



Now and Tomorrow  
Excellence in Everything We Do

# Community Plan 2011–2014

## Homelessness Partnering Strategy

### Annex B: Community Plan

Community:

Red Deer

Province or Territory:

09 - Alberta

Delivery Model:

Community Entity

(For HPS Designated Communities Funds)

Date of CAB approval:

Day

Month

Year

9

02

2011

Date sent to Service Canada:

Day

Month

Year

15

02

2011

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# 1. The Community Planning Process

## 1.1. Community Advisory Board (CAB)

### Purpose

The purpose of this section is to identify how representative your CAB is of the stakeholders in your community. You will also consider the strengths of your CAB and any challenges you may face.

Your CAB should be representative of your community, including representation from:

- The Province/Territory
- Municipality/Regional government
- Aboriginal sector
- Private sector
- Not-for-profit/charitable sector
- Your client groups (homeless and at-risk individuals, including youth and Aboriginal people where appropriate)
- Service providers

It could also include other representatives important in your community, for example:

- Academic/research/policy group



**Note:** The Reference Guide includes an example for completing this section.

- a. Before answering this question, complete **Table A** (Community Advisory Board Membership) in the Data Tables.

Is there any sector or organization you would like to include in the future to make the CAB more representative of your community? **Table A** (Community Advisory Board Membership) in the Data Tables will help you to identify which sectors are already represented on your CAB.

yes       no

If yes, please identify the sector or organization and describe how you will engage it.

- b. What are the strengths of your CAB?

In Red Deer the CAB is known as: the Community Housing Advisory Board (CHAB). CHAB is a council committee of the City of Red Deer. Legislative and Governance Services advertises when vacancies occur on CHAB at which point, interested individuals through a resume process put forth their names. A committee consisting of councillors review the applications and look for individuals who have a background that would be beneficial to CHAB. These individuals are then appointed

# 1. The Community Planning Process

to sit on CHAB. Two councillors are also assigned to CHAB. When recommendations from CHAB go to City Council for approval, those councillors are available to speak about the recommendation. A set of committee bylaws exists for this committee and may be found on the City website. It is recognized that community organizations, government departments and homeless citizens have valuable knowledge skills and resources to contribute. These housing resources and organizations may be called upon to support the governance work of the CHAB, and will generally provide frontline knowledge and support to the administrative processes.

- c. What challenges, if any, are faced by your CAB?  
At times, filling the two Aboriginal representative positions.

## 1.2. Stakeholder Engagement

### Purpose

The challenges of homelessness are complex and are best addressed through strong support and cooperation between all levels of government, as well as the private and voluntary sectors.

The purpose of this section is to describe the support and cooperation within your community for your homelessness strategy. It is expected that you will demonstrate broad support, representing all key sectors in your community.

- a. Before answering this question, complete **Table B** (Partners and Their Involvement) in the Data Tables

How did you consult your community as you prepared this Community Plan? **Tables A** (Community Advisory Board Membership) and **B** (Partners and their Involvement) in the Data Tables may help you to identify who was involved in your community planning process. Please include information about the extent of your consultation.

Through a request from the Red Deer Housing Committee, the Mayor's Task Force was formed to take a community look at the issue of homelessness. The Task Force began with a vision to collectively modify the human services system from one that manages homelessness to one that prevents it. This vision was rooted in the belief that all residents of Red Deer deserve to live in dignity and should have opportunities to fully participate in the community. The Task Force worked with over 30 planners from the community including front line service providers, concerned citizens, and the private sector. The Task Force heard the personal stories, concerns and hopes of over 200 individuals in the community who have been affected by a wide range of issues related to homelessness and the lack of appropriate, affordable housing. The result was the document "EveryOne's Home: Red Deer's Vision and Framework on

# 1. The Community Planning Process

Ending Homelessness by 2018" (released in February 2008). As part of a request from the Province of Alberta, the community, lead by the Red Deer & District Community Foundation took the original EveryOne's Home document and drilled down to more specific goals and strategies in "EveryOne's Home Red Deer's 5 Year Plan Towards Ending Homelessness". Part of the process included a facilitated workday on August 17, 2009. All of the original members involved in the Mayor's Task Force were invited to participate and were given an opportunity for feedback. A series of small group meetings then occurred to draft the document. This draft was sent out to the community for further input. The completed final 5 year plan was shared with the community and adopted by the City of Red Deer on October 5, 2009.

