

2026 Annual Report

July 1, 2025 to June 30, 2026



Saskatoon Friendship Inn

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Charitable Registration # 11914 0937 RR0001

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About Us

VISION

A community without hunger, a people with hope.

MISSION

Through community partnerships and authentic relationships, the Saskatoon Friendship Inn fosters a compassionate sense of belonging for our neighbours in need by serving daily nutritious meals, offering friendship, and providing referrals and programming that meet people where they are.

VALUES

In pursuing our mission, the Inn should be sensitive to the needs of the:

- individual, including the mental, spiritual, physical and emotional aspects of the individual,
- family, including the family's physical environment, the emotional support of the family, and the development of family values, and
- community, including the cultural needs, the economic needs, and the social needs of the community.

The Saskatoon Friendship Inn – serving neighbours in need for 57 years

On March 4, 1969, the Saskatoon Friendship Inn began serving the community when a small group of concerned residents provided six transient men with a bowl of soup. Their initial work with the Saskatoon Catholic Diocese evolved into relationships with numerous partners and has since become non-denominational and community-based.

Today, as a registered charity, the Friendship Inn provides the largest free meal service in Saskatoon, offering nutritious breakfast and lunch meal services, 365 days of the year. There are no qualifying criteria to eat a meal at the Inn – our model assumes every guest who comes to the Inn has a need, whether for food, friendship or to take a good step forward.

The Inn, which has always been located on 20th Street in the heart of the inner city, is presently serving an average of 1,520 daily meals for people who may otherwise go hungry. As Saskatoon continues to grow, we recognize the increasing needs of people in our community and work to respond through a 'food first' lens. Beyond food, the Friendship Inn provides a welcoming environment for guests and offers referral services designed to help improve quality of life and address emergent needs for individuals and families who are experiencing poverty.

The Friendship Inn relies almost exclusively on financial and food donations, as well as volunteer service to support our core staff of approximately 35 dedicated people who keep the Friendship Inn cooking, 365 days a year.

MESSAGE FROM THE Board Chair & Chief Executive Officer

Completing our 57th year of service to the community, the Friendship Inn will mark this year as one of significant change, and increase. We served an all-time high of 554,410 meals – over 100,000 meals more than the year prior, and representing nearly 23% growth. The reason for the response is two-fold. First, the need is certainly growing, and second, we can pace with growing need because of significant community generosity. The volume of food donations, generously donated dollars, and volunteer hours has never been higher – and our aim is to diligently steward these resources well in service to those in need.

As any charity, our mission is meant to meet an unmet need and to stand in the gap to serve those who look to the broader community for support. We are front-line to the growing need in our city, and we witness daily the deepening and intensifying struggle of those living with poor mental health, addictions, poverty, homelessness, and growing despair. In the pages of this report, you will see how we have adapted and increased our efforts to alleviate hunger by adding staff and reimagining spaces to offer guests even more support for hope and opportunity to take a good step forward. Our strategic focus for the year was *fostering hope, friendships and forward thinking*, and we trust the work and initiatives of the Board and staff reflect our collective effort.

Firstly, our aim to foster hope has been focused on serving guests more effectively, with more accessibility, and with a higher measure of safety. Acting on one of the recommendations of our (2025) external functionality assessment, we decided to relocate our guest supports and resources to the main (dining room) level. This was a considerable logistical undertaking, as it involved creating a temporary office space for our Community Support Worker, and re-fashioning our existing reception area to become a Help Desk in close vicinity of the guest entrance. Acquiring grants that allow us to staff the Help Desk seven days a week means guests have easier access to information and navigation, hygiene and outwear supplies as available, and mail for those who use our address as a secure way to receive their important letters and cheques. Improved signage and a new digital bulletin board now offers guests daily updates and pertinent community information. Additionally, increasing the complement and skill of our Program Supervisor team has brought a new level of consistent care, service and safety to our dining room, just in time to meet the demands of a higher pace, and tend to those with complex needs and behaviors. The strength of this team, along with the vision and skill of our Head Chef and kitchen team, has allowed us to take a growth step into offering supper meals – a provision of hope into hours of the day that we haven't reached into before. The offer of three weekday supper meals is a big step to take in our programming, a step we now have the capacity and resources to deliver.

Our second aim - to foster friendships - took on many forms and shapes. A continuing partnership with the Salvation Army grew in scope as we provisioned not just a breakfast meal to those using their overnight warm-up location at St. Mary's Church on 20th Street, but this year the challenge and logistics of a delivered supper meal was added. From November to mid-March, the contract to provide external meals to those in need via a partnership with a trusted agency was successfully achieved.

Another avenue of fostering friendships occurred with the hosting of a wonderful community event with invited Elders and Knowledge Keepers from each language group in Treaty 6 to speak on the topic of 'Indigenous Relationship to Food.' It was a unique gathering that wove together wonderful perspectives and storytelling about fishing, hunting, cooking and traditions, on the land as well as urban living, and food as medicine. All who attended were enriched and nourished in some way.

