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River City Vineyard Christian Fellowship

Shelter Expansion Project:

Business Plan and Financing Proposal

Prepared for:
River City Vineyard Christian Fellowship

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Executive Summary

Project Description:

River City Vineyard Christian Fellowship (RCV) is proposing to offer housing to individuals who need a place to stay. At this time 'The Sanctuary' (a place of refuge or safety i.e. a condition of being safe or sheltered from pursuit, danger, or trouble) is often at capacity, housing 26 men every night, with no government funding. RCV is currently turning away many people in need of shelter including many women. RCV estimates that the city immediately needs 15 beds for Women and 25 more beds for men to help the current homeless population whom they are turning away. RCV is proposing to expand our current shelter by renovating and utilizing an area of our building that is not being used; the former, and is now filled in, swimming pool. We are working on 40 more beds.

History:

RCV started Sarnia's only homeless shelter in November 2006 in the basement of the church located on 260 Mitton St. N**,** Sarnia, Ontario, Canada. After working with the City, and obtaining temporary zoning changes**,** the City acquired their own shelter and told RCV that the shelter was no longer needed and no longer allowed to operate at their church location. RCV always believed it was allowed to help people under the existing zoning and as part of the Canadian Charter's guarantee of religious freedoms and so, continued to operate. In 2014 a superior court sided with the City and ordered RCV to shut down their shelter on Father's Day June 15th, 2014. A subsequent Ontario Court of Appeals overruled the Superior Court judge and ruled that RCV was in its legal right to offer shelter. They stated that River City was legal under the city bylaw that included the statement "…and other church sponsored activities."

RCV also has an 'Assistive Housing' project that helps to get the homeless to move from a homeless situation to a place of their own. This is being carried out by building relationships with people in the former shelter and seeing who could live together and then placing two people in an apartment. Currently RCV has 24 units helping 30 people to live on their own.

This plan is to expand *assisting* people by:

- Increasing the number of beds from 26 to 65 to provide for those in need of a place to stay for the night.

The cost to put the original shelter together and get it to pass code was around $100,000. This was mostly materials only. Most of the construction was done by George Esser and Steven Vanveller who rallied a group of skilled homeless guys and worked, every morning, for weeks at a time. If there was a free lunch, we had volunteers. There we also lots of other volunteers, too numerous to mention but the point is that it was done by volunteer labour.

Funding

Currently River City receives no government funding to run the shelter. We do collect around $5000/month from the client's "shelter portion" of their disability and welfare cheques. Between that, and donations from the church, we can run the shelter efficiently. Our biggest expenses are wages for night staff and maintenance for the many things that get broke. If we did pursue government funding, we would have to fund raise more money than we do now. To receive government funding, you must meet their standards. Their standards include items such as "must be on ground level." Our shelter is in the basement of our church. For us to move to a ground floor, and pay rent for that facility, it would cost us way more to operate. Besides, we want to create an affordable, sustainable shelter that is not dependent on government funding and subject to "potential government cuts" once you are in your groove.

A Sanctuary vs. a Shelter.

A Homeless Shelter comes with a lot of emotions and expectations and has a definition that does not fit with River City's mission. Shelters are expected to be temporary, provide meals, counselling, and operate as a crisis care facility. River City has no intention of running a crisis care facility nor do they want to compete with other homeless shelters in the area.

The word 'shelter' conjures up unsubstantiated perceptions and expectation of shenanigans. Therefore, a more appropriate name is necessary.

The goal is to provide a place where people will feel loved and accepted. If someone does not have a place to sleep for the night, RCV wants to offer a bed in a place that is safe and conducive to sleep. This is their biblical mandate.

> ***Isaiah 58:7***
> *Share your food with the hungry and give shelter to the homeless. Give clothes to those who need them.*

The Bible does not say, "Limit their stay to 30 days", "Provide counselling" or "Give them life skills." While those may be appropriate for certain individuals at certain times, RCV does not see them as a biblical mandates. We also do not feel that "not enabling people" should be more important than "helping people." There will always be an element of "enabling" and there will always be an element of "not helping those who really need help."