- b. Are there stakeholders or potential partners other than those listed in Table B (Partners and their Involvement) that are critical to your community's homelessness strategy?
- yes       no

If yes, identify these stakeholders and describe the contribution they would make to your homelessness strategy.

If yes, how will you engage these stakeholders?

- c. How is your CAB working with the Aboriginal sector to identify and implement Aboriginal priorities? Please note: Each Community Advisory Board is responsible for allocating a level of funding for Aboriginal homelessness that is representative of the percentage of the Aboriginal population in that community. Where feasible and appropriate, Aboriginal groups working with people who are homeless should be considered as the preferred funding recipients to deliver culturally relevant services to homeless or at-risk Aboriginal people.

Aboriginal groups working with the homeless population and Aboriginal Elders participated throughout the entire consultation process of both the original EveryOne's Home Vision and Framework and the second document - Red Deer's 5 Year Plan Towards Ending Homelessness. As well, the community process holistically looked at the needs of all the homeless individuals.

- d. Please answer this question only if your community receives funding from the HPS Aboriginal Homelessness Funding Stream and your CAB manages this funding; otherwise, enter n/a in the box below.

Please describe how your community will ensure Aboriginal Homelessness funding will primarily target projects from Aboriginal service providers to address the specific needs of the off-reserve homeless Aboriginal population. Your answer should include how you will ensure that the activities undertaken will respect

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Aboriginal identity and practices, to ensure services are integrated and culturally appropriate.

The City of Red Deer has made the following commitment to its Aboriginal Citizens:

- a. To appoint two Aboriginal representatives to CHAB,
- b. To retain the existing service clauses within all third party housing contracts that support cultural sensitivity, and to revisit these clauses with Aboriginal service organizations before issuing new agreements,
- c. to have CHAB use a consensus decision model for agreeing on funding decisions,
- d. to continue to blend housing and homelessness funding to ensure that the greatest community needs and benefits result in funding to organizations that meet Aboriginal needs,
- e. to issue unified and consistent calls for proposals to serve all citizens (including Aboriginal and non-Aboriginal people) in need of services for housing and homelessness consistent with priorities established through Red Deer's community plans,
- f. retain the least amount of administrative funds as deemed feasible by The City to ensure that the maximum amount of funding is available to third party funding, and
- g. ensure that Aboriginal service organizations have the opportunity to discuss and define cultural protocols, expectations and provide training for CHAB members and administration for the purpose of increasing understanding and cultural performance standards.

## 1.3. Other Related Strategies, Programs and Community Plans

### Purpose

It is important to take an integrated approach to addressing homelessness issues. In this section, you will demonstrate how your work on homelessness links to other strategies, programs and plans.

- a. In the table provided below, please identify federal, provincial or territorial strategies or programs (other than HPS) which fund activities in your community related to your homelessness strategy (please see the Reference Guide for examples). If you are not aware of any relevant strategies or programs in your community, please put n/a in the first box under "Name of federal, provincial or territorial broad-based community strategies or programs".
  - In the first column, please identify the strategy or program.
  - In the second column, briefly describe how it complements your homelessness strategy.
  - In the final column, please identify the primary focus of the strategy or program. From the drop-down menu in the final column, you can choose from Aboriginal, youth, children, seniors, women, people with disabilities, mental health, employment, crime prevention, and anti-drug.