This year we fostered more friends and donors to support the Inn. Admittedly, it takes many friends of the Inn donating their financial resources each year to meet our annual need, and the reality that 95% of our budget is fundraised continues to be an amazement to many. It is not an easily-replicated business model. To reach more friends, we reimagined our Fill the Plate campaign by setting a target of raising meals rather than fulfilling daily December sponsorships. Our messaging to the community of \$5 equalling a meal, and the need to raise 200,000 meals resonated well, and our goal was not only met, but exceeded. We are so grateful for all the committed and new friends who joined together to keep us cooking!

Finally, a key focus of this year was forward-thinking, with facilitated strategic planning being undertaken by the Board and management in March 2026 with Kinzel Cadrin & Associates. Done on a three-year cycle, this exercise provides planning and mapping for the upcoming cycle. With the success of growing our food donations, having strong donor support, and optimizing our existing space to support increasing meal counts, it was unanimously agreed that it was time once again to explore taking a growth step with a capital expansion. As we envision the future and continue our daily work we will be guided by the key objectives of: Safety and Functionality; Resource Development and Management; and Responsiveness to Further Reduce Hunger.

The Friendship Inn has been serving meals to those in need for many years, alleviating hunger, and meeting people where they are at with compassion, dignity and respect. This year of fostering hope, friendships and forward-thinking puts us in a strong position to take a growth step, to steward the generosity of the community and support its most vulnerable citizens. We are keenly aware that we are stewards of more than donated food or financial gifts, we are stewards of the heart and goodwill of the community. We are grateful to all who continue to support the Inn – the many volunteers, donors, and friends who are cheering us on – we thank you.



Ashala Jacobson
Board Chair



Sandra Kary
Chief Executive Officer

Thank-you for making meals happen!

We're so grateful for your time and generosity.

Your gifts of service, food and finances keep us cooking so we can respond to community need and serve vulnerable people with food, friendship and compassion.



554,410

MEALS SHARED
this year

~1520

MEALS

served each day



7315+

GUEST SUPPORTS:

advocacy, referrals,
hygiene and care
items



100%

of **BOARD MEMBERS**
also give financially

1,246,793

POUNDS OF FOOD received from the community

~**VALUE** of

\$4.63M



20% protein



10% dry goods

15% bread



23% dairy

32% produce



95%

of meals served are created using
RECLAIMED or **DONATED FOOD RESOURCES**



15,000+

**IN-KIND LABOUR
HOURS**



COMMUNITY FUNDRAISING

supports **95%** of the budget
with \$ gifts from 1600+ **FRIENDS**

MORE THAN A MEAL

Offering compassion, hope and dignity

Guests of the Friendship Inn represent our city's most vulnerable population, so we strive to treat everyone compassionately and without judgment. For many people, a warm welcome from staff and volunteers at the Inn may be the only kindness they are offered in a day.

Often, the Inn is someone's sole source of stability, providing a sense of belonging, connection and humanity.

In living out our mission, we feel strongly about creating a compassionate sense of belonging, and through our services we hope to help guests feel like they are a part of community and know where to turn to find someone who cares. We know not everyone who comes through our doors understands the many avenues of support the Inn provides beyond the Free Meal Service.

Daily, we strive to meet people where they are, and provide hope by offering assistance and access to resources so they can focus on other emergent needs beyond a free meal.



Stories from the Inn ♡

The vignettes included throughout this annual report capture individual guests in a slice of time in their day and offer a glimpse of the many ways the Inn offers compassion, dignity and hope. Our services typically begin with the offer of a nutritious meal and a safe place to be, and often, we are also able to reach beyond our dining room to help guests who are struggling to manage the diverse challenges in their lives.



Janice and her baby did not have safe housing and were sleeping in their car in a parking lot. They began coming to the Inn for meals and to use the washroom. After saying hello to the family over several days, our Community Support Worker established enough trust to advocate on their behalf. After multiple phone calls, a connection through a supporting agency resulted in a safe place for Janice and her baby to sleep.

Lawrence was staying in a shelter after being released from custody. He wanted to steer clear of his previous gang life, but had little support or resources to do so. Advocacy from the Inn's Community Support Worker helped Lawrence navigate a complicated system to access the support and programming he needed to get his life back on track.

Program Highlights & Impact

Fostering hope, friendships and forward-thinking... these themes helped shape the work of the Inn this year by reminding us of our roots, encouraging our daily services to remain guest-centric, and inspiring innovation as we continuously imagine how the Inn will evolve in service to the community.

FREE MEAL SERVICE

The Friendship Inn team aspires to share compassion, dignity and hope with every meal served. Those who seek help and support at the Inn are known as guests - not clients, nor patrons or customers, and certainly not a number. From its inception, diners have been referred to as *guests* of the Inn - a thoughtful, deliberate choice meant to signal each person is invited, cared for and welcomed. For many who come to our doors, this nod to kindness is a rarity in their day-to-day lives.

Our genuine desire to compassionately serve those who are struggling is evidenced in our guest-centric practices. Diners are greeted upon entry, with many guests and staff knowing each other by name. This contributes to the sense of community and welcoming atmosphere within the Friendship Inn dining room. Various seating options are available such as a single, double or group table, or a family banquette - a favourite spot for families with young children. Guests then receive their meal - served to them at their table - in the same manner as a typical restaurant. These are small gestures, purposefully meant to signify each person is recognized as a human being and deserving of respect.