River City Vineyard is a Christian organization that believes everyone should embrace the Christian life of love, grace and service. We believe this should be demonstrated with deeds and acts of kindness and not preached. Our goal is not to get converts, to make people live/believe like we do, or to build our kingdom. We just want to show love and compassion to those who need and want it. People with homes tend to believe that everyone should have a home. RCV doesn't force their Christian values on society because it is the individual's choice. In the same way, RCV does not want to force society's general belief that everyone should have their own home. Often there are other issues that people may want help with, before obtaining housing. So RCV's goal is not to get people into their own place but to offer sanctuary for those who need it and assist them to obtain their own housing when they ask for help in that area. If they indicate they would like a place of their own, then RCV wants to be able to help them.

Proverbs 3:27
Do not withhold good from those to whom it is due, when it is in your power to act.
Galatians 6:10
Therefore, whenever we have the opportunity, we should do good to everyone--especially to those in the family of faith.

While River City Vineyard cannot do everything, the Bible instructs them to do, it does try to do 'good to everyone' when it is in their power to act.

We cannot not help everyone. The 20% of the homeless population are fairly easy to deal with and other shelters can help them. Then there is around 40% that can be helped by River City. These folks tend to be functioning people that just don't do well living on their own and tell us that the other shelters are not an option. The 26 men we currently help are mostly drug free, violent free and functional. Some are coming out of long deep depressions through a sense of community, love and acceptance with no judgments or expectations. One problem we are experiencing is that the Sanctuary is turning into a residence with half of the people living there more than a year. Many find it a sanctuary to get away and stay away from drugs as the alternative places to crash are with people steeped in drug use and dealing drugs. We cannot allow people on drugs to stay in this section as it will only trigger those successfully getting away from that lifestyle.

The last 40% are not being helped. This group includes people with bed bugs, drug addictions, violent behaviour and mental illness.

This project is aiming to target the 10-30% homeless group (unfortunately, the bottom 10% are next to impossible to help.) This group includes people who cannot stay with us due to threats to staff, anger outbursts, drug addiction and personal hygiene issues. i.e. they disrupt the current community and threaten their safety.

Another homeless issue is there are limited resources for women. Currently there is the women's interval home that it more prone to help women get away from abusive relationships. There is also the Inn of the Good Shepherds "Good Shepherd's lodge" that will accommodate some women. For what ever reasons, we have several homeless women who hang out at RCV, in the evening, only to be told they have to leave at 11pm. We would like to make 2 sections for them, one for the community minded and one for the ones who don't qualify to be in a community. i.e. ones who want to get free from a drug life and ones who are still currently actively using

Project Cost and Financial Analysis:

To update and renovate what was originally the swimming pool area and create a sanctuary with 40 more beds, RCV needs a capital infusion to see these projects move from planning to action.

Capital Costs

Roof

The roof was currently leaking and has now been patched. We have fixed it ourselves and believe all the leaks have been contained. We are doing this by purchasing pails of tar from Patene Building Supplies and having one of our residents, experienced in roofing do the work pro bono. At some point, we do need a more professional roof solution. Cost to replace roof, to date is around $2,000. This includes patching the roof and flashing.

Costs Associated with the project:

