

Reaching Home:

Red Deer, Alberta - Homelessness Plan

2019 – 2024

Note:

All communities receiving funding from Designated Communities stream are required to use this template in order to complete the community plan under Reaching Home. In completing this template, communities are encouraged to develop comprehensive community plans that reflect the contributions of all funding partners, including other orders of governments, not-for-profit organizations, and the for-profit sector.

Please note that in communities that receive funding from both the Designated Communities and Indigenous Homelessness streams, cross-stream collaboration is expected to promote the adoption of a community-wide planning process and support the achievement of community-level outcomes reflecting the needs of the whole community. To support communities in completing their community plans, a Reference Guide has been developed. It is recommended that this be reviewed prior to completing your community's homelessness plan to ensure understanding of the requirements and completeness.

The Community Plan for Reaching Home must be approved by the Community Advisory Board (CAB) of the Designated Community before it is submitted to Service Canada. If your community is developing a joint plan with the Indigenous Community Entity, both Community Advisory Boards must approve the community plan.

In addition to the core requirements provided in this template, communities may also wish to include other components that provide insight into the community's housing and homelessness context or contribute to community-level homelessness challenges, such as a map of the community's current homelessness services and/or gaps in homelessness services or infrastructure (e.g. housing stock). Communities have full flexibility in drafting these sections.

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1. Community Engagement

To ensure a strategic and comprehensive path forward is in place for Red Deer to address rapidly housing and homelessness issues, Red Deer City Council kick-started a community-based process to develop a blueprint of action for the next five years.

The Community Housing & Homelessness Integrated Plan (CHHIP) builds on learnings and successes of Housing First efforts in 2010. Since then, over **1,000 formerly-homeless citizens have been housed** leveraging an increasingly coordinated approach among service providers, government, and the private sector. The development of CHHIP has shaped Red Deer's priorities and actions to inform the Reaching Home Community Plan.

Despite these successes, housing affordability and homelessness remain key challenges with a rapidly shifting context prompting the need for a revised approach and reworking of the community's approach to housing and homelessness. This is particularly critical in light of changes in the broader environment related to the economic downturn and the opioid/meth crisis, and community safety issues.

The consultation process to develop this Plan has involved almost **2,700 Red Deerians**, including citizens, business owners, Indigenous people, service providers, faith community members, and those with Lived Experience. Their diverse opinions reinforced that housing affordability and homelessness in Red Deer remain a priority for continued collective and urgent action. A public survey was available online in June of 2019 and received over 2000 responses. A total of 20 Design labs were facilitated over the course of the summer in 2019, attended by 178 unique participants. 14 lived experience focus groups were hosted with 58 participants. Hearing the voices of Red Deer's citizens in a solutions focus setting, allowed the city to better position itself in the development of the Reaching Home Community Plan.

As a part of the broader CHHIP consultation process, citizens of Red Deer attended a design lab looking at homelessness through the lens of Reconciliation and building an approach in Red Deer that advances the Calls to Action. A total of 32 participants attended this session. The participants of the conversation offered engaged and informed commentary with their specific actions integrated into the Plan strategies.

Building on the progress and learnings gained over the course of the previous plan's implementation, renewed and refocused efforts are needed to deliver the desired impact for those in need of help as well as the broader community. The next five years will call on all partners to step up and do their parts as part of a systems change effort aimed at addressing the root causes as well as symptoms related to homelessness and housing issues. **This will require a different way of thinking and acting among those funding and delivering supports, decision-makers, as well as all of us as community members.**

This plan is in its final stages of development, and will influence the Reaching Home Community Plan moving forward.

2. Investment Plan

In the table below, please outline your planned allocation of Reaching Home funding (including funding from the Designated Community stream and Community Capacity and Innovation stream) from 2019-24 by investment area. Please note that it is acceptable that your community's funding priorities change over time. This investment plan is to demonstrate that your community has a vision moving forward for the allocation of Reaching Home funding. An example has been included in the Community Plan Reference Guide.