The Friendship Inn dining room served 225,785 meals this year, representing roughly 41% of our total annual meal count. 82,005 meals were shared during the breakfast service with 139,332 shared over the lunch service. In May, we adapted to growing community need by expanding the lunch service from 90 minutes to 120 minutes. Frequent line-ups outside the Inn combined with pressure to quickly turn-over tables in the dining room led to this decision. Extended service times help ensure diners can enjoy a more relaxed experience while maintaining a sustainable pace for staff and volunteers.

A further response to community need saw 4,448 meals served during the Inn's newly offered supper service. Building on a pilot project from last spring, the Inn provided evening meals in our dining room from 4pm – 5pm, three days per week during May and June. This program expansion is intended to help better serve the needs of guests – and particularly families who many not be able to get to the Inn for breakfast or lunch service times.



225,785
DINE-IN MEALS
(41%)
daily average = 619



During breakfast and lunch services, our street-side take-away window remained a popular option providing 168,332 meals over the course of the year, or 30% of the annual total meal count.

Take-away meals help to ease demand for seating in our dining room while also providing an added measure of flexibility for guests of the Inn. For some, it is the ability to quickly access a meal without having to wait for an available table in the dining room. For others, the option to receive a second portion for themselves or to share with a family member or friend unable to come to the Inn, is welcomed.

Over the year, 59,946 breakfast meals and 108,386 lunch meals were shared via our take-away window. While the take-away meal option is not a new feature for the Friendship Inn, it is a welcome addition to our dine-in experience, helping to address food security needs for a vulnerable community.

Building on the External Meal Program that was successfully established last year, the Friendship Inn once again provided meals to three vulnerable sector partner agencies. The expertise, proficiency and service mindset of our kitchen team enabled the Inn to stretch beyond our dining room and grow these partnerships as we endeavour to explore new, sustainable ways to serve community need.

- Co-operation with the Salvation Army saw the Friendship Inn supply 125 hot breakfast and supper meals daily from November through March to the St. Mary's warm-up location. In total, our expanded service agreement saw the Inn provide 36,190 nutritious meals for vulnerable men who were seeking shelter from the cold. With the warming centre opening daily at 5pm – four hours earlier than in previous years – offering a supper meal was a compassionate way to serve and support. Delivering hot breakfast meals prior to the centre's closing each morning also significantly reduced pressure on the Friendship Inn's on-site breakfast service. Rather than arriving hungry at the Inn, those who used the warming centre received a morning meal to help start their day.
- Women and their children living in supportive facilities with the YWCA Saskatoon were recipients of hot meals as a way of offering support, encouragement and compassion. Thanksgiving, Christmas, Easter and Mother's Day meals were shared in acknowledgement of these special days in addition to many other occasions throughout the year. Meals were offered as a way to help care for vulnerable families, many of whom were escaping difficult circumstances including abuse and domestic violence. In all, 4,737 meals were delivered.



TAKE-AWAY MEALS

(30%)

daily average = 461



Guests of the Friendship Inn describe hunger as living in chaos, so we approach our Mission through a guest-centric, food-first lens. Success is achieved when we are alert, mindful and forward-thinking in meeting emergent community need and when:

- Guests receive a nutritious meal, with no person turned away due to lack of food resources
- Guests are treated with respect and dignity and invited into a comfortable, friendly environment
- Guests, staff and volunteers remain safe



160,293
EXTERNAL MEALS
(29%)
daily average = 439



- Peanut butter and jam sandwiches are a favourite and shared daily with the Sawēyihotān Program of the Saskatoon Tribal Council (STC). This Mobile Outreach team connects with Saskatoon's growing number of citizens experiencing homelessness, estimated to be nearly 2,000 people, according to the most recent Point-in-Time (PIT) conducted in October 2025. The offer of food is a gentle way of reaching someone who is unhoused and can open a conversation on how to access additional resources or take the next good step forward. For those staying in STC's transitional housing facilities, special holiday meals were shared on Thanksgiving, Christmas and Easter. In total, 119,366 meals were provided to neighbours in need through our partnership with STC.

Partnership with other helping agencies helps the Inn expand our reach beyond the dining room and into the community in a measured, sustainable and strategic way. We see partnership as a way for us to offer food and friendship to those most in need while demonstrating our desire to serve and be good neighbours.

Taken together, the Friendship Inn prepared and shared 554,410 meals this year, either served directly in our dining room, through our take-away window or delivered in partnership with other community agencies. Once again, this is a new highwater mark for the Inn, surpassing last year's total by more than 103,000 meals or 23%.



23%
Growth over F2025



554,410 MEALS SHARED
~1520 meals served daily

Meals Served Each Month



Historical Annual Meal Counts and Daily Averages

F2020 = 303,680 832 daily meals	F2021 = 205,860 564 daily meals	F2022 = 305,445 837 daily meals	F2023 = 402,797 1,104 daily meals	F2024 = 438,338 1,201 daily meals	F2025 = 451,035 1,236 daily meals
Represents a pre-COVID year	COVID year 1; meal numbers significantly reduced due to many other emergency food initiatives	Evidences a return to regular meal service capacity, albeit with meal service delivery adaptations	Growth of 30% confirming dual service model of dine-in and take-away	Increase of nearly 9% further reinforces the need to maintain both dine-in and take-away meal service	Response to sustained need with external meal program contributed to 6% growth

Our goal is never to chase the next big meal count milestone. We understand that increased meal counts means more people in our community are struggling with daily food security. This can be difficult to witness. So, as we consider how to best respond and think ahead to what may be needed in the future, we rely on our Food First focus to guide strategy and decision-making.