- Architects – Burkhart Gilchrist $3,600. This is for preliminary work
- Doors and Frames $15,000 – Five needed at $3,000 each. We need to add some doors for separate access to the certain drug pods and for emergency egress. They must all be steel, fire rated and aggressive male proof.
- Heater and Boilers cost of $25,000 (This is complete but partially paid ($16,000 owing) for with payments of $500/month)
- Drop-ceiling and insulation cost of $10,000
- In-floor heating cost of $10,000
- Concrete and labor cost of $20,000 (True cost is $40,000 but Sarnia Concrete agreed to do for half price and the Labour's union agreed to give free labour for at least half. We are hoping they will do it all for free.)
- Kitchenette cost of $2,000
- Lighting cost of $20,000
- Wall repairs and Paint cost of $2,500
- Add 1 wall to create a separate men and women's section $4,000
- HVAC – While we have a new boiler, and will have in-floor heating, we still need air conditioning and air exchange. $32,000.
- Bathroom and shower cost of $50,000. We have 50-year-old semi functioning showers (men and women,) originally build to be used for the pool, but they are really tired. We can get by with them but they need a lot of maintenance
- Staff Office cost of $2,000

Capital needed to move project forward.

The capital RCV needs to fund this project is $300,000. Our gut feel is that it will actually cost us $400,000. RCV plans to be sustainable after that.

Church Profile

Description of the Church

River City Vineyard Christian Fellowship is a Church that was started in November 1988 by George Esser and a team of 12 other people. They wanted to have a church that reached out to their generation, that was relevant to our culture and be a place that you would feel loved and accepted. The church is a fairly young church with many people on social assistance of some kind.

In addition to being a church, they are a community centre. Their activities include Tai Chi, Archery, a gun club and anonymous meetings. They also have a food bank, clothing bank and a soup kitchen. They want to be a blessing to Sarnia and their motto is, **"**Come as you are, you'll be loved and accepted.**"** While not perfect at loving, they do try to allow everyone to feel loved and valued.

They purchased an old YMCA building in 1997 and have kept a lot of the community aspects of the old Y, including renting rooms out to service organizations, fitness activities, and charity. They still carry part of the YMCA mandate of 'Body, Soul and Spirit.'

Contact Information

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Mission Statement

RCV's mission is**:**

- To help our neighbour in need with a focus on helping the poor
- To be a positive change agent for people who are *stuck* in life
- To help people make positive choices through hope, love and acceptance

Financial Forecast

RCV is a registered charity that spends what they take in every year. If they have a surplus from the previous year, they may show a deficit the following year due to the spending of the prior year's surplus. Their annual income is around $320,000 from donations. The last few years, the church ran a deficit budget, mostly due to costs associated with their position to fight for those who need help.

Management Team and Key Personnel

George Esser**:** Pastoral Team Leader. George works approximately 25 hours per week for the church and always has been the team leader. In addition to that he also has his own business that specializes in consulting. He also has two over seas businesses that manufacture and distribute supplements

Renee Card: Renee is a member of the pastoral team. She works as the worship pastor.

Audrey Kelway: Audrey is the building team leader and is a personal assistants to George Esser. She assist in overseeing management of the building and day-to-day tasks.

Debb Esser: Debb is personal assistant to George Esser and Audrey Kelway. She is the one that ensures tasks get done.

Owen Vroom: Owen is currently hired to run the housing project. He is a self-employed contractor by trade and has experience in dealing with the homeless over the last number of years.

Will Dunbar: Will helps run the shelter and works under George. Will was a former long term shelter resident and has a good working knowledge of the clientele that visit RCV.

Steve Clements/Tim Vilbrunt /Marty Vary: Steve, Tim and Marty assist in the day to day operations of the Shelter.

RCV has a total of 11 people on their board of directors: George and Janet Esser, Rob and Debbie Esser, ,Greg and Audrey Kelway, Robert Sockett, Selene and Ron Taylor, Rob and Michelle Rogers.