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Name of federal, provincial or territorial community strategies or programs	Briefly describe (max 250 characters)	Primary focus of strategy or program
Outreach and Support Services Grant - Province of Alberta	Program that assists homeless individuals to obtain housing and provide the support services and referrals required to maintain long-term housing stability. Target group/ Primary focus, all chronic and episodically homeless individuals.	Click to choose
HRSDC - PHAC	Family Services of Central Alberta (Red Deer Family Service Bureau) receives a grant to prevent homelessness focusing on the target group of families with children under 6. The program title is "The Road Home".	Children
		Click to choose
		Click to choose
		Click to choose
		Click to choose
		Click to choose
		Click to choose
		Click to choose
		Click to choose

- b. In the table below, please identify any other plans developed by or in your community since April 1, 2007 to address issues related to homelessness. These plans may range from plans required by the Province or Territory to local plans intended to better integrate all the strategies undertaken in your community. If you are not aware of any other community plans related to homelessness in your community, please put n/a in the first box under "Title of plan". In the column "What issue was the plan designed to address?" please choose from the drop-down menu. Your choices are: homelessness, affordable housing, poverty, or mental health.

Title of plan	What is the main issue the plan was designed to address?
Aboriginal Housing Needs and Priorities in Red Deer (2007)	Affordable Housing
EveryOne's Home Red Deer's Vision and Framework on Ending Homelessness by 2018. (2008)	Homelessness
City of Red Deer 2008 Municipal Development Plan	Affordable Housing
EveryOne's Home - Red Deer's 5 Year Plan Towards Ending Homelessness (2009)	Homelessness

## 1. The Community Planning Process

Title of plan	What is the main issue the plan was designed to address?
Demographic and Social Trends of Red Deer (2009) Research Report	Poverty
	Please choose one
	Please choose one
	Please choose one
	Please choose one
	Please choose one

## 2. Community Plan Assessment

### Purpose

The purpose of this section is to assess your progress in addressing the priorities in your 2007-2009 Community Plan (and any updates) under the three HPS Activity Areas, and to identify what led to your results.



**Note:** The Reference Guide includes an example for completing this section.

This section and your Community Plan Priorities (2007-2011) in the information package are colour-coded by activity area, in the same way as the Community Plan Priorities you submitted for 2007–2011.

- The Continuum of Housing and Supports priorities are coloured green.
- The Knowledge and Communication priorities are coloured orange.
- The Community Development priorities are coloured yellow.

**If you have no priorities in an activity area**, type “n/a” into the box under “Please describe your success ...” and proceed to the next activity area.

Use your information package:

- The *Community Plan Priorities (2007–2011)* lists the priorities you set for 2007—2011.
- The *HPS Projects and Priorities Report* identifies which priorities were implemented through projects in your community.
- The *HPS Investments and Results Report* identifies the results (outcomes) achieved by the HPS-funded projects in your community.

Before you begin this section, you must complete **Table C** (Assessing Community Plan Priorities 2007—2011) in the Data Tables. In this section, use this Table C to identify your level of success in implementing your priorities.

### a. Continuum of Housing and Supports Priorities

Please describe your success in implementing your Continuum of Housing and Supports priorities. Please make reference to your *HPS Investments and Results Report* to describe how you know that you have been successful.

A number of successes were achieved. The volunteer coordinator did successfully coordinate volunteers, plan and organize meal service seven days a week. Reporting shows that 730 people were placed in more stable housing. Of the 502 individuals (69% of 730) who were contacted for a 3 month follow-up, 469 had maintained their housing (93% of 502). Two projects reported helping 676 individuals maintain their

## 2. Community Plan Assessment

housing through a housing loss prevention intervention. Of the 490 individuals (72% of 676) who were contacted for a 3 month follow-up, 401 (82% of the 490) remained housed. This was very important work within the community, however through the Mayor's Task Force, it became apparent that a paradigm shift needed to occur. The shift being that all individuals deserve safe, appropriate and affordable housing - housing regardless: housing without judgement of personal circumstance. An individual does not need to move through stages of housing to achieve permanent housing. Individuals can be housed and supports offered to them in their home. Resources were shifted within the community to support "Housing First" and while success has been achieved through this model, the learning curve has been steep and adjustments had to be made and are still being made in regards to service provision in the community.

Please describe any challenges faced by your community in implementing your Continuum of Housing and Supports priorities and how you addressed them. (If your community did not face challenges, please enter n/a.)