Responding to such a dramatic uptick in community need takes careful, coordinated effort. It would be easy to assume that a marked increase in meal volume would bring an equivalent reduction in quality. Not so at the Friendship Inn!

Our Head Chef reflected, *“on several days, meal service numbers exceeded what we had originally prepared for. A true team effort and focused response helped to stretch recipes, pivot menus and ensure every guest would receive a hot, satisfying meal. Quality and consistency never waived, even when speed was essential. Our plating remained thoughtful, our portions remained generous, and our guest experience remained warm. This does not happen by accident. It happens because this team understands the person receiving a meal deserves our very best.”*



We're proud of the meals prepared by our kitchen team – they are nothing short of amazing. On regular rotation for breakfast you will find some combination of scrambled or fried eggs with toast, bacon, sausage or baked ham, French toast, oatmeal or pancakes with homemade berry sauce, yogurt and fruit. Lunch meals are equally as appealing, frequently including hearty stews or casseroles, roasted chicken, pork, fish, beef or lentils served with potatoes, rice, buns or pasta and steamed vegetables or a side salad. And no meal is complete without a treat, so a small dessert - a slice of cake, a cookie or piece of pie - round out the plates in our dining room.

There is great care and kindness at the Friendship Inn. In fact, the following is an excerpt from a Program Supervisor's recent reflection: *“One thing I continue to notice every day is how well our staff treat people. We often serve individuals who are going through difficult times, but they are consistently met with respect, patience, and kindness. In many ways, the level of customer service and care provided at the Friendship Inn exceeds what people would expect from a business where customers are paying for service. That is something worth being proud of.”*

On occasion, our staff do offer additional support for guests experiencing distress or demonstrating disruptive behaviour. The Inn's team of Program Supervisors work collaboratively with each other and our floor staff to de-escalate tense situations by encouraging guests to consider more suitable choices or offering alternatives when those options aren't embraced. For example, a challenging guest may be invited to receive their meal via the take-away window so a respectful dining experience can be maintained for others. Program Supervisors have First Aide training, including how to administer naloxone, should any emergency health event occur.

One meal at a time, our team remains deeply committed to offering a welcoming, hospitable environment for neighbours to gather, where compassion, dignity and hope are served with every shared meal.

SCALING UP TO STEWARD INCREASED FOOD RESOURCES

Rising meal counts bring to life the Inn's need for efficiency and optimized space usage. Our existing building and capital addition in 2012, was envisioned to support approximately 400,000 annual meals. Having now significantly surpassed that level of demand, the Inn has reimagined operations within our current footprint.

To that end, our Mezz 2 project which began last year, was brought to completion this year, adding 450 square feet of new space. Recommendations from an external functionality and CPTED (Crime Prevention Through Environmental Design) assessment motivated us to vertically capture previously unused space above our main floor coolers and garage in order to create a second-floor pantry, storage and sorting space.

This newly established space was further optimized with a physical connection to the Inn's existing second-floor dry storage area. The Mezz 2 space is easily accessible by both staircase and hydraulic lift, eliminating the need to haul pantry items from the garage, through the dining room, to the guest elevator and then across the building to the dry storage space. This new flow of goods through the Inn has been a critical success factor as our team has simultaneously navigated increased meals counts together with receiving record volumes of donated and reclaimed food resources. We can now confidently state all nooks and crannies have been optimized! And we did it all while never missing a meal service.



"Food-raising" 95% of the food items used to prepare meals at the Inn is on-going. We are dependant on community members and supporters within every step of the food distribution system to support our work. From corporate sponsors to industry agencies, retailers, wholesalers, local growers and grocers, church and service groups and individuals families – every donation of food helps us make meals happen.

In the twelve months ending in June 2026, the Inn received a record 1,246,793 pounds of food, roughly 3,416 pounds every single day, categorized as follows:

- 23% dairy
- 32% produce
- 20% protein
- 15% bread
- 10% dry goods.



The Friendship Inn dining room is a picture of humanity: a community dining table where those in need are served with compassion by our dedicated team and energetic volunteers who try to offer hope with every meal, connection through conversation and support with available resources and referrals.

Using a modest multiplier of \$4.19 per pound (based on the national standard from Second Harvest) this donated and reclaimed food equates to a value of \$5.23 million in donated resources. These figures represent an increase of 29% year-over-year, supporting the Inn in pacing with an increased number of meals.

We are deeply grateful to witness the Inn’s network of community food resources keeping pace with growing meal counts. To manage the volume of food our kitchen requires, we are aiming to add a new off-site warehouse for bulk donation pre-sorting and storage, and will utilize our older (secondary) van to support transport between locations.

VOLUNTEERS AND FINE OPTIONS SUPPORT



unit, corporate team, church or friend group – join us regularly throughout the year.

All told, volunteers contributed 11,341 service hours this year, the equivalent of \$173,236 in labour.

