, Tom	University of Winnipeg
Cates, Farley	The Prospex Group
Collins, Dinah	HRSDC
Cook, Heidi	Southern Chiefs Organization
Decuyvere, Henry	CHAM Holdings
Dedi, Rick	Community and Economic Development Committee of Cabinet
Derksen, Cam	Uturn Transitional Housing
Dolin, Marty	Welcome Place, Manitoba Interfaith Immigration Council
Douglas, Andrew	SEED Winnipeg
Duboff, Neil	Edwards Haight & Schachtery
Dzedzora, Sandy	Sistars Community Economic Development Co-op
East, Jacquie	City of Winnipeg
Fisch, Karen	Brandon Neighbourhood Renewal Corporation
Friesen, Anita	University of Winnipeg
Friesen, Brad	MHRC
Friesen, Maggie	SNA
Fry, Ben	Winnipeg Regional Health Authority
Gateson, Roger	Grain of Wheat Church Community
Giesbrecht, Karen	Spence Neighbourhood Association
Goertzen, Joy	Research and Development, Housing Services - MHRC
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Gumbmann, Katharina	amily Life and Education Centre
Gunn, Jon	Manitoba Intergovernmental Affairs
Hoehn, John	Housing Services – MHRC
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Huband, Justice Charles	Westminster Housing Society
Huntinghawk, Marilyn	
Huizinga, Gilles	Wood Buffalo Housing & Development Corporation
Ingram, Iris	Winnipeg Housing and Rehabilitation Corporation
Jacobucci, Christa	MHRC
John, Rico	West Broadway Neighbourhood Housing Resource Centre
Jones, Melody	Independent Living Resource Centre
Juras, Dina	National Crime Prevention Centre
Keewatin, Ken	Brandon Friendship Centre
Kerr, David	Agricultural Foods Rural Initiatives

Kruck, Glen	Canadian Mental Health Association, Westman
Krysko, Sharon	Family Services & Housing, WCFS Branch
Lehotsky, Reverend Harry	Lazarus Housing/New Life Ministries
Lidstone, Jennifer	WHHI - City of Winnipeg
Long, Marianne	Marianne Long and Associates
Lopes, Mario	West Broadway Development Corporation
Lutter, Bernie	Bernie Lutter Enterprises
MacFadyen, Bob	Canadian Mental Health Association, Winnipeg Region
Maunder, Mike	New Directions
McCarville, Chris	Manitoba Agriculture and Food Rural Initiatives
McCracken, Molly	Community and Economic Development Committee of Cabinet
McDonald, Sandi	Southern Chiefs Organization
McKay, Nanette	North End Community Renewal Corporation
McLeary, Rob	Urban Aboriginal Strategy
Miedema, Don	Spence Neighbourhood Association
Minuk, Jeff	City of Winnipeg
Mitchell, Ross	ND – LEA
Mohammed, Nigel	Assiniboine Credit Union
Motherall, Jim	
Moxam, Joy	HRSDC
Mulligan, Susan	Institute of Urban Studies, University of Winnipeg
Murdoch, Ken	North End Housing Project
Nichol, Roy	Manitoba Métis Federation
Olson, Valerie	Peguis First Nation
Pachal, Derek	United Way Winnipeg
Pannell, Brian	Kikinaw Housing Inc.
Pasquarelli, Fiorina	Spence Neighbourhood Association
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Ranville, Stirling	Manitoba Métis Federation
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Renghen, Garan	HRSDC
Rewniak, Dwayne	Strategic Initiatives, MHRC
Ring, Linda	City of Winnipeg - Planning, Property & Development
Rohulich, George	HRSDC
Romas, Randy	Manitoba Hydro
Schwandt, John	West Broadway Development Corporation
Sharman, Kim	Employment, Income and Housing Division Family Services and Housing
Shmigelsky, Lorie	HRSDC
Skaptason, Kerri	RAY
Smith, Councillor Harvey	
Smoke, Eladia	
Smoter, Tadeusz	Tadeusz Smoter Inc.



Snow, Bonnie	Habitat For Humanity
Socha, Laurie	S.A.M. (Management) Inc.
Soldevilla, Marjorie	Winnipeg Housing and Homelessness Initiative
Soldier, Larry	Assembly of Manitoba Chiefs
Sricmandra, Rozelle	Winnipeg Regional Health Authority
Stansen, David	Planning, Property & Development City of Winnipeg
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Szeto, Nathanael	HRSDC
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Terichow, Terry	Jubilee Fund Inc.
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Tran, Ann	HRSDC
van Drongelen, Pastor John	Red River Christian Fellowship
Vernaus, Pam	Manitoba Hydro
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Yauk, Tom	Housing Opportunity Partnership
Young, Dave	Winnipeg South Seniors Village