Progress for the priorities was described as "partially" met. This assessment was made due to the outside factors that came into play in working with those who are homeless or at risk of homelessness. The economic climate changed dramatically, while rental accommodation was more readily available, individuals accessing rental units were being laid off or experienced a reduction in their number of work hours. All service providers experienced an increase in request for services, putting a huge strain on the non-profit community. Already stretched agencies were asked to stretch even further. Many non-profit groups experienced decreased financial returns on their fundraising activities, current funders have also experienced financial issues, which then has affected the amount of grants available in the sector. A bright light has been that The Province of Alberta has been very supportive financially. The target group for the provincial grant are individuals who are chronic, episodically homeless or are shelter users. To access this grant, service providers shifted the focus of their work to this target group and adopted the "Housing First" model. While this shift was occurring changes also occurred to grants connected with prevention services, and a "gap" in prevention intervention with individuals at risk of homelessness has occurred.

### b. Knowledge and Communication Priorities

Please describe your success in implementing your Knowledge and Communication priorities. Please make reference to your HPS Investments and Results Report to describe how you know that you have been successful.

N/A

## 2. Community Plan Assessment

Please describe any challenges faced by your community in implementing your Knowledge and Communications priorities and how you addressed them. (If your community did not face challenges, please enter n/a.)

N/A

### c. Community Development Priorities

Please describe your success in implementing your Community Development priorities. Please make reference to your HPS Investments and Results Report to describe how you know that you have been successful.

N/A

Please describe any challenges faced by your community in implementing your Community Development priorities and how you addressed them. (If your community did not face challenges, please enter n/a.)

N/A

### 3. Good Practices

#### Purpose

The purpose of this section is to highlight HPS-funded projects implemented in your community since April 1, 2007 that have been particularly successful.

- a. Please describe the HPS-funded projects implemented in your community which you consider to be good practices in preventing and reducing homelessness (maximum of three, maximum length 1500 characters).

Please consult your HPS Projects and Priorities Report for a list of HPS-funded projects implemented in your community.

1. Coordinated Community Outreach Team - this project has been funded through HPS from 2000-2010. This program originally worked at preventing homelessness and with individuals who were homeless, placing them in housing. As a result of funding from the province, the focus shifted primarily to supporting homeless individuals. This project is unique in that four agencies' work together to offer support. They have had many learnings in the past year on moving this project from an informal partnership to a formal one, while being respectful of the client. This is the aspect that they could share with other communities.


2.

3.

- b. The HP Secretariat is committed to learning about and sharing good practices across Canada and may wish to follow up to learn more about the successful HPS-funded projects in your community. For each of the good practices you have described, please indicate your preferences by filling in the appropriate fields in the table below.

Good Practice	May the HP Secretariat contact someone about the good practice described above?	If yes, please provide contact information in the space(s) below (name, organization, telephone, e-mail)	May the HP Secretariat share this good practice with others?
1.	Yes	Barb Barber Central Alberta Women's Outreach Society Barb@womensoutreach.ca	Yes
2.	Click to Choose	<input type="text"/>	Click to Choose

3. Good Practices

Good Practice	May the HP Secretariat contact someone about the good practice described above?	If yes, please provide contact information in the space(s) below (name, organization, telephone, e-mail)	May the HP Secretariat share this good practice with others?
3.	Click to Choose		Click to Choose

## 4. Current Situation

### 4.1. Demographic and Socio-economic Trends

#### Purpose

The purpose of this section is to identify the changes or trends you have seen in your community as a whole and in the homeless and at-risk populations within your community. This information should help you to identify any changes in the needs of the homeless and at-risk populations in your community.



**Note:** The Reference Guide includes an example for completing this section.

- a. Please identify any population, housing or income changes or trends in your community since 2007 and explain how these changes or trends have affected your community. Please refer to the Census and housing data included in your information package and any other recent environmental scan produced in your community.

