



EVERYONE'S HOME: Red Deer's Five Year Plan to End Homelessness 2014 TO 2018



Prepared by Red Deer & District Community Foundation
for the community of Red Deer • March 2014



Homelessness is a complex issue that can impact many people at different points in their lives.

Every night there are homeless individuals and families in Red Deer. They stay in shelters, sleep outside and temporarily stay with friends. Some may wait in the hospital or other institutions for placement in a facility suited to their needs, while others may live in cars. Their circumstances are vast and diverse. They may have become homeless

due to untreated mental illness or because they are fleeing domestic violence, their housing needs have changed or they have lost their jobs. They are individuals and families, youth and seniors, longtime residents and newcomers; they represent diverse cultures (see Appendix 1).

The effects of homelessness are profound, and the impact on our community is evident.

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INTRODUCTION

Red Deer's vision is to end homelessness in our community by 2018. This document is the second of two five year plans intended to tackle this monumental task. The first plan was designed to guide our work until 2014; while this second plan maps the framework until 2018.

Red Deer has a strong background in working to end homelessness (see Appendix 2), and the community remains committed to continuing this work. Over the past five years, there have been many advances toward the goal of ending homelessness in Red Deer (see Appendix 3). Through continued local, provincial and national partnerships and initiatives, preventing and ending homelessness in Red Deer remains possible.

This five year plan provides an opportunity to learn from the past and refine the overarching vision on

how to end homelessness in Red Deer by 2018. The Red Deer & District Community Foundation and The City of Red Deer asked community stakeholders to review and discuss the successes and learnings from the past five years and to develop a new set of strategies to guide the next five. This plan reflects these community inputs and strategies.

On the following pages, you will read about the purpose and principles of the five year plan to end homelessness. You will also learn about the preventive framework that it's based upon, you'll see a draft model outlining who will be doing the work, and you'll review the goals, objectives and strategies of the plan. This document provides the framework within which community stakeholders can work in partnership to prevent and end homelessness in Red Deer.

THIS PLAN PROVIDES A WORKING FRAMEWORK THAT WILL, UNDOUBTEDLY, EVOLVE AS COMMUNITY STAKEHOLDERS WORK IN PARTNERSHIP TO PREVENT AND END HOMELESSNESS IN RED DEER.



ONE OF THE FOUNDATIONAL
THIS COMMUNITY PLAN IS THAT
HOMELESSNESS IS AN IMPORTANT
ENDING HOMELESSNESS: JUST
GETTING INDIVIDUALS OFF THE

PURPOSE OF THE PLAN

TO END HOMELESSNESS IN RED DEER BY 2018.

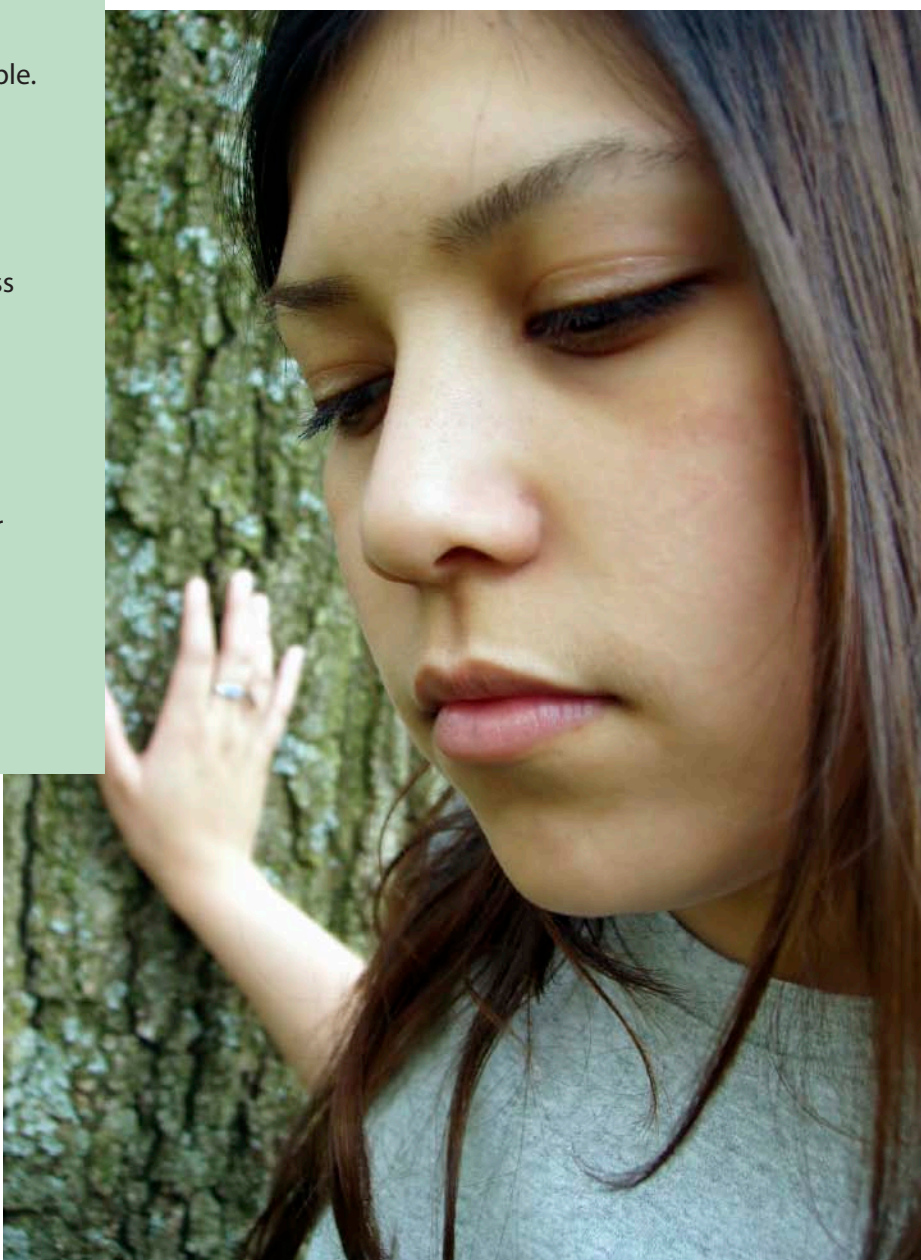
Since homelessness itself is a very complex issue, it will require an equally dynamic and multi-faceted response. Unfortunately, some vulnerable individuals will continue to encounter circumstances that may cause them to become homeless or to be at major risk of homelessness.

