Minute No. 154
Report - Executive Policy Committee - January 16, 2008

Item No. 1 Overview of Winnipeg Housing Homelessness Initiative
File EX

COUNCIL DECISION:

Council concurred in the recommendation of the Executive Policy Committee and adopted the following:

1. That the "Report on the Extension of the Mandate of the Winnipeg Housing and Homelessness Initiative", outlined as Appendix A to the report of the Acting Director of Planning, Property and Development dated December 17, 2007, be received as information.

2. That the Memorandum of Understanding outlined as Appendix B to the report of the Acting Director of Planning, Property and Development dated December 17, 2007, which renews the City of Winnipeg's commitment to coordinating the implementation of its strategies related to housing revitalization and homelessness through the Winnipeg Housing and Homeless Initiative until March 31, 2013, be approved.

3. That the Home Renovation Tax Assistance program be included as part of the City's Winnipeg Housing and Homelessness Initiative contribution.

4. That the Proper Officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Report - Executive Policy Committee - January 16, 2008

DECISION MAKING HISTORY:

Moved by His Worship Mayor Katz,

That the recommendation of the Executive Policy Committee be adopted by consent.

Carried

EXECUTIVE POLICY COMMITTEE RECOMMENDATION:

On January 16, 2008, the Executive Policy Committee concurred in the recommendation of the Winnipeg Public Service and submitted the matter to Council.

EXECUTIVE POLICY COMMITTEE:

On December 12, 2007, the Executive Policy Committee laid the matter over for thirty (30) days.

On September 12, 2007, the Executive Policy Committee directed the Winnipeg Public Service to undertake a final review of the Winnipeg Housing and Homelessness Initiative (WHHI) that includes:

1. Outputs from the WHHI, including program and neighbourhood-specific outputs;
2. Changes in assessed values and market values in the designated Housing Improvement Zones;
3. Qualitative feedback on the WHHI, where possible,

and report back to its meeting in November 2007.

WINNIPEG HOUSING STEERING COMMITTEE RECOMMENDATION:

On July 17, 2007, the Winnipeg Housing Steering Committee recommended to the Executive Policy Committee that the Administration be directed to prepare a report for consideration by the Steering Committee in the fall of 2007 outlining performance indicators (what is working very well and what could be working better) for each of the Housing Improvement Zones in order to determine funding requirements in the preliminary 2008 Operating Budget for the Winnipeg Housing Homelessness Initiative.

RE: Overview of Winnipeg Housing and Homelessness Initiative

FOR SUBMISSION TO: Executive Policy Committee

ORIGINAL REPORT SIGNED BY: Director of Planning, Property and Development

REPORT DATE: December 17, 2007

RECOMMENDATION:

1. That the attached "Report on the Extension of the Mandate of the Winnipeg Housing and Homelessness Initiative" contained in Appendix A be received as information.

2. That Council approve the attached Memorandum of Understanding in Appendix B, which renews the City of Winnipeg's commitment to coordinating the implementation of its strategies related to housing revitalization and homelessness through the Winnipeg Housing and Homeless Initiative until March 31, 2013.

3. That the Home Renovation Tax Assistance (HRTA) program be included as part of the City's WHHI contribution.

4. That the proper officers of the City be authorized to do all things necessary to implement the intent of the foregoing.

Report Summary

Key Issues:

- The review of the Winnipeg Housing and Homelessness Initiative (WHHI) evaluates the effectiveness of the model of co-location among the three levels of government. Operational effectiveness measures indicate the WHHI is performing well and clients are generally satisfied with the service they have received. Findings from an independent review shows that the joint participation through the WHHI has significantly reinforced the perception among the public that governments are working as partners to address housing and homelessness issues in Winnipeg in a coordinated fashion.
- One of the key elements of the WHHI approach is requiring greater reference to housing market information at the neighbourhood level in determining the level and distribution of housing provision within the community, and to tailor the delivery of housing to the circumstances of the local area. The platform of housing programs that the City has created and funded through the Housing Rehabilitation Investment Reserve has assisted in rebalancing the demand and supply to improve access and affordability to housing in

Inner-City neighbourhoods. Notwithstanding these considerable progresses, more work remains to be done to address housing and homelessness needs in Winnipeg's older neighbourhoods.

- To further stimulate the development industry in addressing constrained housing supply, the City has added some new tax policy tools to complement and enhance the existing housing programs funded through the Housing Rehabilitation Investment Reserve. These new tools are the Residential Infill Tax Credit Program, the Neighbourhood Multiple Family/Mixed-Use Building Grant Program, and the Downtown Multiple Family/Mixed-Use Building Grant Program. The programs are delivered from the WHHI office.

Implications of the Recommendation(s):

General Implications

( ) None

(**X**) For the organization overall and/or for other departments

(**X**) For the community and/or organizations external to the City

( ) Involves a multi-year contract

Comment(s): The recommendations of this report support intergovernmental cooperation for the purpose of coordinating the implementation of their respective strategies relating to housing revitalization and homelessness in Winnipeg. They also support the City's commitment to responsive government, including consideration of long-term economic benefits and costs.

Policy Implications

(**X**) No

( ) Yes

Comment(s): Plan Winnipeg 2020 Vision supports:

1) The creation of healthy neighbourhoods under 1B-01 Support Neighbourhood Revitalization by "iii) providing leadership in the development of multi-level government programs and the facilitation of effective inter-agency communication networks to support community-based strategies"; under 1B-02 Promote Neighbourhood Safety by "working in partnership with other levels of government, schools, and community

agencies to develop innovative community-based programs focused on local participation, information sharing, and education and awareness of safety issues"; under 1B-04 Support Protection and Creation of Character Areas by "encouraging partnerships with other levels of government and private organizations for the development of special amenities and programming activities within character areas."

2) Addressing housing needs under 1C-01 Facilitate Provision of Safe and Affordable Housing by "i) working with the housing industry, financial institutions, volunteer and non-profit organizations, and other levels of government to develop long-term funding strategies."

Regulatory Implications

(**X**) None

( ) Eliminates or reduces regulatory impact

( ) Proposes regulatory impact

Comment(s): The recommendations of this report do not impose any regulatory requirements. Note the attached MOU renews the City commitments to WHHI, a proven model of co-location and coordination among the three levels of government. The WHHI model is based on sound municipal management principles and integrates high standards of service delivery.

Environmental Implications

( ) No

(**X**) Yes

Comment(s): The recommendations of this report support the City's commitment to Environmental Stewardship. The delivery of housing programs through the WHHI facilitates the construction or redevelopment of buildings containing dwellings that incorporate improved energy efficiency standards thereby encouraging sustainability. The WHHI also contributes to the creation of a beautiful City by addressing housing needs in a coordinated and integrated manner, which supports high-quality urban design, compact urban form and promotes cleanliness.

Human Resources Implications

(**X**) No

( ) Yes

Comment(s): No additional human resources required.

Financial Implications

(**X**) Within approved current and/or capital budget

( ) Current and/or capital budget adjustment required

Comment(s): There are no financial implications associated with the recommendations of this report.

Report

REASON FOR THE REPORT:
This report is in response to Executive Policy Committee's Decision of September 12, 2007 that requested the Public Service to undertake a final review of the Winnipeg Housing and Homelessness Initiative (WHHI) that includes: 1) Outputs from the WHHI, including program and neighbourhood-specific outputs; 2) Changes in assessed values and market values in the designated Housing Improvement Zones; 3) Qualitative feedback on the WHHI, where possible, and report back to its meeting in November 2007.

HISTORY:
In the late 1990's, inner city Winnipeg was experiencing a number of severe problems. Abandoned homes, very large numbers of homes requiring significant repairs, a high arson rate, and declining property values along with significant social problems threatened the future of Winnipeg communities and the quality of life of residents. These issues had a direct impact on the City's overall health and vitality. To address this escalating issue, City Council approved the Winnipeg Housing Policy. This policy has given rise to the City of Winnipeg Housing Initiative. New programs were created and partnerships were developed between the City of Winnipeg and other governments and communities.