In 2006, the population of Red Deer stood at 82,772. This represents an increase of 22.0 % from 67,829 in 2001 and an upswing which almost doubles the previous five-year period (1996 to 2001) when the population rose by 12.7%. As at April 2010 the population of Red Deer was 90,084 indicating an increase of 8.8% over a four year period. In terms of housing demand, over the years the rate of household growth has far exceeded population growth; the period between 1986 and 2006 was no exception. Percentage growth in total population was 6.8% between 1986 and 1991, at the same time the growth rate for households was 9.2%. In terms of housing supply, in 2007 the vacancy rate for Red Deer was 2.6% it increased to 9.2% in 2009 and dropped to 7.5% in 2010. The average rent for a two bedroom apartment was \$845 in 2007 which also fell to \$817 in 2010. In 2006, tenant households that spent 30% or more of their gross income on gross rent were 35.7% of all tenants, while owner households were 14.8% of all owner occupied households. As a result of the economic down-turn many individuals and families were impacted through loss of employment and income undermining their ability to secure and maintain housing. This has compounded housing needs and supports situation. For example, Red Deer's unemployment rate was 4.4% in April 2006, it rose to as high as 8.0% in September 2009 before declining to 5.2% as at January 2011. The data shows a general growth income in terms of constant dollars and upward mobility for various groups such as families and individuals. However, income growth has not been even across various groups and income categories, with higher increases for those in higher income categories. According to income data from Statistics Canada for 2009-2010, 17.2% of persons employed in Red Deer earned less than \$12 an hour (the provincial average is 13.7%).

## 4. Current Situation

- b. Before answering this question, complete **Table D.1** (Homeless and At-risk Populations) in the Data Tables.


How have the homeless and at-risk populations in your community changed since 2007?

The community of Red Deer does not have a city-wide system to report on trends of homelessness and at-risk populations. Currently the homeless data comes from funded programs such as emergency shelters and housing programs. Anecdotally - youth serving organizations have noticed an increase in youth who are homeless through their emergency programs and youth drop in programs. For seniors, the risk of homelessness lies in their inability to afford appropriate housing and supports through the open market. Currently the publicly funded housing programs have long wait lists.

### 4.2. Support Services

#### Purpose

The purpose of this section is to describe any changes needed to services in your community because of changes in the characteristics of the homeless and at-risk populations.

 **Note:** The Reference Guide includes an example for completing this section.

- a. How have changes in the needs of the homeless and at-risk populations since April 1, 2007, affected the type of support services needed in your community?

In the Fall of 2008, community agencies gathered to discuss the noticeable increase in homeless youth. The agencies met to discuss how and what services should be offered to the youth. These discussions led to the formation of The High Risk Youth Initiative Steering Committee. In February of 2009, this Steering Committee hosted a "Supporting Our High Risk Youth Planning Day". Housing for youth was identified as one of the three areas of high importance. Support services designed to assist the youth remaining housed or accessing suitable housing are required.

Operators of senior citizen facilities and open market landlords report that seniors who have spent many years on the streets or have a poor history of maintaining housing due to an addiction or mental health issue are really difficult to house. These landlords have indicated that this population often does not understand regular social norms and conflict arises between the individual senior and his/her neighbours.

Changes have been noted in the two demographic groups previously described. However, it is important to note that due to the shift in service provision to the

## 4. Current Situation

chronic and episodically homeless individuals a "gap" has occurred in prevention services for all individuals who are at risk of homelessness.

### 4.3. Shelter and Housing

#### Purpose

The purpose of this section is to describe any changes needed in emergency shelter or transitional or supportive housing in your community because of changes in the homeless and at-risk populations in your community.



**Note:** The Reference Guide includes an example for completing this section.

- a. Before answering this question, complete **Table E** (Shelter Verification Form) and **Table F** (Residential Facilities for Homeless People) in the Data Tables.

How have changes in the needs of the homeless and at-risk populations since April 1, 2007, affected the need in your community for emergency shelter, transitional or supportive housing?

Table F reflects an increase (10 beds) under emergency shelter. This increase was a result of the introduction of a Youth Winter Inn in 2009/10, which was a response to the increase in homeless youth in the community. The community's overall goal however, is to decrease the number of shelter beds. The aim through "Housing First" is to place individuals who have typically used the mats program (low barrier shelter or "wet" shelter) or People's Place Shelter ("dry" shelter) in their own permanent housing with the appropriate supports.

### 4.4. Collection of Emergency Shelter Data

#### Purpose

The purpose of this section is to identify:

- the current situation in your community regarding the collection and export of emergency shelter data;
- how your community will prepare to export shelter data.