Finance (RCV – all operations Ending 2017-12-31)

Income and Expenses

For the year ended December 31, 2018

	2018	2017
Revenue:		
Tithes and offerings	$ 257,073	$ 341,527
Healing room	1,660	4,846
Foodbank	1,283	5,847
Missions/ Benevolence	2,095	5,350
Housing and Shelter	332,746	210,855
Rent	39,395	26,449
Solar project	90,288	86,916
Other revenue	7,470	5,836
Interest	32	23
Gain on disposal of property and equipment	120	-
	732,162	687,649
Expenditures:		
Administration and worship (schedule 1)	202,995	162,738
Program expenditures (schedule 1)	411,161	288,419
Facilities and equipment (schedule 1)	115,206	135,136
Interest on long term debt	23,927	28,009
	753,289	614,302
Excess of revenues over expenditures (expenditures over revenue)	$ (21,127)	$ 73,347

7. **Long-term debt:**

	2018	2017
Loan payable, repayable $400 USD monthly, principal plus interest at 6.5%, due December 2020	$ -	$ 16,202
Loan payable, repayable $14,400 yearly in varying installments, principal plus interest at 6.5%, due November 2024	-	49,295
Loan payable, repayable $13,200 yearly in varying installments, principal plus interest at 6.5%, due November 2021	-	36,317
Loan payable, repayable $1,000 monthly, principal plus interest, at 3.0%, due March 2027	87,761	215,056
Mortgage payable, repayable $1,575 monthly, principal plus interest at 6.5%, due July 2023	-	113,998
Mortgage payable, repayable $4,140 monthly, principal and interest at 5.0%, due January 2028	361,751	-
	449,512	430,868
Less: current portion	41,824	44,777
	$ 407,688	$ 386,091

Our books are audited by Dan Loney. The full set of books can be available upon request.

The building has had many upgrades over the last few years including, a new heating system (2006), and a newly-renovated shelter (2009). Most of these items are expensed and not put on the balance sheet. A 100KW solar project was also added in 2012.

Long-Term Debt
The long-term debt is primarily from the heating system upgrade (~$160,000) plus the solar panel install (~$500,000.) The government Micro-Fit contract is for 20 years and the income from the solar panels is approximately $90,000/year which we use that to pay off about $70,000/year of debt. We had a number of smaller loans from individuals and in 2018, we put it all into one lower cost loan through Ken Tosh (RRSP related.)

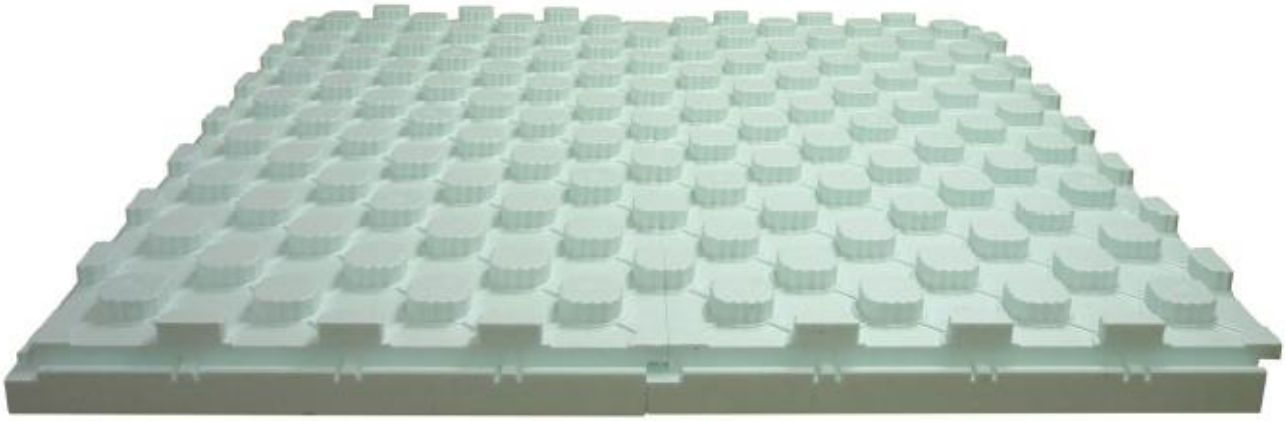
Business Structure

River City, as a registered charity, can be found on the CRA website.
http://www.cra-arc.gc.ca/ebci/haip/srch/basicsearchresult-eng.action?s=registered&k=River+City+Vineyard&p=1&b=true