In partnership with the John Howard Society, the Inn continues to offer a Fine Options Program. The arrangement allows individuals to serve community service hours (equal to the value of their ticket or fine) under the leadership of our staff team. The Inn is one of only a handful of local agencies offering the program and this year, benefitted from 4136 hours, the equivalent of \$63,028.

The Friendship Inn thrives thanks to the energy, enthusiasm and helping hands of Volunteers.

Our small, but mighty staff team is strengthened by the dedicated army of helpers who commit their time to supporting the Inn.

Working alongside our staff, volunteers assist in the kitchen with food prep: washing, sorting and cutting fresh produce, assembling sandwiches, breaking eggs, portioning pastries and anything else necessary to help deliver the Free Meal Program. Volunteers also help to keep the dining room running smoothly during meal services by preparing and delivering trays, clearing tables, sorting dishes and working alongside our staff to assist guests.

We often hear from volunteers how much they enjoy serving at the Inn and many – whether individuals, a service club, family

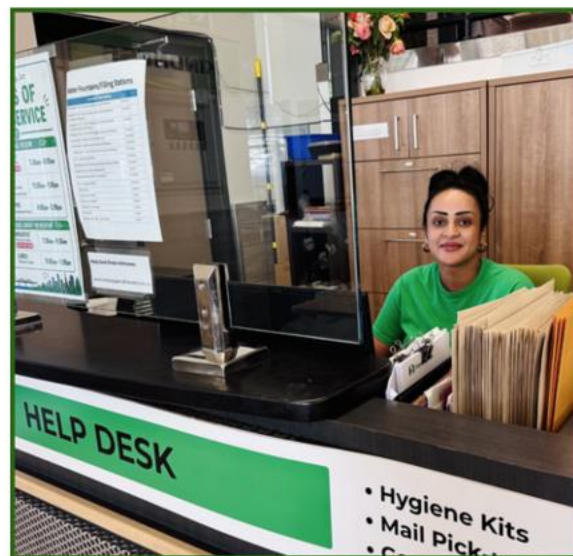


GUEST SERVICES, COMMUNITY SUPPORT WORKER AND COMPASSION PROJECT

We transformed the delivery of Guest Services this year, bringing all guest-facing elements onto the main dining room floor. Our primary motivation was to improve the guest experience by reducing or eliminating any barriers they may encounter when accessing supports at the Inn.

To begin, we moved all guest supplies from the second floor to the dining room floor and created a Help Desk which is now stationed just inside our guest entrance. The desk is staffed with a friendly face who can assist in accessing personal mail, making phone calls or using the internet. Donated emergency supplies are also available at the Help Desk including hygiene supplies (shampoo, soap, toothpaste and toothbrushes), feminine products, baby formula, diapers and wipes, as well as socks and winter outerwear.

To help build a more fulsome understanding of the level and types of assistance provided, the Inn began utilizing specialized customer service software. We are now able to note who is receiving care items to ensure we are sharing as equitably as possible. The software also helps to properly manage mail coming to the Inn for guests – a vital support for many who are homeless or vulnerably housed. A further benefit: we are now able to produce reliable output and outcome reporting data which is particularly helpful given all supplies are donated through externally funded grants or our Compassion Project.



7,315+
TOTAL GUEST CARE ITEMS



432
GUESTS RECEIVING MAIL
SERVICE SUPPORT



3,806
CLOTHING PIECES



3,077
HYGIENE KITS

PLUS advocacy | referrals | care items

Beyond access to the daily essentials already described, the Compassion Project sees a member of the Friendship Inn team circulating the dining room during meal service times with a specific mandate to connect with guests. Known as the Compassionate Care Lead, this staff member supports individuals and families by serving as a listening ear, offering connection to other supportive agencies, sharing supplies and inviting guests with more complex challenges to speak with the Inn's Community Support Worker.

In keeping with the transformation of guest services, the Inn's Community Support Worker was relocated from the second floor to a more accessible space within the dining room. A temporary office structure was constructed to accommodate the necessary level of confidentiality for those seeking support. Many guests request assistance with obtaining government-issued identification, income support programs, housing placements, addictions and mental health resources, advocacy and referrals to other supporting agencies.

Having the Community Support Worker in closer proximity to where guests are dining has elevated the Inn's service for these neighbours in need.



There are no broad strokes to define or paint a picture of a typical Friendship Inn guest, except for their basic need for nourishment. In some way, each person is impoverished and vulnerable, regardless of their age or ability, race, religion, gender or background. We see newborn babies alongside seniors showing the toll of many years lived. We welcome those who are able-bodied and those who are painfully frail. We serve friends who are boisterous and happy together with those who are silent, agitated or traumatized. The playful squeals of a child can echo simultaneously with the voice of someone in distress or delusion.



Further supporting an enhanced guest experience at the Inn has been a focused effort to improve signage, something particularly important in serving guests who may be new to the Inn. A digital dining room sign now provides a quick, easy way to communicate with guests and share information on upcoming events, ways the Inn can offer support and services, add how guests can connect with other helping agencies in the community.



We have also expanded our internal capacity to support guests in filing their income tax with Revenue Canada. Through the Community Volunteer Income Tax Program (CVITP), specially trained staff now work one-on-one with anyone needing assistance, particularly guests who may have fallen multiple years behind.