That said, we will be successful in ending homelessness in Red Deer when we have a system of care that can effectively and efficiently:

- Prevent/divert vulnerable individuals from becoming homeless, or
- Ensure those who are homeless have permanent, appropriate housing and the supports they require within 28 days of presenting for services within the system.

GUIDING PRINCIPLES

- Ending homelessness in Red Deer is possible.
- Safe and secure homes for all citizens are critical to end homelessness, no matter what the individual's circumstances and vulnerabilities may be.
- The responsibility for ending homelessness is a community endeavour.
- Through systemic changes in policies, procedures, partnerships and processes, homelessness can be prevented.
- Supportive individual, family and community relationships are necessary for people trying to obtain safe, secure and appropriate housing.
- Collaboration is the foundation of all our efforts.



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HOMELESSNESS DEFINITIONS

The Canadian Homelessness Research Network's "Canadian Definition of Homelessness" gives a comprehensive description of the different stages across the continuum of homelessness, as indicated in the following definitions.

Homelessness describes a range of housing and shelter circumstances, with people being without any shelter at one end and being insecurely housed at the other. That is, homelessness encompasses a range of physical living situations that includes:

1. **Unsheltered**, or absolutely homeless, includes people who lack housing and are not accessing emergency shelters or accommodation, except during extreme weather conditions. In most cases, people are staying in places that are not designed for or fit for human habitation.
2. **Emergency sheltered** includes those staying in overnight shelters for people who are homeless, as well as shelters for people impacted by family violence. These emergency shelter and system supports are generally provided at no cost or minimal cost to the user. Such accommodation represents a stop-gap institutional response to homelessness provided by government, non-profit, faith based organizations and/or volunteers.
3. **Provisionally accommodated** describes situations where people, who are technically homeless and without permanent shelter, access accommodation that offers no prospect of permanence. Those who are provisionally accommodated may be accessing temporary housing provided by government or the non-profit sector or may have independently made arrangements for short-term accommodation.
4. **At risk of homelessness** refers to people who are not technically homeless, but whose current economic and/or housing situation is dangerously lacking security or stability, and so are considered to be at risk of homelessness. They are living in housing that is intended for permanent human habitation and could potentially be permanent (as opposed to those

who are provisionally accommodated). However, as a result of external hardship, poverty, personal crisis, discrimination, a lack of other available and affordable housing, insecurity of tenure and/or the inappropriateness of their current housing (which may be overcrowded or does not meet public health and safety standards) residents may be "at risk" of homelessness.

It should be noted that, for many people, homelessness is not a static state but rather a fluid experience, where one's shelter circumstances and options may shift and change quite dramatically and with frequency.