3: The Plan

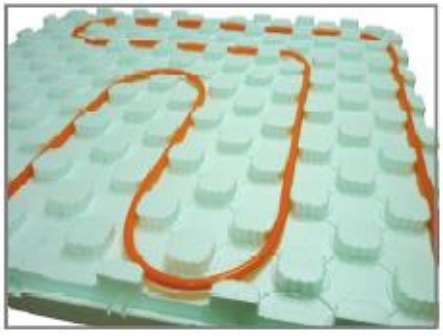
New Pool Area

We plan on expanding the current shelter portion from 23-25 by making new pods.
We already purchased a jackhammer and jacked out all the slopping sidewalls.
We plan on pouring a concrete pad on over the pool area after we outfit it for in-floor heating.









This in-floor heating will be a dual temperature. One for normal occupancy and one to raise the floor 50°C.

From that point on, we will need a building permit.
We will hire the architects and start to work on creating a separate space for women.
We already have our jigging tables ready to make pods and we have a $10,000 donation towards making pods.

The Sanctuary

This project needs to pay for itself as River City cannot sustain the expense on its own. It is in everyone's best interest to help reduce desperateness for those in trouble. It is a well known, researched, and documented fact that providing shelter to everyone who requires it costs less than the current system of running shelters and having people on the streets. The real problem is that the City pays for policing, the county pays for the emergency shelter and the province pays for hospital costs. There is a 'disconnect' on how and who will pay for this.

Workshop

A welding workshop will need to be created in order to make and assemble the bed pods.

Cost of workshop is $5,000 (We already have received donations for this and have a lot of the equipment already donated.)



Bed Pod Prototype, we built, currently in use

Bed Pods

Each pod is 7' x 8' and is constructed with steel. Each pod will create a private and safe space for each individual including a bed, desk and a locked area to store belongings. Each pod will have a curtain (truck tarp) surrounding it to give some private space. There are two 2'x2' 3/16" thick steel lock boxes with very heavy doors so that the resident can lock up their personal belongings and know it will not get stolen. This is underneath a desk that a person could use to get ahead with studying, job/housing hunting, etc. We want to create a safe place (Sanctuary) where they can get away from people (close the curtain, put on headphones, etc.) yet be part of a community. Loneliness is a huge factor contributing to depression which contributes to homelessness. We all need to be part of a community but also need our "own space."
Each pod will cost approximately $1,500 including mattresses and bedding. This is purchasing some pre-cut, pre-formed steel and making the rest ourselves. We have made one prototype and are just completing the "jig" phase. Once we get a concrete floor, will be ready to mass produce them using shelter (and former shelter) residence skilled labour. These pods are designed to withstand the rigors of heavy use. We currently need

- 24 beds for the existing shelter wing cost $36,000
- 16 more for the new section for women. Cost $24,000
- 12 more for the new section for Men. Cost $18,000

Bed Capsules



Concept only. Idea of how pods would stack.

To house the ones who are currently active drug users, we want to provide a series of capsules. The picture on the right gives you the basic idea but we will work on a prototype that will be more suited to achieve our goals. Research shows that one issue these capsules have is sound transfer from other pods. E.g. Reports are "You can hear your neighbour sneeze."
Our idea is to make a pod, from fiberglass approximately 1m x 1m x 2.2 m deep. (39"x39"x86") this would allow us to have a pod in a 4'x4' rack with insulation.
These pods would be insulated and would be engineered so that it would stand on 4 rubber mounts. Sound travels from one area to another in two ways, it travels through the air and it travels mechanically through the mass of the structure. By isolating the unit to be suspended on 4 rubber mounts would greatly reduce the amount of sound travelling from one pod to another. We aim to build this to a STC 50 standard (Sound Transmission Class) which effectively means loud sounds are faintly heard. We are also looking to put these 4 rubber pads on load cells so we can tell if they are occupied. We could also tell if two people were in a capsule, which we want to prevent. Non "legal for trade" load cells are cost effective and a simple Wheatstone bridge and current trigger is all we need.