On May 4th, 2000, the City of Winnipeg signed a Memorandum of Understanding (MOU) establishing the Winnipeg Housing and Homelessness Initiative (WHHI). This tri-level partnership with the housing and homelessness agencies of the Government of Canada (Canada Mortgage and Housing Corporation and Human Resources Development Canada), and the Province of Manitoba was based on a "single window access" delivery model.

The WHHI office, currently located at 361 Hargrave, opened its doors to the public with the intent to operate as a three-year partnership, with the expiration of the first MOU on March 31, 2003. The second MOU, which supported the continuation of the WHHI Office, was signed by all three levels of government in November 2003. The second MOU on the WHHI required a mid-term evaluation for continuation in 2005 and expires on March 31, 2008. The endorsement of the positive mid-term evaluation was signed by all three levels of government in May 2006. WHHI staff continue to deliver the existing and proven programs of all three levels of government in a coordinated manner from a central location and work closely with community groups in targeted neighbourhoods to build capacity and develop plans that respond to local needs.

DISCUSSION:
The review of the Winnipeg Housing and Homelessness Initiative (WHHI) evaluates the effectiveness of the model of co-location among the three levels of government. Operational effectiveness measures indicate the WHHI is performing well and clients are generally satisfied with the service they have received. Findings from an independent review shows that the joint participation through the WHHI has significantly reinforced the perception among the public that governments are working as partners to address housing and homelessness issues in Winnipeg in a coordinated fashion.

The attached evaluative report in Appendix A reviews the effectiveness of the WHHI model of co-location among the three levels of government. The specific information requested by EPC is addressed in the attached report as follows:

1) Outputs from WHHI can be found in "***sections c and e***" of Appendix A. As of June 30, 2007, WHHI partners have committed over $100 million in funding for the repair, rehabilitation, or construction of 4,045 housing units and 204 rooms or beds in the City of Winnipeg. The City of Winnipeg participation in the WHHI has produced a leveraging ratio of 10.2, (meaning for every $1.00 the City invested in housing projects an additional $10.20 has been invested by other WHHI partners).

   So far, the City has invested a little more than $8.9 million, which has assisted in the repair, rehabilitation, or construction of 2,572 housing units. City Council approves funding for the City of Winnipeg Housing Initiative (CWHI) on an annual basis usually through the approval of the City's Operating Budget. These funds are transferred to the Housing Rehabilitation Investment Reserve (HRIR) to fund the CWHI six housing programs (see Table 1). Program and neighbourhood-specific outputs attributed to the CWHI can be found in Tables 2 to 5.

   The City also complements CWHI funding with land transfers to local not-for-profit housing groups. The total value of these lands transfers corresponds to approximately $3.1 million (see Table 6), which further supports infill development and rehabilitation activities in those areas. In addition, the City is the delivery agent of the Residential Rehabilitation Assistance Program (RRAP), which is being delivered from the WHHI. RRAP makes an important contribution in revitalizing Winnipeg's older housing stock (see Table 7 and 8).

Table 1: Funds approved by City Council for HRIR

	2000	2001	2002	2003	2004	2005	2006	2007	Total
Funds transfer to HRIR	$3,313,990	$1,000,000	$1,000,000	$704,992	$0	$940,000	$1,000,000	$1,000,000	**$8,958,982**

Table 2: City of Winnipeg Funding Contribution by Program through HRIR

City of Winnipeg Housing Initiative Programs	2000	2001	2002	2003	2004	2005	2006	Ytd 2007	Total
Aboriginal Housing							$224,000	$198,500	$422,500
Development Cost Offset	$165,369	$12,707	$93,584	$30,700	$10,000		$30,000	$5,000	$347,360
Downtown Housing				$220,000					$220,000
Housing Plans and Advocacy	$90,000	$7,125	$15,000	$30,000	$15,000	$29,250			$186,375
Minimum Home Repair	$24,457	$775,221	$317,513	$37,610	$40,025	$41,857	$51,706	$46,289	$1,334,678
Neighbourhood Housing	$250,000	$1,531,351	$456,407	$922,814	$872,720	$595,168	$957,829	$539,046	$6,125,334
Other: *includes housing forums, special events, etc*	$3,967	$9,601	$3,592	$43,061	$36,086	$60,290	$35,212	$36,000	$227,809
Total	$533,793	$2,336,005	$886,096	$1,284,185	$973,830	$726,565	$1,298,748	$824,835	**$8,864,056**

Table 3: Number of Dwelling Units Rehabilitated by HRIR Funded Program

City of Winnipeg Housing Initiative Programs	2000	2001	2002	2003	2004	2005	2006	Ytd 2007	Total
Aboriginal Housing							38	16	54
Development Cost Offset	70	4	36	5	2		8	1	126
Downtown Housing				82					82
Housing Plans and Advocacy									0
Minimum Home Repair	10	271	115	21	15	17	19	17	485
Neighbourhood Housing	25	286	94	310	295	242	294	279	1,825
Other: *includes housing forums, special events, etc*									0
Total	105	561	245	418	312	259	359	313	**2,572**

Table 4: City of Winnipeg Funding Contribution by Neighbourhood through HRIR

Neighbourhood	2000	2001	2002	2003	2004	2005	2006	YTD 2007	Total
Centennial							$170,080	$81,000	$251,080
North Point Douglas	$8,141	$57,817	$118,327	$147,380	$211,917	$141,634	$104,818	$99,790	$889,824
Spence	$93,985	$475,529	$244,405	$287,267	$199,032	$149,998	$100,544	$135,900	$1,686,660
West Broadway	$104,734	$263,562	$200,870	$187,205	$210,001	$64,225	$113,949	$200,646	$1,345,192
William Whyte	$314,309	$261,586	$140,904	$367,292	$221,076	$147,225	$157,144	$72,999	$1,682,536
Other: *includes Downtown, Aboriginal Funding, other MIAs, Flora Place, etc.*	$12,624	$1,277,511	$181,590	$295,041	$131,805	$223,483	$652,212	$234,500	$3,008,765
Total	$533,793	$2,336,005	$886,096	$1,284,185	$973,830	$726,565	$1,298,748	$824,835	**$8,864,056**

Table 5: Number of Dwelling Units Rehabilitated through HRIR by Neighbourhood

Neighbourhood	2000	2001	2002	2003	2004	2005	2006	YTD 2007	Total
Centennial							52	15	67
North Point Douglas	3	15	16	83	79	73	63	95	427
Spence	12	145	62	72	59	55	52	61	518
West Broadway	46	29	46	58	72	34	49	61	395
William Whyte	40	83	46	122	91	73	73	65	593
Other: *includes Downtown, Aboriginal Funding, other MIAs, Flora Place, etc.*	4	289	75	83	11	24	70	16	572
Total	105	561	245	418	312	259	359	313	**2,572**

Table 6: Value of City Land Transferred for Infill Development by Neighbourhood

Neighbourhood	# of Lots	2000	2001	2002	2003	2004	2005	2006	Ytd 2007	Total
Centennial	25					$10,400	$12,200	$385,800	$47,500	$455,900
North Point Douglas	18				$16,850	$23,800	$3,100	$89,300	$12,200	$145,250
Spence	31			$111,850	$52,350	$38,050	$115,250	$117,700	$30,800	$466,000
West Broadway	10		$10,700	$14,200	$16,600			$9,800	$12,900	$64,200
William Whyte	59		$52,750	$66,050	$123,550	$26,550	$60,000	$151,451	$33,250	$513,601
Other: *includes Downtown, other MIAs, Rehab Areas, Flora Place, etc.*	97		$44,600	$46,350	$85,800	$29,600	$901,450	$327,300	$82,400	$1,517,500
Total	240	$0	$108,050	$238,450	$295,150	$128,400	$1,092,000	$1,081,351	$219,050	**$3,162,451**