Finally, we are pleased to have a newly-funded five-year project known as 'We Helped 100.' This project creates a Pathway of Hope for guests who are guided by our team through a step-by-step process. Each step is designed to remove barriers and support individuals who wish to move from homelessness, insecure housing or shelter living to a successful rental placement. Guests receive assistance to secure government-issued ID, open a bank account, file personal income taxes, and submit a rental application. Each completed step in the pathway is intended to help restore a sense of dignity and equity, improve mental health with the ultimate aim to see participants transition to safe, stable housing.

The Compassion Project and We Helped 100 were both supported in part by funding received from the Saskatoon Community Foundation Quality of Life grant and Vital Focus program grant, respectively.



Stories from the Inn

A family was evicted due to missing their rent payments. They were homeless and staying with various friends until finally securing a new space – a garage with no heat. While our team advocated on their behalf and further assisted with housing referrals, the family used space heaters to keep themselves warm in the winter, keeping their outerwear on at all times. Meals at the Inn supported the family to stay together and remain sheltered by helping them be able to cover the rent for the garage.

Community Collaboration



Our friends from **Aero Delivery** play a critical role to help keep our kitchen running smoothly. The Inn receives and processes massive amounts of food. When our on-site storage space reaches capacity, the Aero team steps in to provide off-site, temperature-controlled storage, allowing the Inn to accept bulk donations we otherwise couldn't manage. This means we are able to efficiently use donated food to provide high-quality, nutritious meals for people in need. We are grateful to be in partnership with such a caring, flexible, and community-minded local business. Thank-you Aero!

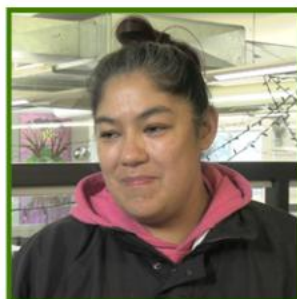
Through their Returning Home program, our friends from **H & R Block Canada** again set up shop at the Inn in Spring 2026 to assist our guests with income tax filing. This free service reduces a variety of barriers for many who are trying to access their much-needed refunds and credits.



Operation Santa, an initiative of the **Dakota Dunes Community Development Corporation**, invited agencies to gather together to build Christmas food hampers and gifts to share with families in need. The Friendship Inn served on the organizing committee

and focused their efforts to support those who are most vulnerable, and unhoused, with 45 backpacks filled with practical holiday cheer.

Generous community support is vital as the Inn works to fundraise 95% of the resources needed to keep our daily free meal program serving people in need. **Wheaton GM Saskatoon** has been a dedicated partner over the years, so their matching gift of \$50,000 for the 2026 Spring Campaign was a powerful reflection of their long-standing commitment to giving back, supporting community, and helping others.



Stories from the Inn ♡

Scott was in for breakfast, knowing he would not be attending school that day so would miss out on the food shared there. Scott wouldn't go to school without his sister, Jen, and she didn't have any clean clothes to wear. The family hadn't been able to do their laundry because of the expense. We were able to connect the family with emergency resources in hopes both Scott and Jen would be able have the confidence to attend school.

Indigenous Relationship to Food Learning Event



L to R: Ashley Petite, Knowledge Keeper Allan Bonaire, Elder Mary Lee, Elder Sandra Laliberte, Elder John Merasty, Elder Nancy Netmaker

During a September gathering, the Friendship Inn board and staff and many of our community partners spent time learning from Indigenous Elders and a Knowledge Keeper. They represented various language groups in Treaty 6 and spoke about their relationship to food and its cultural importance. Stories of tradition and family were shared, together with the Elders' personal reflections on how food plays a central role in identity, healing, sense of place and connection to the land. The discussion was a rich experience and helped deepen our understanding of how food is central to well-being.

YWCA Women of Distinction Awards

We are proud to congratulate our Chief Executive Officer, Sandra Kary, on receiving the Community Building Award at the 2026 YWCA Saskatoon Women of Distinction Awards. This initiative recognizes leaders and changemakers who make a lasting impact in their communities. Anyone who knows Sandra understands how deeply deserving she is of this honour.



Through her leadership at the Saskatoon Friendship Inn, Sandra has continued the important work of making meals happen for vulnerable people in need while creating a space rooted in dignity, belonging, hope and care. Her passion also shines through in the shared commitment she has fostered within the team at the Inn to serving the community.

Congratulations and thank-you, Sandra, for leading with heart and for continuing to make a difference every day.

Stories from the Inn

Jack is one of those guests who remind us why the Friendship Inn feels more like a community than a service. Many staff members share morning conversations with him, laugh at his jokes, or a simple greeting as part of their daily routine.

His week-long absence from the dining room was immediately noticed and we soon learned Jack was facing homelessness. Daily, staff would check in with the Inn's Community Support Worker to ask how he was doing and whether there were any updates. The level of concern speaks volumes about the relationships built in our dining room and how staff genuinely care for the guests who come to the Inn.

It was a reminder of how much Jack means to the Friendship Inn community.