These capsules would also have their own personal air vent, to ensure that the proper air change was happening and so that all odors would be vented outside. There will be one air-conditioning unit per room. A group of pods would share a heat recovery (HRV) unit such as the Greentek PH 7.15 ES HRV. We are working on each pod having a separate mini condenser to allow the air to be cooled. Each pod would receive fresh air from the outside, and the stale air would be exhausted to the outside via HRV. Target is 6 air changes per hour which would be 10 cfm/pod. Using a common air duct to feed all the capsules will just help pass the noise from one capsule to another. Research shows that using an HRV, with a separate acoustical duct going to a common header, at the HRV, should attenuate the sound sufficiently. Each pod will have its own temperature control and rate of air exchange. When the load cells detect a person is in there, it will ensure the proper, legally required air exchange is working. When the pod is empty, no HRV is required.

These pods will only have 12v sockets in them for LED lighting and for cell phone charging. We also will work on a white noise generator.

Pods will also have a sprinkler install, which will go off if any smoke is detected…including cigarette smoke. Policing smoking, in non-designated areas, is always a challenge. After a few soggy residences learn the consequences of smoking in a capsule, we are sure the word will get out not to try it.

Each pod's load cells, lights, smoke alarm, etc. will be run by an Arduino unit. We still need to have someone to help us with that, but materials should be less than $20 each.

Best guess is each capsule will cost $2,000 each.

We are in liaison with Lambton College research park for grants and opportunities for budding engineers to work on this. It was already proposed to the Engineering student council via a student.

Lockers



One secret to running a shelter is to keep tensions down. One source of tension is theft. Also, to get a good night's sleep, you don't want/need to be worrying about your stuff getting stolen. We have designed our own lockers that are made from 3/16 plate and ¼" plate for the door. We have not had one locker broken into. We made seven locker groups, with each group having 3 lockers. Ultimately, we need 100 more lockers. We need two for each person who stays long term. We need one, for each short-term person. We also need one for people who still choose to sleep on the street and would like a place to lock up valuable like ID, family photos, some cloths. Currently many street people come in for a shower, and a change of cloths. Each locker will cost us around $300 so we need $30,000 to make 100 lockers.

Bed bud control

Bed bud control is a huge problem in our society. Hotels have them, grocery stores have them and so can shelters. In the 1960s, or so, the "wholesale use" of DDT had eradicated bed bugs from North America. But in the last 10-20 years, they are back from global travellers, and DDT is banned. For our current population, we use a combination of "bed bug inceptors," bed bug traps for early detection, and a strict hygiene protocol that has kept our problem down to a small number of incidences.



Bed Bug Inceptor

Beg bugs cannot fly and can only crawl. To reach a bed they need to climb up a bed post or a blanket. They have a hard time climbing up slippery plastic. Our protocol is "no sheets hanging down" and each bed leg in an inceptor.

There are people we know that are problematic and are currently not allowed to stay. Also, we have a population that understands the implications and that helps reduce the potential incidences.

The most effective way, (cost and elimination,) is to use heat treatment. Bed bugs ex- posed to 45°C (113°F) will die if they receive constant exposure to that temperature for 90 minutes or more. However, they will die within 20 minutes if exposed to 48°C (118°F). Interestingly, bed bug eggs must be exposed to 48°C (118°F) for 90 minutes to reach 100% mortality. Our goal is to build each new room so we can close it off and turn up the heat to 50°C (122°F) for 4 hours. 4 hours will ensure the heat will transfer to all parts of the room, including the inside of a mattress. This will cost us a bit more to design and build the room, and we will have to be cognizant of the right building materials to use, but it will be something we no longer have to fear. Each capsule, sitting on 4 rubber load cells with have them sitting in an inceptor, so that if there is a beg bug issue in capsule A, the bugs cannot travel to capsule B. Each capsule, because it is made of fiberglass, will be made, in such a way, that there are no places for bed bugs to hide. The one or two spots that are possible (e.g. vent) will have a local heat treatment applied.