The answers will help you to prepare to meet the National Homeless Information System requirements. Note: The Reference Guide includes details on the requirements for HPS reporting over the period 2011–2014.

## 4. Current Situation

As you answer the questions in this section, please start thinking about how you will use this data once collected. For example:

- You can use this data to do reliable analysis of admission trends, and profiles of the homeless population in your community (well-organized data coordination activities amongst service providers allow whole communities/provinces to collect similar information, defined in the same way).
- You can use this data to identify: the average length of shelter stays; the number of chronically homeless individuals; the progress you are making on implementing your priorities; and trends in the homeless populations in your community.
- You will be able to track movement of individuals between service providers.

The use of a common data collection tool (HIFIS or non-HIFIS data collection system) will provide you with accurate, reliable data that will assist in your reporting requirements for HPS.

When you send this information to the HP Secretariat, it will help us to:

- determine the scope of homelessness in Canada;
- demonstrate how the face of homelessness is changing;
- create policy that better responds to these changes, taking an evidence-based approach to policy options and decision-making.



**Note:** The Reference Guide includes an example for completing this section.

- a. Is shelter data compiled at the community level?

yes       no

If yes, by whom? Do they produce regular reports?

The organizations that operate the shelters and transitional housing facilities in Red Deer fall under different ministries or grant structures. A consistent report representing all of the projects listed on Table F does not exist. Housing and Urban Affairs does release a frequent report on the shelter usage of People's Place and the Adult Winter Inn. Until January 2011, the City of Red Deer was exporting HIFIS data from Safe Harbour Society's People's Place, Adult Winter Inn, Mats and Detox programs. The City of Red Deer receives a monthly report from the Youth Winter Inn.

- b. Before answering this question, complete **Table D.2** (Data Sources for Homeless and At-risk Populations) in the Data Tables.

What actions will your community have to take to collect emergency shelter use data to share with the Homelessness Partnering Secretariat? What additional resources will you require? Please refer to **Table D.2** (Data Sources for Homeless and At-risk Populations) and **Table E** (Shelter Verification Form) in the Data Tables to help you assess your current situation.

#### 4. Current Situation

Through recent discussions with the Province of Alberta, it has come to light (January 2011) that The City of Red Deer needs to stop exporting data from the shelters that they held a Data Sharing Protocol with. Recently it was established that the data is the property of the Province and the shelter operators need to have permission from The Province of Alberta to enter into an agreement with The City of Red Deer to export the HIFIS data. As of January 2011, exports will stop. The Province of Alberta has made it clear that they need to look at some legal and FOIP issues before the sharing of data can resume.

At this point, the community and the Community Entity is not able to share emergency shelter use data with the Homelessness Partnering Secretariat. The Homelessness Partnering Secretariat will have to directly enter into a protocol with The Province of Alberta. Alberta Housing and Urban Affairs has indicated (January 27, 2011) that discussions have commenced with the Government of Canada about establishing a protocol and system in which shelter data may be shared.

## 5. Issues

### Purpose

The purpose of this section is to:

- identify the most important issues related to homelessness in your community, and
- explain how your community contribution will support your efforts to address these issues.

This section will help you to identify your 2011–2014 Community Plan priorities.

- a. Please identify and describe the most important or pressing issues related to homelessness in your community.
  - Please consider the facilities, services and supports which the homeless and at-risk populations in your community need or will need in the next three years.
  - Please also consider any improvements needed in community coordination, partnership development and data management by your community.

You should identify only those issues that are of a high enough priority that you intend to address them in the next three years. The issues could either become a priority for funding through HPS or another source of funding. In section 6 (Priorities 2011-2014), you will have the opportunity to identify your priorities for HPS funding. In **Table G** (Community Contribution) in the Data Tables, you will identify your community contribution, which includes funding to address any of the issues you have identified.