Table 7: City Delivered RRAP Funding by Neighbourhood

Neighbourhood	2000	2001	2002	2003	2004	2005	2006	YTD 2007	Total
Centennial	*n/a*	*n/a*	*n/a*			$19,612			$19,612
North Point Douglas	*n/a*	*n/a*	*n/a*				$16,000	$94,500	$110,500
Spence	*n/a*	*n/a*	*n/a*		$60,000	$32,000	$479,750	$120,000	$691,750
West Broadway	*n/a*	*n/a*	*n/a*		$998,416	$288,000	$474,250		$1,760,666
William Whyte	*n/a*	*n/a*	*n/a*	$88,000	$30,481	$128,000	$32,000	$158,500	$436,981
All Other Areas	*n/a*	*n/a*	*n/a*	$1,387,289	$2,117,836	$2,616,171	$2,226,054	$3,067,000	$11,414,351
Total	$1,214,226	$2,591,628	$3,745,495	$1,475,289	$3,206,734	$3,083,783	$3,228,054	$3,440,000	**$21,985,210**

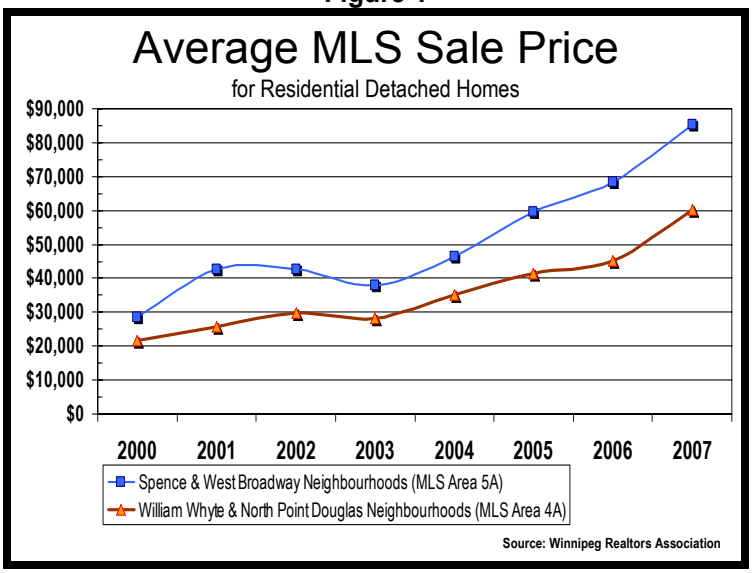
Table 8: Number of Dwelling Units Rehabilitated through RRAP Funding

Neighbourhood	2000	2001	2002	2003	2004	2005	2006	YTD 2007	Total
Centennial	*n/a*	*n/a*	*n/a*			2			2
North Point Douglas	*n/a*	*n/a*	*n/a*				1	6	7
Spence	*n/a*	*n/a*	*n/a*		4	2	30	5	41
West Broadway	*n/a*	*n/a*	*n/a*		43	49	27		119
William Whyte	*n/a*	*n/a*	*n/a*	5	2	6	2	7	22
All Other Areas	131	220	310	159	122	172	174	219	1507
Total	131	220	310	164	171	231	234	237	**1698**

2) Changes in assessed values and market values can be found in "***section d***" of Appendix A. The most recent analysis of property assessment data demonstrated that assessments on new infill and rehabilitated homes have increased considerably as a result of the tri-level WHHI investments. For example, based on past City-funded housing projects, the value of incremental tax revenues is estimated to range from $250,000 to $400,000 per year. These enhanced assessments are expected to have a pay back of 15 years. In addition, the lifespan of new and rehabilitated homes are expected to extend well beyond 25 years. Therefore, City investments in housing have contributed not only to revitalization / renewal of homes and confidence in the City's Housing Improvement Zones, but also to the long-term tax base of the City.

   As for market values in the City's Housing Improvement Zones, they have increased by 180% between 2000 and 2007 (see Figure 1) while the Winnipeg average was 94% for the same period. In the past, these areas suffered from low demand, with many homes abandoned, which lead to problems such as anti-social behaviour and arson.

Figure 1



Notwithstanding the price recovery of houses, the distinct characteristics of houses and housing markets present households with a complex set of choices and poses social and distributional challenges. For example, the success of housing markets in West Broadway caused certain local groups to complain of gentrification since higher house prices can make it difficult for lower income households to buy their own home. Each household may decide to spend more or less on housing services, depending on their circumstances and preferences, but unlike general consumer goods and services, the option of opting-out is not feasible.

3) Qualitative feedback on the WHHI can be found in "***section a***" of Appendix A. Overall, there is strong support from the community to continue the operations of the WHHI. The City's participation in the WHHI and the delivery of the City of Winnipeg Housing Initiative programs have enhanced neighbourhood stability, increased property assessments, provided affordable accommodation and generally improved the overall health of Winnipeg. Nonetheless, there remains more work to be done to address housing and homelessness needs in Winnipeg's older neighbourhoods.

Outcomes: The Effectiveness of the WHHI

One of the key elements of the WHHI approach is requiring greater reference to housing market information at the neighbourhood level in determining the level and distribution of housing provision within the community, and to tailor the delivery of housing to the circumstances of the local area. The platform of housing programs that the City has created and funded through the Housing Rehabilitation Investment Reserve has assisted in rebalancing the demand and supply to improve access and affordability to housing in inner-City neighbourhoods. Notwithstanding these considerable progresses, more work remains to

be done to address housing and homelessness needs in Winnipeg's older neighbourhoods. Table 9 highlights some of the physical characteristics of the City's targeted areas.

Table 9: Housing Stock Characteristics of City's Housing Improvement Zones

Neighbourhood	Land Area (km^2)	All Parcels	Residential Parcels	Dwelling Units	% of Dwellings in Res-1 Buildings (1-4 dw per bldg)	% of Dwellings in Res-2 & Res-3 Buildings (5 or < dw per bldg)	Average Age of Dwellings (years)	% of Dwellings in Need of Major Repairs	% of Dwellings in Need of Critical Repairs (placards, vacant, unsafe)
Centennial	0.533	591	374	1,029	59%	41%	101	13%	4.5%
North Point Douglas	1.145	862	642	1,169	77%	23%	93	15%	5.2%
Spence	0.484	791	552	2,178	39%	61%	101	11%	1.8%
West Broadway	0.674	667	387	3,241	23%	77%	102	12%	0.9%
William Whyte	1.161	2,100	1,688	2,726	87%	13%	93	20%	8.2%
City of Winnipeg	475.209	206,913	167,824	267,137	68%	32%	49	9%	0.4%
Source & Year	City 2005	City 2007	City 2005	City 2007	City 2007	City 2007	City 2007	Census 2001	City 2004

Housing is an important part of the right to enjoy an adequate standard of living and is essential to people's well-being by providing security and comfort. The City is committed to ensuring that everyone has the opportunity to access a decent home. This is not only for the direct benefit of households, but also for guaranteeing social cohesion and better employment prospects, improved health and education and greater economic inclusion.

Although the aim of the Winnipeg Housing Policy is to address the revitalization of housing in stressed neighbourhoods, it also supports housing renewal strategies that integrate economic, structural and social change to improve the quality of life for local residents while building neighbourhood stability. Table 10 summarizes some of the social characteristics of the City's Housing Improvement Zones.