Additional definitions refer to the length of time that individuals may experience homelessness.

Chronic homeless – Those who have either been continuously homeless for a year or more, or have had at least four episodes of homelessness in the past three years. In order to be considered chronically homeless, a person must have been sleeping in a place not meant for human habitation (e.g., living on the streets) and/or in an emergency homeless shelter.

Episodic homeless – A person who is homeless for less than a year and has fewer than four episodes of homelessness in the past three years.



RISK, TRIGGER, TRAP

The following table is useful in describing the causes and effects that may lead to homelessness.

The RISK, TRIGGER, TRAP Road to Homelessness <i>Identified by the Calgary Homeless Foundation</i>		
RISK	TRIGGER	TRAP
<p>People whose life experiences include one or more Risk factors:</p> <ul style="list-style-type: none"> • Poverty • Mental illness, chronic substance abuse and addictions • Physical and developmental disabilities • Abuse, family conflict • No or few social networks, isolation, lack of supportive relationships • Lack of education • Disruptive childhood experiences, such as time spent in foster homes 	<p>People may encounter a TRIGGER event or an incident that leads to the loss of their homes:</p> <ul style="list-style-type: none"> • Financial, family crisis • Moving, for economic or social reasons • Family, roommate, landlord conflict • Health crisis • Crime (the individual may either be the perpetrator or the victim) <p>The majority of people who lose their homes are able, with the help of family and friends, to get their lives back on track. They typically don't seek assistance from social agencies and do not become part of the homeless number counts. But some aren't as fortunate. They turn to outreach workers for help and are the real people behind the homeless count numbers.</p>	<p>People who are caught in the homelessness TRAP find themselves up against multiple, cumulative barriers, including:</p> <ul style="list-style-type: none"> • "No address, no welfare: no welfare, no address" • Getting "lost in the system:" navigating all municipal, provincial and non-profit services for help becomes overwhelming, if not impossible • Conditions put on housing: sobriety, no criminal record, good credit history • Employment barriers: no permanent address, lack of transportation, health issues, insufficient education, poor hygiene and lack of sleep from living on the streets or in a shelter • Discrimination, based either on race or on family circumstances <p>Some people from this subpopulation of homeless individuals will simply not be able to find their way out and will become chronically homeless.</p>

HOMELESSNESS IN RED DEER

Across Red Deer, a wide range of people are homeless or at major risk of becoming homeless. However, certain sub-populations are especially vulnerable to experiencing homelessness or are at major risk of becoming homeless, including:

- Aboriginal peoples
- Seniors
- Youth
- Families
- Women
- Active substance users
- Individuals with mental illness and/or chronic physical health conditions
- Individuals leaving institutional settings
- New immigrants

Individuals from these groups may have specific needs, as they may be youth who need to attend school, victims of family violence who need

extended safe and secure transitional housing or seniors who have to find different accommodation due to changes in their needs.

Therefore, in addition to this five year community plan to end homelessness, supplementary plans may need to be developed to address the unique requirements for specific groups (e.g. Ending Youth Homelessness in Red Deer).

One of the foundational beliefs of this community plan is that preventing homelessness is an important component to ending homelessness: just as important as getting individuals off the street. In the next section, you'll read about the preventive framework that will provide the roadmap for future work to end homelessness in Red Deer.

279 individuals were experiencing chronic or episodic homelessness in Red Deer on October 16, 2012.*

56% of respondents indicated they had a mental illness.

Women comprised 32% of the homeless population.

Aboriginal people made up 44% of Red Deer's homeless population.

*See Appendix 1 for complete details on Red Deer's 2012 Point in Time count.

THE FIVE YEAR PLAN (2014–2018)

This plan defines the framework for our cooperative community efforts, and it sets out a series of goals, objectives and strategies to help end homelessness by 2018.

In Red Deer's first five year plan, the framework approached homelessness with interventions from both an "upstream" and "downstream" perspective (see Appendix 2). This approach was effective to help understand homelessness in Red Deer, including the programs and services required to achieve our vision. However, the level of

commitment required from volunteer community stakeholders became onerous for many, which rendered the upstream-downstream framework ineffective moving forward.

Based on discussions and strategic sessions with community stakeholders, the new five year plan adopts a preventive framework to tackle homelessness in Red Deer. This framework has been adopted by the Alberta Interagency Council on Homelessness. The preventive framework is based on collective efforts, with a focus on three key areas:

PRIMARY PREVENTION

Reducing the risk of homelessness among the general population by targeting people who are housed in an effort to prevent new cases of homelessness.