(You can include a maximum of ten issues)

1. Assisting individuals who are at risk of homelessness. Goal #2 of Everyone's Home Red Deer's 5 Year Plan is: "Individuals and families in Red Deer have access to support services whose primary focus is on maintaining housing or finding permanent housing". The first strategy identified under this goal is: Prevent Homelessness. This strategy was established in 2009, at a point previous to the shift in grant funds in the community. One grant focuses on very early prevention work, while another focuses on the chronic and episodic homeless individuals. A larger service "gap" has occurred in preventing those at risk of homelessness from falling into homelessness. Note: at one point past HPS funding did partially fill this gap, resources were stretched to fill another need and it has become apparent that a focus in this area needs to resume. Over the last year and a half, agencies have reported more individuals/families who are at risk of homelessness seeking services. For example, one agency has logged 25 individuals /families in one month alone seeking support to maintain housing.

2. Network development. Goal #3 of Red Deer's 5 Year Plan is: "Through awareness, healthy relationships, increased capacity and good communication, Red Deer will end homelessness. Strategy 3 - Maximize connections between all service providers, policy makers, government programs, local funders and the broader community." The community has strong, capable agencies; however they have no capacity to expand partnerships and nurture network development or develop a community case management model. Due to the economic times, agencies are experiencing huge demands and do not have the capacity to organize networking opportunities. For example, the grassroots group called Red Deer Housing Committee has seen a significant drop in membership. This group historically played a significant role in being the community's voice for housing and homelessness issues and services. They were the group that engaged the Mayor in striking the Mayor's Task Force to End Homelessness. A gap has been created and no other group has come forward to provide this leadership.

3.

4.

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- b. Before answering this question, complete **Table G** (Community Contribution) in the Data Tools.

How will the funds you receive from your other funders (your community contribution) add to your homelessness strategy?

The funders that are listed in Table G all share the same goal of preventing homelessness and ending homelessness in the community of Red Deer. They participated in the development of EveryOne's Home Red Deer's 5 Year Plan Towards Ending Homelessness. As a community, a plan has been developed and adopted and will be followed in order to achieve the goals outlined within.

## 6. Priorities (2011–2014)

### Purpose

The purpose of this section is to:

- identify your priorities for 2011–2014;
- indicate how you plan to distribute your HPS allocation to achieve these priorities;
- explain how you will ensure that the organizations which implement projects are aware of the outcomes you have identified.



**Note:** The Reference Guide includes an example for completing this section.

- a. Please copy and paste each Priority from Section P-1 in your Community Plan Annex C: Priorities (2011—2014) (maximum of ten) into the table below. Then enter the percentage of your community’s total HPS Designated Communities funding allocation you plan to use for each priority. Please complete the column on Aboriginal Homelessness funding only if your community receives Aboriginal Homelessness funding and your CAB is responsible for managing these funds. When you have completed all priorities, please add these numbers up; the total percentage should equal 100%.

Priority Number	Priority from P-1	Percent of Designated Communities Funding	Percent of Aboriginal Homelessness Funding
1	A support service that a) assists individuals in retaining their housing and b) provides support for individuals who have recently lost their housing to regain appropriate housing	80%	80%
2	To maximize connections between service providers, policy makers, government programs, local funders and the broader community	20%	20%
3		%	%
4		%	%
5		%	%
6		%	%
7		%	%
8		%	%
9		%	%
10		%	%
Total percentage of Designated Community allocation and Aboriginal Homeless funding (if applicable): (this must equal 100%)		100%	100%

## 6. Priorities (2011-2014)

- b. In your Community Plan Annex C: Priorities (2011—2014) you identified at least one outcome indicator or *Coordination and Data Management* activity for each priority (section P-5 to P-7). How will you communicate these indicators and outcomes to project sponsors?

Through the Request for Proposal's process, the CHAB will indicate that a requirement of the successful proponent's project will be to gather data related to the outcome indicator and/or coordination and Data Management activity. The Requests for Proposals will also clearly outline the objective that the project is working towards achieving. Social Planning with The City of Red Deer will support the successful proponent in developing a logic model along with a matrix that will outline the process to gather the data relevant to the outcomes indicators. The third party agreements with the successful proponents will outline the expected objective(s) and the required indicators, and along with the logic model will form a schedule within the agreement. Compliance to the agreement will be monitored by the Social Planning Department.