Table 10: Social Characteristics of the City's Housing Improvement Zones

Neighbourhood	Population	Labour Force Participation Rate	Average Household Income	Unemployment Rate	% of Households Below Low Income Cut-Offs	Dwelling Tenure (Ownership Rate)	Crimes against Property compared to Total Dwellings	Crimes against Persons compared to Population
Centennial	2385	49%	$26,018	17%	61%	21%	34%	5.5%
North Point Douglas	2255	56%	$36,415	18%	44%	37%	39%	8.1%
Spence	3750	57%	$27,308	14%	53%	19%	45%	7.7%
West Broadway	5040	62%	$27,824	14%	55%	6%	26%	4.9%
William Whyte	5745	52%	$31,848	16%	49%	19%	40%	6.3%
City of Winnipeg	619,544	69%	$53,176	5.7%	15%	64%	21%	1.2%
Source & Year	Census 2001	Census 2001	Census 2001	Census 2001	Census 2001	Census 2001	City 2003	City 2003

The City's intervention through its participation in WHHI is creating sustainable mixed communities by attempting to reverse the trend towards social segregation and polarisation. In the past, the distressed areas suffered from low demand, with many homes abandoned, which lead to problems such as anti-social behaviour. The tri-level government intervention through the WHHI can be viewed as having some positive social results as illustrated by the crime statistics in Figure 2 and 3.

Figure 2

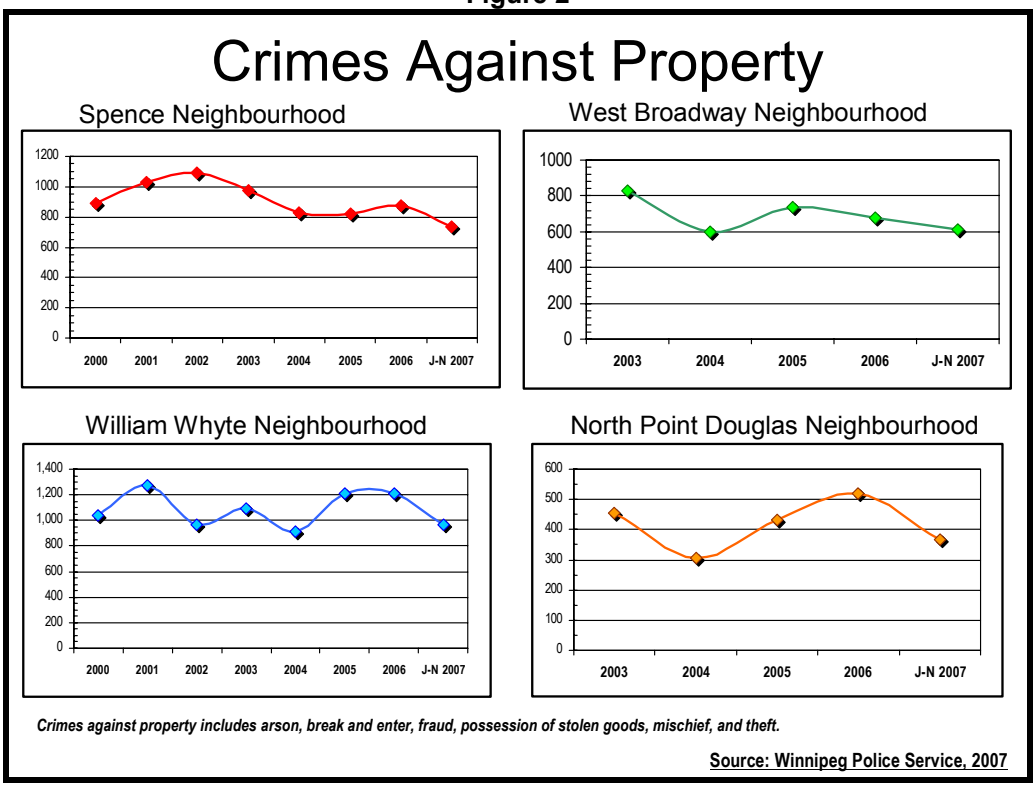
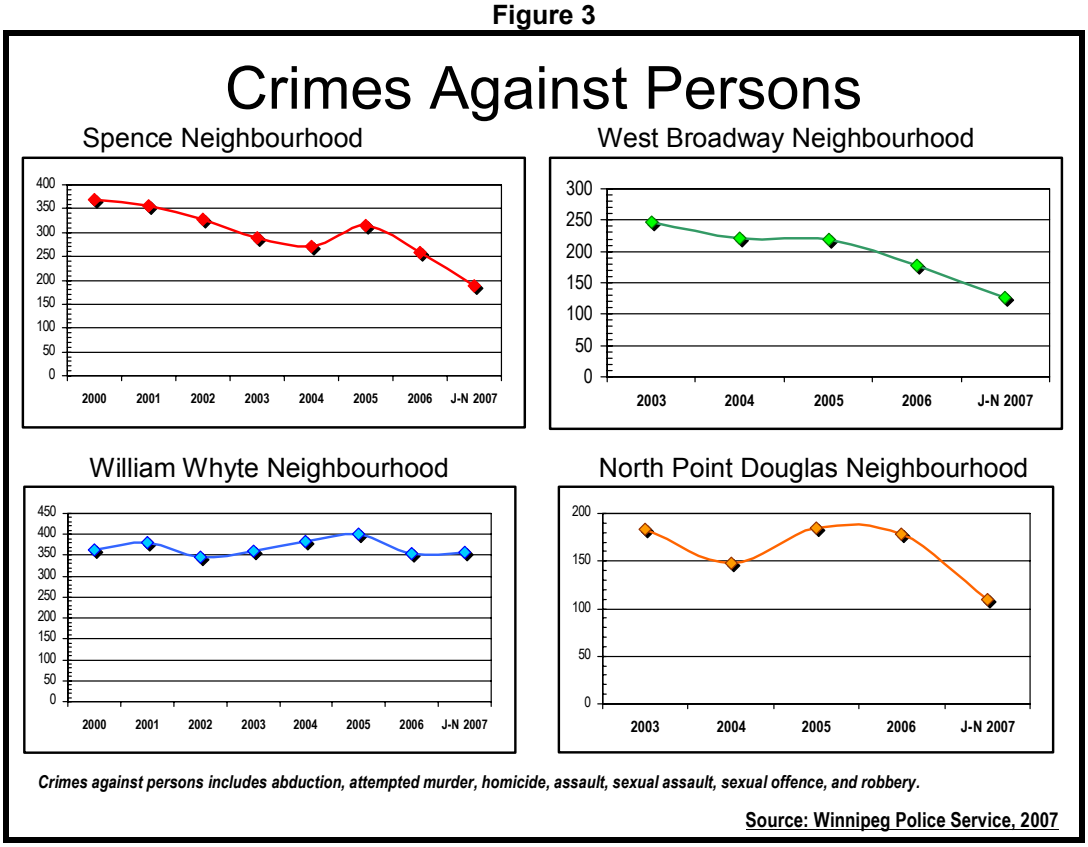


Figure 3



Today, constrained housing supply can lead to increasingly unaffordable housing, frustrating the home ownership aspirations of many individuals and families. The most visible aspect of an undersupply of housing is homelessness, although this results from a number of social as well as economic causes.

So far, the City participation in the WHHI is contributing to achieving a more responsive housing supply. Figure 4 and 5 illustrate an upward trend for housing starts in the inner-city.