Board and Committee Highlights



Members of the Board for 2025 - 2026

Back row L-R: Nadine Connoly (Vice Chair), Jordan Arndt, Andrew Hodson, Sarah Wingerak,
Denis Sirois (Treasurer), Autumn Baptiste, Stella Spanos

Front row L-R: Melanie Christianson, Samantha Mapletoft, Dani Nichols, Ashala Jacobson (Chair), Sandra Kary (CEO), Tammy Martins
Missing: Karen Lloyd, Ashley Petite

Management Team:

Sandra Kary, Chief Executive Officer

Robert Wyma, Director of Operations

Laura Herman, Development and Engagement Manager

Matthew Hutchings, Finance and Administration Manager

Stories from the Inn

An elderly guest, **Jacob**, who experiences blindness in one eye, partial vision loss in the other, and mobility limitations, came to us in crisis after receiving a move-out notice. After reviewing all correspondence with his landlord, we successfully advocated for a reasonable accommodation, requesting a short extension to complete his required annual review. The landlord agreed to reconsider the eviction if the paperwork was submitted promptly. We assisted Jacob in completing, signing and submitting the annual review. As a result, the move-out notice was rescinded, the eviction action was withdrawn, and Jacob's housing stability was preserved, ultimately preventing homelessness.

The Saskatoon Friendship Inn Board met seven times: September 16, 2025; October 1, 2025 (AGM and Board Organizational Meeting); November 4, 2025; February 3, 2026; March 3, 2026 (Strategic Planning); March 31, 2026; June 9, 2026. Meetings alternated between virtual and in-person at the Friendship Inn.

Key activities of the Board included:

- Board member recruitment – strategies and successful recruitment of three new board members
- Regular oversight of annual organizational plan and CEO work plan; CEO engagement with quarterly check-ins and annual performance review
- Oversight of capital upgrades, noting the completion of the Mezz 2 project designed to optimize space, increase efficiency and improve flow of resources within existing footprint
- Participation in organizational strategic planning on March 3, 2026, facilitated by Kinzel Cadrin & Associates; planning is held on a three-year cycle
- In response to strategic planning outcomes, full board support and motion affirming, in principle, a capital addition to respond to and support the growing need for food security in our community
- Establishment of a Special Building Committee to support the work with a capital addition
- Promoting and achieving the goal of 100% Board Giving (financial contribution to the Inn)
- Annual board survey, with review of results and recommendations
- Review and proposed updates to SFI's Value Statements.

Finance Committee

Committee Members: Denis Sirois (Treasurer/Committee Chair); Melanie Christiansen, Andrew Hodson, Dani Nichols, Ashala Jacobson (ex-officio); Matthew Hutchings (Mgmt); Sandra Kary (CEO)

The committee met five times: September 9, 2025; October 27, 2025; January 27, 2026; March 24, 2026; May 26, 2026

Key activities of the Finance Committee included:

- Regular annual finance policy review and revisions
- Annual meeting with investment managers (April 23, 2026) to review performance and alignment with internal policy
- Review of SFI's quarterly 'Risk Registry' which monitors top five risks with correlating thresholds, tolerances, and trends analysis
- Due diligence, review, and approval of the annual capital and operating budgets
- Oversight of capital expenditures in relation to the annual budget and the 25-year capital spend strategy
- Quarterly review of financial reports including balance sheet, revenue, expenditures, and variances
- Review annual audit results and provide recommendations if required
- Review performance and recommend appointment of the auditor.



Fundraising Committee

Committee Members: Nadine Connoly (Committee Chair); Jordan Arndt; Autumn Baptiste; Ashley Petite; Stella Spanos; Ashala Jacobson (ex-officio); Laura Herman (Mgmt); Sandra Kary (CEO)

The committee met four times: October 16, 2025; January 22, 2026; March 11, 2026; May 20, 2026

Key activities of the Fundraising Committee included:

- Regular annual policy review and revisions related to fund development and Gift Acceptance and Valuation Policy including recommendation to include new Lapsed Donor Records Retention and Removal Policy; review of industry trends and analytics
- Oversight of comprehensive fund development, donor stewardship and external communication strategies to attract and sustain appropriate resources to support programming and increase internal capacity to sustainably grow donor resources
- Successful 2025 Fill the Plate Campaign with strategic shift to raise 200,000 meals (rather than limitation of calendar/December 'Day at the Inn' sponsorships) by communicating \$5 = one meal. Goal of \$1M exceeded, inclusive of \$125K matching contribution from Nutrien as Lead Sponsor. The Holiday Gala was successfully hosted as a sell-out fundraising event
- Progress tracking pertaining to Board Giving; annual review of policy which encourages 100% participation in charitable giving
- Affirmation of the AFP Donor Bill of Rights and Code of Ethical Standards as guideposts for philanthropic activities and promotion of donor-centric fundraising practices.