SECONDARY PREVENTION

Identifying individuals and addressing conditions at the earliest possible stages to prevent/divert people from entering into homelessness.

TERTIARY PREVENTION

Slowing the progression or mitigating the negative effects of homelessness once it has become established, by targeting people who have been homeless for some time to prevent recurrence and to focus on harm reduction activities to minimize repeated homelessness.

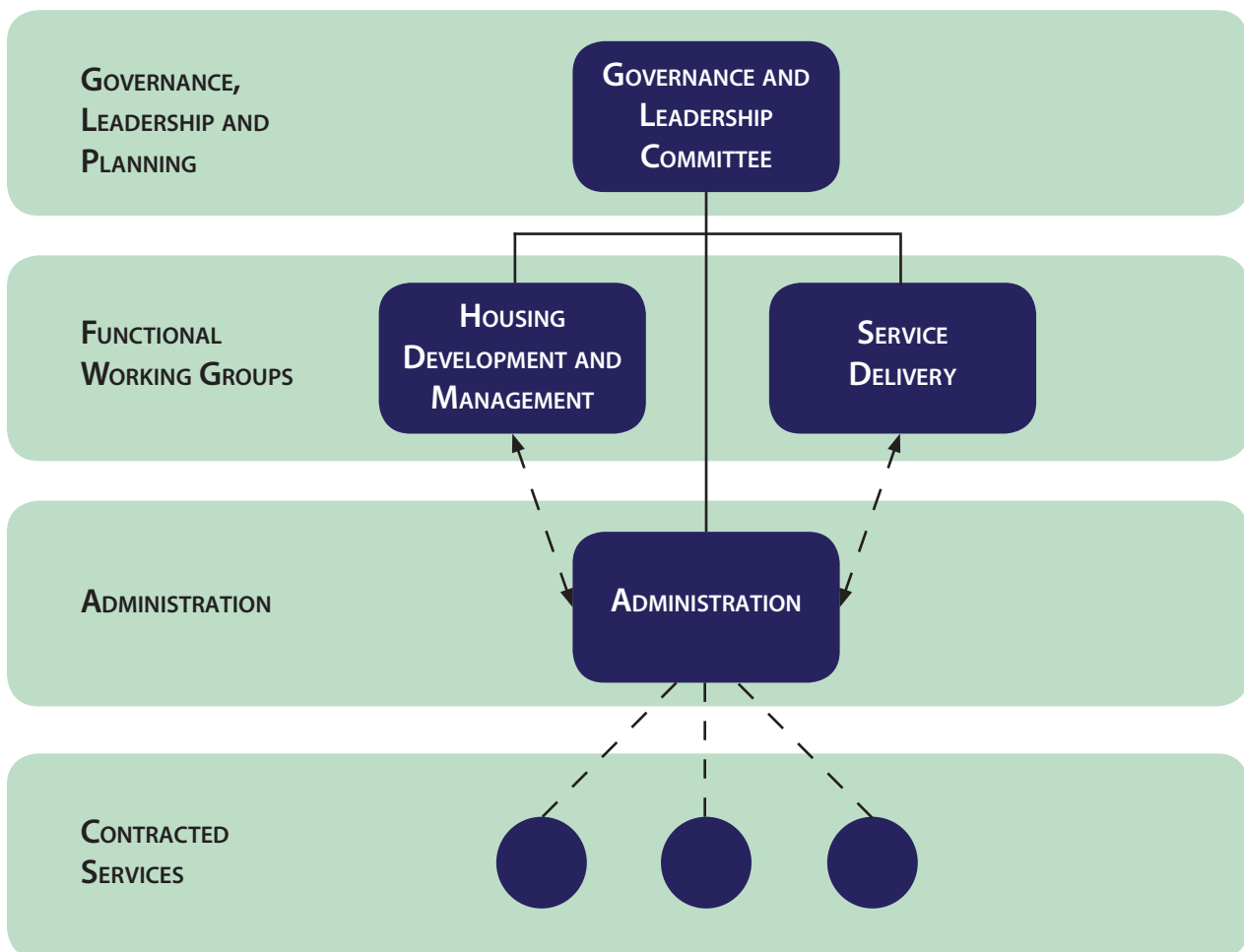
The governance model and the goals, objectives and strategies outlined in the following sections align with the philosophy of this preventive framework.

IMPLEMENTING THE PLAN: THE GOVERNANCE MODEL

Implementing this plan requires the collective efforts from government and community stakeholders; strong leadership and collaboration between stakeholders will be critical to ending homelessness by 2018.

relationships between governance and leadership, service provision and the supports necessary to advance the objectives and strategies contained within this report.