Figure 4

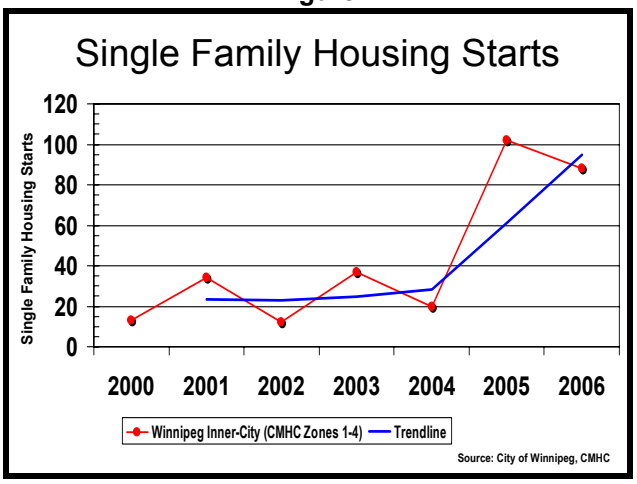
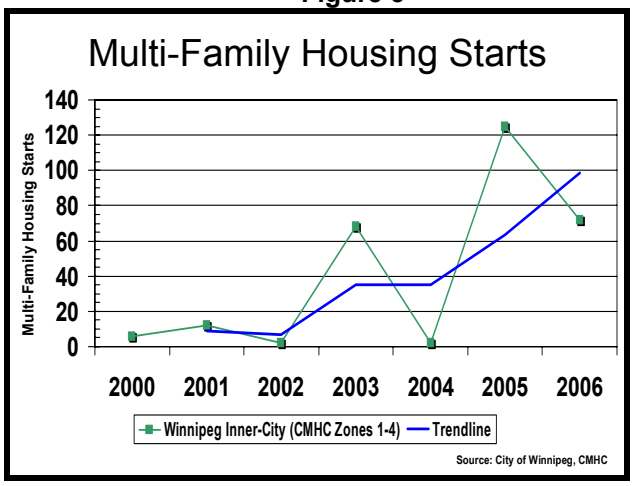


Figure 5



To further stimulate the development industry in addressing constrained housing supply, the City has added some new tax policy tools to complement and enhance the existing housing programs funded through the Housing Rehabilitation Investment Reserve. These new tools are the Residential Infill Tax Credit Program, the Neighbourhood Multiple Family/Mixed-Use Building Grant Program, and the Downtown Multiple Family/Mixed-Use Building Grant Program. The programs are delivered from the WHHI office.

Increasing housing supply will deliver social and economic benefits. While extending opportunities for people to have a home that meets their aspirations, the City will also continue to protect and enhance the environment. The City is committed to making communities cleaner, safer and greener, while improving quality of life of its residents. The new incentives for building on brownfield sites, converting derelict buildings, decontaminating land and the use of energy efficient materials are examples of this.

Sustainable communities need their own identities. Good design contributes to this and can also result in reduced carbon emissions, through reduced construction waste and better use of materials, reduced energy consumption in use, and improved travel of work patterns. The City will continue to ensure good design by regulation through the planning system. Overall, the City's participation in the WHHI encourages community identity, improves the quality of local environments and improves the long-term durability of communities and places.

Financial Impact Statement Date: November 21, 2007

Project Name:

Overview of Winnipeg Housing and Homelessness Initiative

COMMENTS:

There will be no financial implications should Council approve the recommendations contained within this report.

"Original Signed By"
Mike McGinn, CA
Manager of Finance & Administration

IN PREPARING THIS REPORT THERE WAS:

Internal Consultation With and Concurrence By:
Community Services
Property Assessment
Winnipeg Police Services

External Consultation With:
Canada Mortgage and Housing Corporation
Human Resources and Social Development Canada – Service Canada
Manitoba Housing and Renewal Corporation

THIS REPORT SUBMITTED BY:

Department	Planning, Property and Development Department
Division	Real Estate
Prepared by:	David Stansen $_{MBA}$, Housing Development Manager
File No.	

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APPENDIX A



November 2007

REPORT TO EXECUTIVE COMMITTEE
BY MANAGEMENT COMMITTEE

EXTENSION OF THE MANDATE OF
THE WINNIPEG HOUSING AND HOMELESSNESS INITIATIVE

PURPOSE

The mandate of Winnipeg Housing and Homelessness Initiative (WHHI) currently extends to March 31, 2008.

The intent of this report is to advise concerning the effectiveness of the WHHI model of co-location among the three levels of government. An evaluation of the housing and homelessness programs offered by each level of government is not part of this review.

Executive Committee approval of the extension of the WHHI mandate to March 31, 2013 is requested. A Memorandum of Understanding extending the mandate is attached for signature.

Background:

In the late 1990's, inner city Winnipeg was exhibiting a number of severe problems. Abandoned homes, very large numbers of homes requiring significant repairs, a high arson rate, and declining property values along with significant social problems threatened the future of Winnipeg communities and the quality of life of residents.

At the same time, the issue of increasing levels of homelessness was receiving a good deal of prominence across the country and particularly in large urban centres including Winnipeg. To address this escalating issue, new funds were identified and partnerships developed between governments as well as between governments and communities.

As part of this process, the Winnipeg Housing and Homelessness Initiative (WHHI) was created by a Memorandum of Understanding signed by the Government of Canada, the Government of Manitoba, and The City of Winnipeg on May 4, 2000. The MOU had a three-year term expiring on March 31, 2003. Through a second Memorandum of Understanding on November 27, 2003, Executive Committee extended the original mandate to March 31, 2008.

In the initial MOU, the three levels of government stated that they desired to "create a Single Window initiative that can meet community objectives for addressing the issues of housing conditions and homelessness and the need to rehabilitate a volume of housing large enough to stimulate revitalization of older neighbourhoods."

The WHHI began operations on May 15, 2000 with co-located staff from Human Resources Development Canada, Manitoba Housing and Renewal Corporation and the City of Winnipeg dedicated to the administration of housing and homelessness programs.

WHHI housing operations were initially focussed in designated inner city Major Improvement Areas in Lord Selkirk, William Whyte, North Point Douglas, Spence and West Broadway. While the entire City of Winnipeg was eligible for homelessness funding, the focus of efforts of the majority of project sponsors was in the core area of the city. WHHI worked closely with community groups in those neighbourhoods to build capacity and develop plans that responded to local needs.

No new programs were created as a result of the WHHI. Instead, WHHI delivered the existing programs of all three levels of government in a coordinated manner from a central location, with the objective of improving the efficiency of and access to, these programs.

In order to provide a basis for an Executive Committee decision concerning an extension of the mandate, Management Committee developed a number of qualitative and quantitative performance measures. These measures were then used to assess organizational effectiveness from the inception of WHHI until June 30, 2007.

RESULTS OF THE EVALUATION OF WHHI OPERATIONS TO June 30, 2007

A discussion of WHHI performance under the performance measures follows.

a) **Qualitative Evaluation:** To formally evaluate WHHI processes, in 2003 and 2005 Management Committee engaged a consultant to conduct focus groups to assess WHHI's operations from a qualitative perspective.

On both occasions, participants in these focus groups recommended an extension of the WHHI mandate. In response to comments from participants, WHHI government partners introduced the following process improvements:

- HRSDC introduced a revised SCPI funding advisory committee;
- There are more frequent opportunities for staff to share project and program information;
- WHHI continued to ensure that housing projects are compatible with neighbourhood housing plans;
- WHHI improved communication with partners by launching a website, introducing a new WHHI pamphlet, updating the WHHI display, and hosting additional housing forums.

For the current evaluation, stakeholders were polled to determine their satisfaction with WHHI operations. A letter was sent to 74 clients of the WHHI seeking their opinions on the following questions:

1. Do you support the extension of the WHHI operating mandate beyond March 31, 2008 ?
2. How can the effectiveness of the WHHI delivery mechanism be improved?

There were 23 responses to the poll. All respondents were in favour of extending the WHHI mandate; with several stressing the ongoing need for affordable housing, homelessness solutions and community revitalization. Comments on improving the effectiveness of program delivery can be summarized as follows:

- Some homelessness clients commented on past delays in approving and advancing homelessness funding. Others cited recent improvements in the delivery process.
- Housing clients were generally pleased with the delivery process. Some also referenced the involvement of government partners in community housing stakeholders meetings.

b) **Changing needs for affordable housing as reflected in the City of Winnipeg Neighbourhood Characterization Study**

In March 2000, the City of Winnipeg completed a Neighbourhood Designation Study to measure social and housing conditions in the city's 228 neighbourhoods. This study identified 15 indicators to use in the analysis, grouped into categories of housing, crime and safety, economic conditions, and social well-being. Data from these measures were weighted and used to develop an index called the Housing Policy Neighbourhood

Designation Index (HPNDI). Neighbourhoods were then categorized according to their index calculation, relative to other neighbourhoods in the city. Those neighbourhoods with the lowest HPNDI outcome were identified as having the greatest need for revitalization efforts, and this measure was used in the selection of neighbourhoods for funding from housing programs delivered through WHHI.