Reaching Home Annual Allocation

2019-2020: \$548,002

+ \$243,904 (Indigenous – One-year confirmed)

2020-2021: \$538,002

2021-2022: \$576,653

2022-2023: \$572,153

2023-2024: \$572,153

	2019-20	2020-21	2021-22	2022-23	2023-24
Housing Services	21%	28%	26%	26%	26%
Prevention and shelter diversion	54%	41%	38%	38%	38%
Support Services	-	-	-	-	-
Capital Investments	-	-	-	-	-
Coordination of Resources and Data Collection	18%	24%	28%	28%	28%
Administration	7%	7%	8%	8%	8%
TOTAL	100%	100%	100%	100%	100%

3. Cost-Matching Requirement

In the table below, please outline all funding for homelessness initiatives your community plans to receive from external partners from 2019 to 2024. This includes both financial and in-kind contributions. If your anticipated community contributions do not project to cost-match funding from both the Designated Community stream and Community Capacity and Innovation stream for each year, explain the circumstances below the table and include a description of the steps you will take to meet the requirement. An example has been included in the Community Plan Reference Guide.

Projected Funding towards Homelessness Initiatives						
Funder	2019-20	2020-21	2021-22	2022-23	2023-24	2019 - 24
Government of Alberta (OSSI Funding)	\$3,835,000	\$3,835,000	\$3,835,000	\$3,835,000	\$3,835,000	\$19,175,000
City of Red Deer (Administration)	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$375,000
TOTAL	\$3,910,000	\$3,910,000	\$3,910,000	\$3,910,000	\$3,910,000	\$19,550,000

4. Coordinated Access System

Red Deer has had a Coordinated Access System in place since 2016. The process includes both a Coordinated Entry and Coordinated Access Process (CAP).

Coordinated Entry is a single place or process for individuals experiencing homelessness to access housing and support services. The goal of this system-wide program is to meet the needs of the most vulnerable and highest acuity first (triaging) while ensuring all individuals and families who come into contact with the homeless system are assessed and provided with appropriate supports to exit homelessness. Collaboration, communication and knowledge sharing among community stakeholders are essential in order for a coordinated entry system to be successful.

Coordinated Entry creates a more efficient homeless serving system by:

- Helping people move through the system faster by reducing the amount of time people spend moving from program to program before finding the right match;
- Reducing new entries into homelessness by consistently offering prevention and diversion resources upfront, reducing the number of people entering the system unnecessarily; and
- Improving data collection and quality and providing accurate information on what kind of assistance individuals and families need.

Red Deer will implement a hybrid model of Coordinated Entry with centralized intake that uses mobile outreach for shelters, systems and assertive street outreach. One service provider will be responsible for implementing the unified coordinated entry and assessment system for all populations including single adults, families and Red Deer's System Framework for Housing and Supports 36 youth. Specific efforts will be made to engage long-term shelter stayers and rough sleepers to connect them to permanent housing. A hybrid model of Coordinated Entry includes:

- Intake for all Housing First programs in Red Deer
- Central location for in-person service
- Mobile outreach in the emergency shelters and/or other service providers' locations
- Mobile outreach to systems (hospital, correction facilities)
- Assertive street outreach
- Initial screening for prevention and diversion
- Common consistent process for assessments and referrals

It is important that standard intake practices are applied at every point of entry for every client to ensure consistent assessments. Red Deer uses the Service Prioritization and Decision Assistance Tool (SPDAT) as the standardized tool for intake. Regular SPDAT training and refresher sessions are also an important component of standardized assessment and intake. Comprehensive intake assessments will be conducted at multiple and appropriate access points throughout the community including emergency shelters, hospitals and correctional facilities, other locations where individuals experiencing homelessness access services, in addition to the Coordinated Entry office location.