The following diagram represents a *draft model* describing the different roles, responsibilities and



GOVERNANCE, LEADERSHIP AND PLANNING

- Provides oversight, coordination and direction for the strategies and objectives contained within “EveryOne’s Home: Red Deer’s Five Year Plan to End Homelessness (2014-2018).”
- Makes resource allocation decisions for community funds administered by the Community Based Organization/Community Entity.
- Serves as the community body responsible for and accountable to the community for Red Deer’s plan to end homelessness.
- Supports and coordinates community advocacy efforts associated with housing and homelessness in Red Deer.

FUNCTIONAL WORKING GROUPS

- Support the Governance and Leadership Committee by providing focused attention on strategies associated with the respective working groups:
 - **Housing Development and Management** – ensures Red Deerians have appropriate access to non-market housing options to address each of the primary, secondary and tertiary prevention strategies within the EveryOne’s Home Community Plan.
 - **Service Delivery** – ensures government and non-government service providers have a forum to plan, coordinate and implement programs and services to improve the quality of life for people experiencing homelessness while delivering supports to increase independence and end homelessness.

ADMINISTRATION

- Support the Governance and Leadership Committee and Functional Working Groups in a manner similar to that of a Backbone Organization in Collective Impact initiatives, such as:
 - Guide vision and strategy
 - Support aligned activities
 - Establish shared measurement practices
 - Build public will
 - Advance policy
 - Mobilize funding
- Support the Governance and Leadership Committee by identifying funding sources to accomplish its strategies and objectives.

WHO ARE THE STAKEHOLDERS INVOLVED?

- Community Based Organization (CBO) – local steward in charge of administering homelessness funding on behalf of the Province of Alberta.
- Community Entity (CE) – local steward in charge of administering homelessness funding on behalf of the Government of Canada.
- Housing Development and Management – non-profit management bodies, real estate organizations, private sector management bodies, developers, organizations and individuals seeking to develop and manage non-market housing options.
- Service Delivery – community organizations, government departments, agencies and individuals seeking to deliver programs and services targeted to end homelessness in Red Deer.

GOALS OF THE FIVE YEAR PLAN

Community stakeholders and partners will work together to prevent and end homelessness in Red Deer. The following goals identify four focus areas:

GOAL #1

Establish a governance and leadership structure to implement the five year plan.

GOAL #2

Develop and implement relevant housing policies, systems, programs and services to prevent the onset of homelessness.

A part of PRIMARY PREVENTION

Reducing the risk of homelessness among the general population by targeting people who are housed in an effort to prevent new cases of homelessness.

GOAL #3

Ensure that Red Deerians who are at major risk of becoming homeless or have recently become homeless have access to supports that have a primary focus on maintaining housing or finding permanent housing.

A part of SECONDARY PREVENTION

Identifying individuals and addressing concerns at the earliest possible stages to prevent/divert people from entering homelessness.

GOAL #4

Ensure Red Deerians who are chronically and episodically homeless have access to housing supports that will slow the progression or mitigate the negative effects from being homeless for extended periods of time.

A part of TERTIARY PREVENTION

Slowing the progression or mitigating the negative effects of homelessness once it has become established, by targeting people who have been homeless for some time to prevent recurrence and to focus on harm reduction activities to minimize repeated homelessness.

Target dates for these goals will be determined by the Governance and Leadership Committee, Functional Working Groups and Administration throughout 2014.

GOAL #1

ESTABLISH A GOVERNANCE AND LEADERSHIP STRUCTURE TO IMPLEMENT THE FIVE YEAR PLAN.

OBJECTIVE 1.1

Establish a governance and leadership committee (GLC) structure and mandate that effectively and efficiently delivers on the requirements identified by community stakeholders to end homelessness.

STRATEGIES

- Establish GLC composition and nominations procedures.
- Establish terms and conditions of the GLC.
Timeline: to be determined by September 30, 2014 with phased implementation to begin January 1, 2015 as necessary.
- Address the opportunities identified by community stakeholders to date:
 - Create a community accountability framework for the GLC for the implementation of the five year plan.
 - Determine an appropriate selection process for and relationship between the GLC and Administration.
 - Liaise between GLC and functional working groups (Housing Development and Management and Service Delivery).

OBJECTIVE 1.2

Engage appropriate stakeholders and promote opportunities to share expertise and resources.

STAKEHOLDERS INCLUDE:

- Community Based Organization (CBO) – local steward in charge of administering homelessness funding on behalf of the Province of Alberta.
- Community Entity (CE) – local steward in charge of administering homelessness funding on behalf of the Government of Canada.
- Housing Development and Management – non-profit management bodies, real estate organizations, private sector management bodies, developers, organizations and individuals seeking to develop and manage non-market housing options.
- Service Delivery – community organizations, government departments, agencies and individuals seeking to deliver programs and services targeted to end homelessness in Red Deer.