While WHHI has made considerable progress in addressing housing and homelessness needs in Winnipeg neighbourhoods, much more work remains to be done. To this end, the City of Winnipeg has increased the number of *Housing Improvement Zones* (in which City funding is allocated) to include the Centennial neighbourhood. This change increased the number of eligible neighbourhoods to five from the previous four.

The City has also taken steps to update its Neighbourhood Characterization Study, which evaluates all neighbourhoods in the city according to fifteen established criteria. The research for this update, which is being carried out by the Community Services Department, has been completed; however, the report must be approved both administratively and politically. This approval is anticipated within the 2007 calendar year.

c) **Housing and homelessness projects resulting from capital and non-capital funding:**

As of June 30, 2007, WHHI partners had committed approximately $ 100 million for housing and homelessness related projects. This funding includes support for housing repair, construction and rehabilitation; for planning and operational supports such as housing plans and housing coordination; and for program assistance for people who are either homeless or at risk of becoming homeless. The funding has provided for the repair, rehabilitation, or construction of 4,045 housing units and 204 rooms or beds in the City of Winnipeg.

Table 1 is a summary of total WHHI funding for housing and shelter development. This includes the funding for both the capital as well as non-capital costs of organizations funded through WHHI. Non-capital costs include the expenses for programming and support services, staffing and housing coordination activities, and furnishing and supplies.

Table 1 – Total WHHI Funding for Capital and Non-capital Costs From Inception to June 30, 2007

Type of Cost	HRSDC (federal) Funding	Federal/ Provincial Funding	Prov. of MB Funding	City of Wpg Funding	Total Funding $

	$	$	$	$	
Capital Costs (per Table 2 below) [(b)]	28,657,127	33,049,406	8,472,249	9,786,848	79,965,630
Non – capital costs [(c)]	17,208,538	0	1,949,266	938,950	20,096,754
Total	45,865,665	33,049,406	10,421,515	10,725,798	100,062,384

[(b)] – Capital costs include all costs related to new construction and / or housing rehabilitation.
[(c)] – Non-capital costs include those expenses of organizations funded through WHHI that are related to their programming, support services, furnishings, supplies, salaries, etc.

Table 2, which follows, summarizes funding provided by WHHI that is specifically designated for housing repair, construction and rehabilitation (i.e. funding for capital costs). Further summaries of accomplishments achieved through this investment are provided in the discussion of measures later in this report.

Table 2 – Number of Housing/Shelter Units Acquired, Constructed Or Rehabilitated Annually (commitment basis) and Corresponding Government Expenditures – From Inception to June 30,2007

Funding	Housing / Shelter Units	Rooms or Beds	HRSDC (federal) Funding $	Federal / Provincial Housing Funding $ [(a)]	Prov. of MB Funding $	City of Wpg Funding $	Total Funding $
2000/01	137	32	2,741,283	1,234,984	901,000	796,634	5,673,901
2001/02	550	68	2,648,447	2,344,921	2,002,071	1,804,094	8,799,533
2002/03	469	10	5,125,194	953,456	1,462,209	1,509,089	9,049,948
2003/04	537	8	2,247,493	3,974,975	1,251,936	1,444,629	8,919,033
2004/05	590	19	2,943,156	4,723,161	798,680	1,121,630	9,586,627
2005/06	860	7	2,504,759	8,464,085	1,276,195	1,818,514	14,063,553
2006/07	587	60	10,446,795	10,680,854	457,607	955,590	22,472,193
2007/08 to 30/06/07	335	0	0	653,969	322,552	231,387	1,207,908
Total	4045	204	28,657,127	33,049,406	8,472,249	9,786,848	100,062,384

Notes:

a) Funding provided by CMHC and Province of Manitoba includes RRAP (cost shared 75% federal / 25% provincial) and the Affordable Housing Initiative (cost matched 50/50 on a program basis).

The following table shows the project activities undertaken for some or all of the National Homelessness Initiative (NHI) target areas under NHI Phase I and Phase II.

Table 3 – Activities Undertaken in Winnipeg National Homelessness Initiative (NHI) Programs Administered by Human Resources and Social Development Canada (Period Ending June 30, 2007)

Target Areas	Number of NHI Project Activities [(a)] Undertaken		
	Phase I	Phase II	Phase III
Shelter Facilities	21	28	
Support Facilities	9	11	
Support Services	17	24	10
Capacity Building	26	8	2
Public Awareness*	5	6	
Total	78	77	12

* Educational materials produced and seminars

[(a)] Reporting is based on information provided by the community organizations receiving funding. It is impossible to provide an accurate account of the homeless people provided with the shelter or food due to their transient lifestyle (i.e. they may visit more than one shelter and be counted as a different client each time).

The above table shows the scope and type of homelessness programming that serves individuals or that increases the capacity and awareness of the need for those services.

d) **Changes in assessed values and market values of single family detached housing in designated housing improvement zones and for the City of Winnipeg.**

In addition to the above measures, changes in the assessed value of homes in designated inner city neighbourhoods are in part indicative of the impact of WHHI on property values (assessment is based on market value data that is approximately three years old) and on City of Winnipeg property tax revenue. Following is a summary table of changes in assessed value:

Table 4 – Changes in Assessed Values of Single Family Detached Housing in Designated Housing Improvement Zones

Neighbourhood	% Change 1991-95	% Change 1995-1999	% Change 1999-2003*
North Point Douglas	-6.74%	-21.05%	15.59%
William Whyte	-10.14%	-27.09%	16.12%
Spence	-11.11%	-24.77%	20.76%
West Broadway	-8.17%	-11.6%	28.63%
City of Winnipeg	**1.52%**	**4.03%**	**22.83%**

* 2003 is the most recent assessment data

The Winnipeg Realtors Association has stated that "The dramatic turnaround in MLS housing prices in the designated inner city neighbourhoods is testimony to the work of the many housing providers working in these communities. This neighbourhood resurgence would not have happened without the coordinated financial support of the Winnipeg Housing and Homelessness Initiative. Despite this progress, much work remains to be done and the continued involvement of WHHI is essential."

Table 5 – Changes in Average MLS Sale Price For Residential Detached Homes *

MLS Area	2000	2003	2006	July 31, 2007	%Change From 2000 to 2007
5A (Spence and West Broadway Neighbourhoods)	$28,522	$37,951	$68,502	$80,000	180%
4A (William Whyte and North Point Douglas Neighbourhoods)	$21,657	$28,244	$45,125	$61,000	182%
City of Winnipeg	$93,259	$113,068	$158,468	$180,868	94%

* Source: Winnipeg Realtors Association. Annual averages for 2000, 2003, and 2006.

e) **Level of intergovernmental cooperation in housing and homelessness project delivery.** The significant level of intergovernmental cooperation through multiple program projects is facilitated by the co-location of government partners at WHHI.

Table 6 – Number of Multiple Program Housing and Homelessness Projects Compared to the Total Number of Housing and Homelessness Projects

Calendar Year	Number of Projects	Projects with Multiple Funding Sources	Multiple Program Projects as a % of all WHHI Projects
2000	25	10	40%
2001	30	8	27%
2002	45	18	40%
2003	51	18	35%
2004	45	5	11%
2005	70	16	23%
2006	48	12	25%
2007 (as of June 30)	26	0 (1)	0%
Total	**340**	**87**	**26%**

(1) The new provincial HomeWorks program was announced April 17, 2007. Program criteria are being finalized and project data is unavailable at this time.