Coordinated Access Process (CAP):

The Coordinated Access Process (CAP) is a method of matching individuals and families experiencing chronic and episodic homelessness to a housing first program that meets their needs. The purpose of CAP is to streamline access and referral to housing programs. It is a client-centred approach that provides a consistent and transparent process of prioritizing individuals and families for housing programs. The target population for CAP is Individuals and families experiencing chronic or episodic homelessness; prioritizing those who have been homeless the longest and have the highest acuity. Individuals who are long-term shelter stayers and/or rough sleepers will be prioritized for service. CAP follows a triage model which means the most vulnerable individuals with the highest acuity and the longest length of time being homeless are matched to housing program first. This is not a typical "wait list" but is rather about making a best possible match based on length of homelessness, acuity, client need, and availability of program spaces. All Housing First programs funded by The City of Red Deer must participate in the Coordinated Access Process.

Prioritization Guidelines:

- History of homelessness – long term shelter stayers and rough sleepers

- Acuity – Service Prioritization Decision Assistance Tool (SPDAT) score

Individuals	Families	Eligible Programs
SPDAT 45-60	SPDAT 66-80	Permanent Supportive Housing & Intensive Case Management
SPDAT 35-44	SPDAT 54-65	Permanent Supportive Housing, Intensive Case Management, & Rapid Rehousing – Level 2
SPDAT 20-34	SPDAT 27-53	Rapid Rehousing – Level 1, HPS Housing First & Supported Housing

The CAP committee seeks consensus from all members on all program matching decisions. The purpose of consensus decision making is to ensure the agreement of the majority of the participants and to employ appropriate measures to resolve or mitigate the objections of the minority, arriving at the most agreeable decision possible.

Currently the CAP committee is comprised of all Housing First Organizations within the community, both Reaching Home Designated Communities and Indigenous Homelessness funding stream programs are at the table.

In addition to the CAP committee table there is also a CAP Executive Committee that meets on a quarterly basis to review regular practices of the coordinated access process. Specific situations and cases may be reviewed to hone in on insights and feedback group the table on ways to improve current processes.

There is a detailed list of processes and guidelines listed on The City of Red Deer's [website](#). Both the *Performance Management Guide for Red Deer's System Framework* and the *Coordinated Access Process (CAP) Guidelines* are reviewed by the CAP committee through Executive CAP meetings and changes can be made as required. These decisions are also made on a consensus basis.

5. Community-Wide Outcomes

If you would like your community to measure progress on additional outcomes beyond the [federally mandated outcomes](#), please identify those outcomes. Please provide your proposed indicators, targets, and methodology for each of the additional identified outcomes.

Outputs:

By March 31, 2024, The City of Red Deer as the Community Entity will fully invest Reaching Home – Designated Community funding to address priorities identified in the Community Plan.

The City of Red Deer will ensure implementation of the Community Plan as established by the Community Housing Advisory Board and approved by Canada.

Community-Wide Outcomes:

- Chronic homelessness in the community is reduced. The goal of Reaching Home is a 50% reduction in chronic homelessness by 2027-2028.
- Homelessness in the community is reduced overall, and in other priority populations, including Indigenous homelessness.
- New inflows into homelessness are reduced.
- Returns to homelessness are reduced.

6. Official Language Minority Communities

The Government of Canada has a responsibility under the Official Languages Act to ensure that programs and services meet the needs of [Official Language Minority Communities \(OLMCs\)](#). Please describe the steps that you will take to ensure that the services funded under the Reaching Home take the needs of the [OLMCs](#) into consideration where applicable.

There is not currently demand for services and supports in both official languages among individuals experiencing homelessness in Red Deer. All programs are prepared to provide service in French, should it be requested, through staff in their workplace who speak French or through translation services, such as Red Deer's 211 service which can provide translation for over 200 languages. The City of Red Deer will continually monitor the demand for French language services.

Note: ESDC has removed all personal and identifying information for members of the Community Advisory Board(s) from this document. To validate or change this information, please contact your Service Canada representative.