GOALS, OBJECTIVES AND STRATEGIES

Throughout the remainder of this section, the goals will be matched with objectives and strategies that have been identified to date. These items are categorized based on the following parameters:

GOALS: broad outcomes • **OBJECTIVES:** approaches taken • **STRATEGIES:** measurable steps

GOAL #1 (CONT'D)

ESTABLISH A GOVERNANCE AND LEADERSHIP STRUCTURE TO IMPLEMENT THE FIVE YEAR PLAN.

OBJECTIVE 1.3

Develop accurate and relevant information on homelessness to support evidence-based decision making.

STRATEGIES

- Develop and support homeless and housing information systems to capture housing information, such as emergency assistance, outreach, housing placement and tracking of support systems to maintain housing.
- Investigate and monitor best practices in place in other jurisdictions.
- Track emerging issues and trends.
- Facilitate knowledge transfer between academic research, ending homelessness initiatives and community stakeholders.

OBJECTIVE 1.4

Measure the progress of the five year plan.

STRATEGIES

- Establish a formal evaluation process to monitor progress in the plan and ensure the strategies and objectives identified within the plan remain relevant and effective.
- Develop an annual report, which will be presented to the community.



THE GOVERNANCE AND LEADERSHIP STRUCTURE WILL ESTABLISH THE MOST EFFECTIVE AND EFFICIENT WAYS OF WORKING TOGETHER.

GOAL #2

DEVELOP AND IMPLEMENT RELEVANT HOUSING POLICIES, SYSTEMS, PROGRAMS AND SERVICES TO PREVENT THE ONSET OF HOMELESSNESS – PART OF PRIMARY PREVENTION.

OBJECTIVE 2.1

Improve community knowledge about root causes and impacts of homelessness on individuals and families in Red Deer.

STRATEGIES

- Develop ongoing social marketing campaign(s) designed to:
 - Reduce stigma and discrimination against Red Deer's most vulnerable individuals and families.
 - Build resilience in people at risk of homelessness by emphasizing the importance of healthy relationships and connections among natural and expanded networks.
 - Improve community knowledge about programs and services available to prevent the onset of homelessness among individuals and families.

OBJECTIVE 2.2

Work with stakeholders and service delivery providers to develop coordinated housing policies, systems and programs, ensuring these are available and accessible to prevent the onset of homelessness.

STRATEGIES

- Develop a policy framework to guide homelessness prevention in the community, including advocacy strategies, early detection protocols and funding coordination where feasible.
- Work with municipal and provincial governments to develop housing policies that support the creation of affordable housing options.
- Advocate for and support initiatives that reduce poverty.
- Advocate for and work with the provincial and federal governments for improved integrated client services between systems such as Justice, Health and Income supports.
- Engage key stakeholders that are ideally poised to identify indicators of individual/family stress known to increase risk of homelessness to support early detection (e.g. schools, Alberta Works, child protection departments and agencies, etc.).



PRIMARY PREVENTION TARGETS PEOPLE WHO ARE HOUSED IN AN EFFORT TO PREVENT NEW CASES OF HOMELESSNESS.

GOAL #3

ENSURE THAT RED DEERIANS WHO ARE AT MAJOR RISK OF BECOMING HOMELESS OR HAVE RECENTLY BECOME HOMELESS HAVE ACCESS TO SUPPORTS THAT HAVE A PRIMARY FOCUS ON MAINTAINING HOUSING OR FINDING PERMANENT HOUSING – PART OF SECONDARY PREVENTION.

OBJECTIVE 3.1

Ensure affordable, appropriate housing options are available.

STRATEGIES

- Develop a housing options framework to guide the development and management required to meet the non-market housing demands in Red Deer.
- Promote opportunities for The City of Red Deer, Province of Alberta and community housing providers to develop additional housing options and replace/retain current affordable housing stock.

OBJECTIVE 3.2

Develop an integrated diversion strategy to prevent vulnerable individuals from entering into homelessness.

STRATEGIES

- Employ appropriate initiatives throughout the community that divert individuals and families from entering into local shelters.