Source: WHHI Project Tracker for June 30, 2007

Table 7 - Number of Media Events Held Annually to Announce WHHI Projects or to Celebrate Project Openings

Fiscal Year	Number of Media Events
2000/01	4
2001/02	11
2002/03	9
2003/04	12
2004/05	11
2005/06	14
2006/07	8
2007/08 to June 30, 2007	1

Prior to the WHHI, stories on housing and homelessness in inner city Winnipeg were for the most part negative. Subsequent media coverage has been very positive, focussing on the renewal rather than the deterioration of housing stock in the inner city, and on

improved services for the homeless. These are all good news stories that are considered to be soft news and not normally covered by the media.

It is important to note that the WHHI MOU provides for the participation of the three levels of government at events, regardless of whether they have funding in the project. This joint participation strongly reinforces the perception of the public that governments are working as partners to address housing and homelessness issues in Winnipeg in a coordinated fashion.

LOOKING FORWARD

A number of new housing and homelessness programs announced in 2007 will be delivered by government partners via the WHHI in the coming years. A summary of the programming to be delivered via WHHI follows.

Human Resources and Social Development Canada Programs:

On December 19, 2006, the Minister of Human Resources and Social Development announced the new Homelessness Partnering Strategy (HPS) to take effect April 1, 2007 with funding of $270M over two years to combat homelessness in communities across Canada. Manitoba's share of this funding is $14 million over two years. The HPS improves upon the National Homelessness Initiative (NHI) established in 1999 to combat homelessness.

The Homelessness Partnership Initiative (HPI) is the cornerstone of the new strategy. It recognizes that the first step is to house individuals and then other supports can be instituted as required to improve health, parenting, education and employment.

The HPI identifies four target areas for funding:

- Designated Communities: communities with significant homelessness problem are able to access multi-year funding which must be matched from other sources. The City of Winnipeg is a designated community.
- Outreach Communities: other communities including the North are eligible for funding to support one-time projects to fill specific gaps.
- Aboriginal Communities: partnerships to ensure that services meet the acute and unique needs of homeless off-reserve Aboriginal funding. The City of Winnipeg has funding under this component.
- Federal horizontal pilot projects: used to mobilize other federal departments on issues which may lead to or exacerbate homelessness; corrections, mental health, family violence, immigration support.

These programs provide the basis for ongoing operations of the Winnipeg Housing and Homelessness Initiative.

Government of Canada Support for Housing:

The Government of Canada, directly and through Canada Mortgage and Housing Corporation, provides comprehensive support for affordable housing through financial assistance programs, transfers to the Province of Manitoba, mortgage insurance, research and information.

Canada Mortgage and Housing Corporation provides 75 percent of funding of a family of renovation programs including the Residential Rehabilitation Assistance Program (RRAP), the Emergency Repair Program, Home Adaptations for Seniors Independence, and the Shelter Enhancement Program. These programs assist low income, senior, and/or disabled Canadians as well as landlords to finance critical repairs or renovations in rental or owned accommodations. They are cost shared with the Province of Manitoba and delivered by City of Winnipeg staff located at the WHHI office.

In the 2006 Federal Budget, the Government of Canada announced the provision of funding to the provinces and territories in the form of three trust funds. Manitoba received funding through two trust funds including $29.0 million for affordable housing and $32.5 million for off-reserve aboriginal housing to be expended over a three year period.

Province of Manitoba Affordable Housing Programs

On April 17, 2007 the Province of Manitoba announced a multi-year low-income housing strategy consisting of four pillars for a total of $188 million. The strategy consists of four pillars.

The first Pillar "HOME*Works!*" is a $104.5 million multi-year funding program that targets affordable homes for low income Manitobans. Target areas include refugees; older Manitobans; urban Aboriginals; Northern Manitobans and Homeless Manitobans. This includes the $61.5 million dollars provided by Canada under the trust funds with an additional $43 million in provincial contributions.

The HOME*Works!* initiative includes $42 million to the En Dah Aung (Our Homes) Program for off-reserve Aboriginal housing; $6 million for the extension of Neighbourhood Housing Assistance (NHA) extension for up to three years for continued support of the Neighbourhoods Alive! initiative; and, an $8.5 million home-ownership component. The WHHI will deliver major components of the Home*Works* in Winnipeg and other provincial strategies such as the Winnipeg components of the Provincial Homeless Strategy where applicable.

Affordable Housing consultations were held earlier this year and the province is currently involved in developing program parameters and criteria with the intent of finalizing the

new housing programs shortly. Negotiations between the federal and provincial government for a bi-lateral agreement for the delivery of homeless programs are underway.

The City of Winnipeg Housing Programs:

The City of Winnipeg will continue to provide funding through the Housing Rehabilitation Investment Reserve for housing development in Winnipeg's inner city, and for Aboriginal housing throughout the city. Programs under this funding include the Neighbourhood Housing Program, the Development Cost Offset Program, the Minimum Home Repair Program, the Housing Plans and Advocacy Program, and the Aboriginal Housing Program.

The City of Winnipeg has also established three new tax-based incentive programs to encourage residential development within established areas of the city. These programs are the Residential Infill Tax Credit Program, the Neighbourhood Multiple Family/Mixed-Use Building Grant Program, and the Downtown Multiple Family/Mixed-Use Building Grant Program. Total credits under these programs will equal up to $18,000,000 to be approved over a three-year period.

The Residential Infill Tax Credit Program is intended to encourage infill development of owner-occupied one, two and three-unit properties, where at least one unit of the two and three-unit rental properties must be owner-occupied. Condominium developments are also eligible as long as the project contains no more than three residential units. Total credits available under this program are $3,000,000, in the three years for which the program will operate.

The City has also approved two new Multiple Family/Mixed-Use Building Grant Programs, which are differentiated by location (downtown vs. neighbourhoods) as well as grant amount. Both programs provide tax grants to the developers of buildings containing four or more residential units, and projects can be new construction, rehabilitation of properties vacant for at least one year, or conversion of non-residential properties to residential or mixed use. Tax grants are based on incremental increases to municipal property taxes, and are provided for each residential unit being developed. Approved Multiple Family/Mixed-Use Building Grants may be assigned, so that a developer should be able to negotiate a capital cost loan based on this income stream if so desired. Total credits available are $10,000,000 under the Downtown program, and $5,000,000 under the Neighbourhood program.

These programs provide the basis for ongoing operations of the Winnipeg Housing and Homelessness Initiative.

RECOMMENDATION

While WHHI has made considerable progress in addressing housing and homelessness needs in Winnipeg neighbourhoods, much more work remains to be done.

Results of a poll of WHHI clients indicate that there is strong support from the community for an extension of the WHHI mandate. A review of quantitative performance measures demonstrates the effectiveness of the co-location model.

Based on the evaluation submitted herein, Management Committee recommends to Executive Committee that operations of the Winnipeg Housing and Homeless Initiative continue until March 31, 2013.

A Memorandum of Understanding extending the WHHI mandate is attached for signature.