Sustainability

RCV is not interested in fundraising for these projects every year. The goal of this plan is to fundraise enough for a start-up and have a plan for sustainability. When the shelter first started up, RCV raised the initial costs to renovate the place to put it up to code. Then it worked on its sustainability model and did not carry out a fundraiser, specifically, for the shelter after that. They did do some fundraising for legal costs as they were forced to defend their position.

Part of the sustainability has to do with funding from Ontario Works (OW) where they pay an OW client's pro-rated shelter allowance. This allowance can be seen as a deterrent to move people from the Sanctuary to a place of their own as the less people they have in the Sanctuary, the less sustainable that project is. In spite of this, RCV is committed to having as few in the Sanctuary place as possible.

This new section is more of a "get people off the street."

Partners

Ontario Works (OW)

Ontario Works has always worked well with RCV, and RCV continues to see them as a partner.

Ontario Disability Support Program (ODSP)

ODSP is currently working the RCV in a similar manor that OW is working.

Canadian Mental Health Association (CMHA)

RCV has always worked with CMHA indirectly and has great respect for them. CMHA is part of the pilot project working with the same clientele. RCV plans on working closely with them as certain clients will be more suited to their program and other clients more suited to RCV's approach.

Good Shepherd's Lodge

RCV is glad the Good Shepherd's Lodge is available to help those in need and is committed to working with them to assist individuals. Our relationship went through a rocky period during our issues with the City. We are always willing to improve that relationship with Good Shepard's Lodge and the Inn of the Good Shephard.

Key Resources

Ontario Works

Ontario Works has agreed to cooperate with RCV in any way they can, legally, that will be a benefit to the clientele they serve. Everyone on OW is entitled to a shelter portion of their subsidy. If the guest's shelter portion has not been used, they will give RCV their fair share of sheltering an individual, e.g**.,** if a person stayed at the Sanctuary for ten days in a given month, and their shelter portion was available, RCV would receive ten days/ thirty days of their shelter portion. This is necessary to help RCV make their housing projects sustainable. We currently average about $5,000/month through this shelter portion.

Donations

As a charitable organization, RCV receives donations from members of the congregation and others to ensure that all its operations are sustainable.

Church Basement

The Church basement was renovated to meet fire and occupancy code including $100,000 in materials, with mostly free labour. Recently it spent another $15,000 to upgrade the fire alarm system.

Experience

RCV has over 30years' experience working with the financially challenged segments of society and 13 years' experience providing shelter to the homeless.

Capital

There will be no bank financing for this project, only donations and grants. Debt is always a burden unless it is working for us like our solar panels.

Key Costs for the Expansion.

This section represents a relative schedule of expected costs to be incurred for start-up and for the running of the programs.

Start-up Costs

- **$40,000** – Pour 4,000 feet of concrete to cover pool and replace the sides.
- **$10,000 –** In floor heating pipes and controls.
    - **$6,250 ISORAD V2 insulation 250 – 4x4 sheets**
    - **$3,500 5/8 PEX Tubing 8,000 Ft** (32ft/sheet 12.5 sheets per 400ft)
- **$25,000 –** New boiler. (Already installed and $8,000 paid for)
- **$3,600 –** Architect
- **$50,000** – Bathroom renovations.
- **This list is not complete and is a work in progress**

Operational costs

- $2,000/month - Rent and utility portion of space allotted. This is currently being donated by RCV.
- $6,000/month – Wages and operational costs. This is based on $200/day.
- $1,000/month – Miscellaneous e.g. bedding, some food, maintenance, sundry items.

Capital		
Total		
	Grand Total	

Total Donations Required.: Best guess. $400,000
Estimated Start Date: Jan 2020