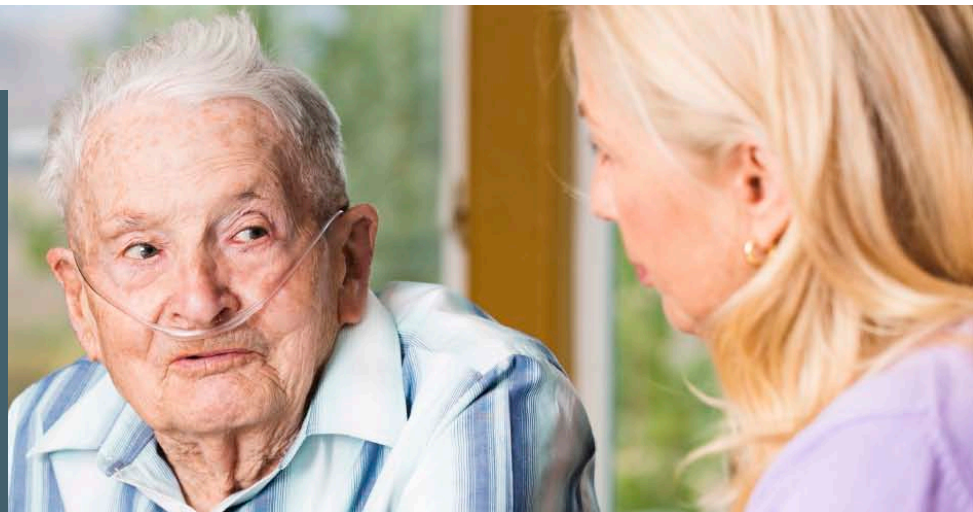
OBJECTIVE 3.3

Leverage community partnerships to develop an effective and efficient coordinated system of care to prevent and mitigate homelessness and to re-house individuals who are recently homeless.

STRATEGIES

- Expand local partnerships (i.e. community agencies; provincial ministries of Health, Human Services, Justice and Solicitor General and Service Canada) to develop and maintain an integrated, coordinated system of care that provides individuals and families who are homeless or at major risk of becoming homeless access to the housing and support services they require in an efficient and timely manner.
- Work with The City of Red Deer, Province of Alberta, Government of Canada and community stakeholders to inform policy that will support an integrated coordinated system of care.
- Develop proactive processes, such as joint case management, to minimize the number of individuals discharged into homelessness.

SECONDARY PREVENTION IDENTIFIES PEOPLE AT THE EARLIEST POSSIBLE STAGES TO PREVENT OR DIVERT THEM FROM ENTERING INTO HOMELESSNESS.



GOAL #4

ENSURE RED DEERIANS WHO ARE CHRONICALLY AND EPISODICALLY HOMELESS HAVE ACCESS TO HOUSING SUPPORTS THAT WILL SLOW THE PROGRESSION OR MITIGATE THE NEGATIVE EFFECTS FROM BEING HOMELESS FOR EXTENDED PERIODS OF TIME
— PART OF TERTIARY PREVENTION.

OBJECTIVE 4.1

Ensure affordable, appropriate housing options are available to meet the needs of individuals and families who are chronically and episodically homeless.

STRATEGIES

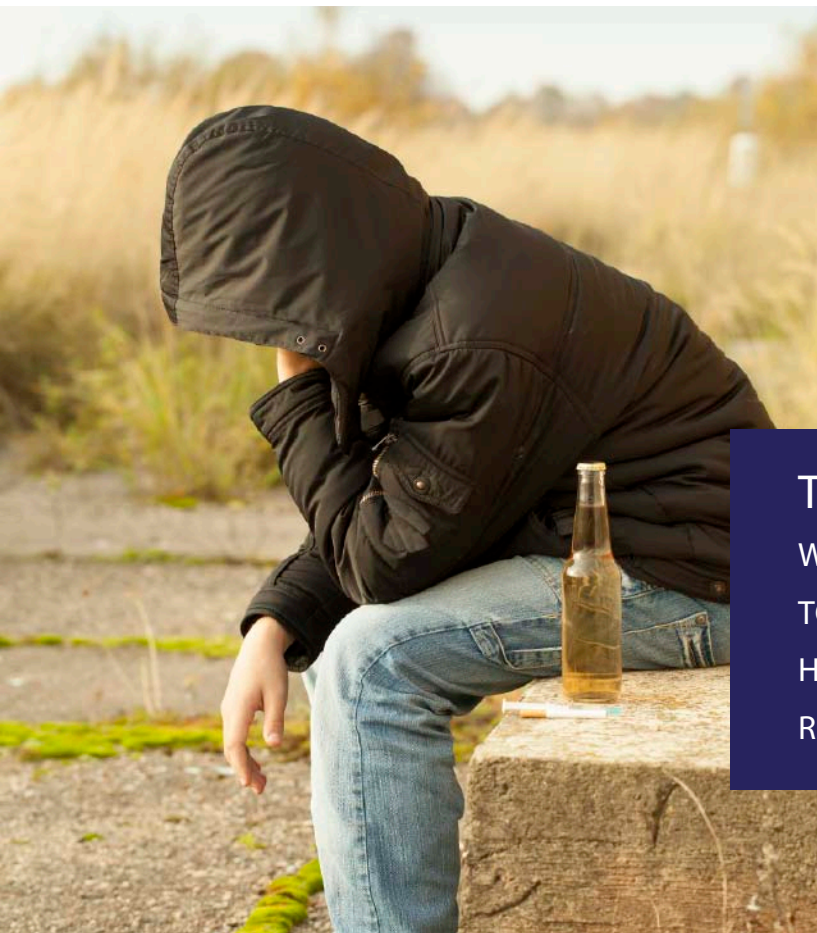
- Develop a housing options framework to guide the development and management of housing required to meet the non-market housing demands in Red Deer; including specialized housing options necessary to meet the unique needs of chronically and episodically homeless individuals and families.