Appendix A

Members of the Executive Committee of the Winnipeg Housing and Homelessness Initiative:

Honourable Monte Solberg, Minister of Human Resources and Social Development Canada and Minister Responsible for Canada Mortgage and Housing Corporation

Honourable Gord Mackintosh, Minister of Family Services and Housing

His Worship Mayor Sam Katz, Mayor of the City of Winnipeg

Members of the Management Committee of the Winnipeg Housing and Homelessness Initiative:

Trevor Gloyn, General Manager, Prairies and Territories Region, Canada Mortgage and Housing Corporation

Ken Burfoot, Regional Director, Programs, Service Canada

Terry Wotton, Acting Executive Director, Housing Programs, Manitoba Housing and Renewal Corporation

Roy Kirby, Acting Director, Affordable Housing, Manitoba Housing and Renewal Corporation

Jim Paterson, Acting Director, Planning, Property, and Development Department, City of Winnipeg

Ray Klassen, Manager, Real Estate Division, Planning, Property and Development Department, City of Winnipeg

APPENDIX B

Memorandum of Understanding (MOU)

extending

Winnipeg Housing and Homelessness Initiative (WHHI)

November, 2007

MEMORANDUM OF UNDERSTANDING respecting a renewed commitment by Canada, Manitoba and Winnipeg to a common objective to coordinate the implementation of their strategies related to housing revitalization and homelessness in Winnipeg, dated , 2007

BETWEEN:

THE GOVERNMENT OF CANADA

- and -

THE GOVERNMENT OF MANITOBA

- and -

THE CITY OF WINNIPEG

MEMORANDUM OF UNDERSTANDING respecting a renewed commitment by Canada, Manitoba and Winnipeg to a common objective to coordinate the implementation of their strategies related to housing revitalization and homelessness in Winnipeg, dated , 2007

BETWEEN:

THE GOVERNMENT OF CANADA

("Canada"),

- and -

THE GOVERNMENT OF MANITOBA

("Manitoba"),

- and -

THE CITY OF WINNIPEG

("Winnipeg")

WHEREAS:

A. Canada, Manitoba and Winnipeg believe there continues to be a need to provide affordable quality housing in a safe environment for residents of Winnipeg;

B. Canada has renewed its strategy to address homelessness and housing conditions in Canada and had advanced new program funding ("the Federal Strategy"); Manitoba is continuing its Neighbourhoods Alive! Strategy intended to address neighborhood renewal and is implementing a new four-pillar low-income housing strategy including the HOMEWorks! Initiative for affordable and off-reserve Aboriginal housing and the Provincial Homeless Initiative ("the Provincial Strategy") and Winnipeg is implementing its Housing Policy directed at improving housing conditions in Winnipeg ("the Winnipeg Housing Policy");

C. The housing trust funds provided by the federal government and incorporated into Manitoba's HOMEWorks! Initiative and the Provincial Homeless Initiative delivered by the provincial government will be augmented by incremental City of Winnipeg funding and will maintain the level of funding available for housing activity in Winnipeg over the next three years;

D. The Federal Strategy, the Provincial Strategy including federal funding provided through the housing trust funds, the Winnipeg Housing Policy, although separate, share a common objective to address housing needs and homelessness in Winnipeg at the neighbourhood level;

E. The parties recognize that poor housing conditions and homelessness in Winnipeg are related to broader socio-economic issues;

F. Canada, Manitoba and Winnipeg have established a mechanism for delivering programs that includes community participation and involvement in the development of strategies to address housing conditions and homelessness;

G. Canada, Manitoba and Winnipeg have created a the Winnipeg Housing and Homelessness Initiative, a Single Window Initiative that has demonstrated its ability to meet community objectives for addressing the issues of housing and homelessness and the need to rehabilitate a volume of housing large enough to stimulate revitalization of older neighbourhoods:

H. Evaluation indicated that the Winnipeg Housing and Homelessness Initiative has served as a catalyst for creating new and more effective partnerships to provide neighbourhood revitalization and affordable housing and to serve the needs of the homeless.

THEREFORE, Canada, Manitoba and Winnipeg express their common understanding as follows:

Section 1 – Commitment to a Coordinated Approach

1.01 Canada, Manitoba and Winnipeg recognize the value in pursuing their respective strategies in a coordinated manner through the Winnipeg Housing and Homelessness Initiative.

1.02 Canada, Manitoba and Winnipeg further recognize the value of this approach to the delivery of programs, including its ability to facilitate the development of partnerships with community groups and other funders.

Section 2 – The Winnipeg Housing & Homelessness Initiative

2.01 The Winnipeg Housing & Homelessness Initiative ("the Initiative") will continue to be guided by the following basic principles:

- Enhancing accessibility to information, programs and services by community groups wishing to undertake neighbourhood revitalization strategies to address housing needs and homelessness;
- Improving the comprehensiveness of support for the implementation of community plans by enhancing access to complementary programming that addresses housing needs and homelessness;
- Minimizing overlap and duplication in programs and service.

2.02 The Initiative will continue to:

- Coordinate the strategies related to housing and homelessness of all three levels of government;
- Serve as a "Single Window" for applications by community groups to carry out community building and revitalization activities in targeted neighbourhoods and within the context of community-developed plans;

- Create a forum for regular community consultation to act as a "sounding board" for both community plans and individual projects.

Section 3 - Overall Direction and Management of the Initiative

3.01 An Executive Committee comprising the Minister of Human Resources and Social Development and the Minister responsible for Canada Mortgage and Housing Corporation, the Minister of Family Services and Housing, and the Mayor of Winnipeg provides for the overall direction of this Initiative.

3.02 A Management Committee consisting of two senior officials appointed by each level of government is responsible for the overall management, coordination, and administration of this Initiative.

3.03 Management Committee duties include:

- Ensuring that the intent of this Initiative is met;
- Developing the standards and procedures required for the overall management and administration of this Initiative;
- Developing mechanisms required to ensure regular reporting and timely exchange of project information among the parties;
- Generally ensuring that matters bearing upon the success of this Initiative are expedited within each party's respective jurisdiction.

Section 4 - Single Window Office

4.01 Each party has assigned staff members to the Single Window Office to deliver programs and to ensure coordination of the Federal Strategy, the Provincial Strategy, the Winnipeg Housing Policy and other strategies where applicable;

4.02 Staff at the Single Window Office have:

- Established tripartite operations procedures that enhance coordination and minimize overlap and duplication;
- Implemented programs and projects within each party's respective mandate and authority and in accordance with each party's normal management and administrative procedures;
- Developed, where necessary and in conjunction with community groups, projects that significantly increase the number of housing units constructed or renovated to further the goal of improving housing conditions and addressing homelessness.

Section 5 - Costs

5.01 The parties agree to share costs associated with the management, administration and coordination of the Initiative, as approved by the Management Committee.

Section 6 - Evaluation of the Initiative

6.01 The parties recognize that ongoing evaluation of the evolution of the WHHI is important to ensure the continued effectiveness of the model. An evaluation has been completed in 2007 and this evaluation indicates that the work of the

Initiative has had a positive impact on the designated communities and that there is broad support among clients to extend the mandate beyond 2008.

6.02 The parties will have, based on the evaluation, an option to continue the Single Window Office approach to coordinating program delivery.

Section 7 - Public Information

7.01 Canada, Manitoba, and Winnipeg agree that all public information activities shall be guided by the principles that all interested persons be informed and that the contributions of each of the parties should be fairly acknowledged.

7.02 The parties agree that, within the context of the Single Window Office's operations, each may choose to support projects independently or jointly, but that related public information activities will be jointly undertaken in every case.

7.03 The WHHI has adopted a communications strategy and protocol to govern all external joint communications activities.

Section 8 - Effective Dates

8.01 This Memorandum shall be effective from the date of its execution and shall expire on March 31, 2013,

8.02 The parties recognize that programming may change over time and agree that, notwithstanding 8:01, any partner may reconsider participation should requirements change.

Section 9 - Other Agreements

9.01 The parties agree that this Memorandum does not preclude the opportunity for the parties to consider any other tri-level agreements.

Section 10 - Status of this Memorandum

10.01 This Memorandum is not intended to create a binding agreement but is intended to reflect the mutual understanding between Canada, Manitoba, and Winnipeg.

This Memorandum has been signed by the Minister of Human Resources and Social Development Canada and Minister responsible for Canada Mortgage and Housing Corporation on behalf of Canada, by the Minister of Family Services and Housing on behalf of Manitoba, and by the Mayor of Winnipeg on behalf of Winnipeg.

Honourable Monte Solberg, Minister of Human Resources and Social Development and Minister responsible for Canada Mortgage and Housing Corporation, for the Government of Canada

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Honourable Gord Mackintosh, Minister of Family Services and Housing, for the Government of Manitoba

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His Worship Mayor Sam Katz, for the City of Winnipeg