Human Resources and Governance Committee

Committee Members: Sarah Wingerak (Committee Chair); Karen Lloyd, Samantha Mapletoft, Tammy Martins; Ashala Jacobson (ex-officio); Sandra Kary (CEO)

The committee met five times: September 4, 2025; October 22, 2025; January 20, 2026; March 18, 2026; May 25, 2026

Key activities of the Human Resources and Governance Committee included:

- Effective recruitment, on-boarding and orientation of three new board members in Fall 2025
- Oversight and support with Board and Management Strategic Planning for the upcoming three-year cycle (F2027 – F2029), including external RFP process for facilitator
- Annual review and recommendations pertaining to Governance: Bylaws, Board Policy Manual, Board Code of Conduct, Annual Board Calendar
- Annual review of ED job description; recommended title change from ED to CEO to reflect the change in position and growth of the organization. Oversight of CEO Annual Work Plan, Performance Review and recommended compensation package
- Board performance – Annual Board survey with results/recommendations completed by June 2026
- Review and recommendation of policy for individual Board members to supply a Criminal Record Check along with an ongoing duty to report (fulfills new requirement / compliance with Ministry of Social Services for all agencies with a current service agreement)
- Review of current Standing and Special Committee Terms of Reference, to support the drafting of terms of reference for a new Special Building Committee
- Oversight and input regarding the external review of SFI's employment contracts (management/salaried and non-salaried templates).

Key activities of the Human Resources and Governance Committee included: *continued*

- Regular oversight and support pertaining to Human Resources: SFI Staff Handbook, SFI Operations Manual, SFI Annual Organizational Work Plan, SFI Wages and Benefits (upcoming fiscal year planning), SFI Communications Plan
- Oversight and support with the review of SFI's benefits carrier and changes to a new provider.

Special Committee: Inclusion and Indigenous Relations

Committee Members: Ashley Petite (Committee Chair); Autumn Baptiste; Karen Lloyd; Ashala Jacobson (ex-officio); Robert Wyma (Mgmt); Sandra Kary (CEO)

The committee met twice: October 23, 2025; May 7, 2026

Key activities of the Special Committee included:

- On-going consideration and discussion regarding Board and Management engagement with Elders that is meaningful, relevant to the mission and vision of the Inn, and held with the understanding that building relationships is both intentional and long-term work
- Support to Management regarding on-going professional development initiatives, connection to various Indigenous agencies and communities, and other learning opportunities
- Development and coordination of an educational session for SFI board, staff and community partners to learn about 'Indigenous Relationship to Food' held on September 25, 2025, panelists included Elders and Knowledge Keepers from each language group in Treaty 6
- Coordination of Board learning opportunities and engagement with Elder Mary Lee on September 25, 2026 and April 21, 2026 to support the Inn's continued efforts with Indigenous relations and understanding of customs, ceremonies and traditions
- Oversight and review of SFI's Guest Accessibility Report, May 2026, that speaks to functionality, practices and safety protocols for guests utilizing our programs that may have mobility limitations or other disabilities
- Supported Management to provide a staff learning opportunity with Lyndon Linklater on May 27, 2026.

Special Committee: Building

Committee Members: Andrew Hodson (Committee Chair); Denis Sirois, Dani Nichols; Ashala Jacobson (ex-officio); Robert Wyma (Mgmt); Matthew Hutchings (Mgmt); Laura Herman (Mgmt); Sandra Kary (CEO)

The committee met once: June 24, 2026

Key activities of the Special Committee included:

- Developed Terms of Reference as a special, advisory committee to the Board with the purpose of assisting the Board in fulfilling its oversight responsibilities regarding the planning, design, financing, and execution of the major capital project; to ensure the project is delivered on time, within budget, and to the quality standards approved by the Board.
- Initial engagement and work with architectural firm regarding a space needs assessment
- Preliminary property investigations to support future planning needs.

Treasurer's Report

STATEMENT OF REVENUE AND EXPENDITURES

For the year ending JUNE 30 2026

	F2026	F2025
REVENUE		
Donations	2,378,357	1,955,393
Grants	248,712	306,972
Donations/Gifts In-Kind	76,894	74,518
Contracted Meals	178,096	52,606
Property Tax Abatement	38,225	34,705
Miscellaneous	11,285	11,167
	2,931,569	2,435,361
EXPENDITURES		
Salaries/Benefits	1,791,576	1,520,439
Kitchen/Supplies	132,991	120,778
Office/Admin	124,363	116,620
Utilities	85,223	83,725
Gifts In-Kind	73,894	74,518
Repairs/Maintenance	54,598	73,072
Professional Fees	38,602	40,132
Property Tax	38,225	34,705
Transportation/Courier	23,570	28,742
Contracted meals expense	34,202	16,712
	2,397,244	2,109,443
	534,325	325,918
OTHER REVENUE / EXPENDITURES		
Depreciation	-204,304	-204,254
Disposal of Capital Assets		2,300
Investments: Interest income & unrealized gain/loss	578,888	316,592
SURPLUS (LOSS) OF REVENUE OVER EXPENSES FOR THE YEAR	908,909	440,556

VARIANCE REPORT:

Revenue: An updated Fill the Plate campaign strategy accounts for a majority of the increase in donations. Contracted meals revenue increase due to a longer contract period, and the provision of an added supper meal.

Expenses: Increase in salaries/benefits due to market alignment with external Compensation Review (2025), as well as an added Program Supervisor (1.0FTE) and other enhanced positions. Gift-in-kind expense does not match revenue due to a donated photocopier that was capitalized (\$3000). Repairs and maintenance is lower due to a painting project that occurred in F2025. Contracted meals expense corresponds to contracted meals revenue.

Other: Increase in investment income is due to a higher rate of return and increased investment.

Full audited financial statements available on request.

Thank-you
for being a
FRIEND





Saskatoon Friendship Inn

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