OBJECTIVE 4.2

Leverage community partnerships to develop an effective and efficient coordinated system of care that appropriately houses chronically and episodically homeless individuals and provides them with the support services they require.

STRATEGIES

- Expand local partnerships (i.e. community agencies; provincial ministries of Health, Human Services, Justice and Solicitor General, and Service Canada) to develop and maintain an integrated, coordinated system of care that addresses the needs of individuals who are chronically and episodically homeless.
- Work with The City of Red Deer, Province of Alberta, Government of Canada and community stakeholders to inform policy that will support an integrated coordinated system of care. The Housing First philosophy will guide this work.
- Establish a coordinated community intake process.
- Improve the integration of support services and housing.



TERTIARY PREVENTION TARGETS PEOPLE WHO HAVE BEEN HOMELESS FOR SOME TIME TO PREVENT RECURRENCE AND TO FOCUS ON HARM REDUCTION ACTIVITIES TO MINIMIZE REPEATED HOMELESSNESS.

GOALS: broad outcomes • **OBJECTIVES:** approaches taken • **STRATEGIES:** measurable steps

GLOSSARY OF PREVENTION TERMS

The following prevention definitions are from the Alberta Interagency Council on Homelessness (June, 2013).

PRIMARY PREVENTION

Primary prevention activities seek to reduce the risk of homelessness among the general population or large parts of the population, by targeting people who are housed (Apicello, 2010), in an effort to prevent new cases of homelessness (Culhane et al., 2011). This first level of prevention includes measures involving broad housing policies including supply, accessibility and affordability as well as services such as income benefits, housing benefits and job protection (Bush-Geertsema & Fitzpatrick, 2008).

SECONDARY PREVENTION

Secondary prevention activities would seek to identify and address conditions at its earliest stages, such as when they enter shelters (Apicello, 2010).

This includes people who have been in institutional care or those in crisis situations such as eviction or relationship breakdown, which are likely to lead to future homelessness. Bush-Geertsema & Fitzpatrick (2008) maintain that most homelessness prevention interventions tend to focus on secondary prevention measures. While these programs may reduce the total number of people affected at any time, they do not reduce the total number of new cases of homelessness (Shinn et al., 2001), but rather attempt to treat conditions close to their onset, at a time when they are easier to counteract (Culhane et al., 2011).

TERTIARY PREVENTION

Activities developed for tertiary prevention attempt to slow the progression or mitigate the negative effects of homelessness once it has become established, by targeting people who have been homeless for some time. Prevention initiatives focus on harm reduction activities to minimize repeated homelessness (Apicello, 2010).

APPENDIX 1: POINT IN TIME COUNT (2012)

The City of Red Deer and Red Deer & District Community Foundation (RDDCF) engaged OrgCode Consulting Inc. to conduct Red Deer's first Point in Time (PIT) count, which took place on the night of October 16, 2012.

This PIT count provided the following baseline data:

- 279 people were found experiencing homelessness on October 16, 2012 (chronic and episodically homeless).
- 30% of respondents had been homeless for at least one year.
- Two-thirds of homeless people were unsheltered – either they spent the night on the street, in parks, in alleyways, squatting or couch surfing.
- Shelters were operating at 87% of capacity on the night of the count, but those with space available were for specific designated sub-populations.
- 3/5 of respondents had been to the emergency room in the past year, indicating the heavy strain homelessness causes to the health care system.
- 56% of respondents indicated they had a mental illness.
- Women comprised 32% of the homeless population – higher than is typical in other jurisdictions.
- Nearly 1 in 4 women (24%) who were homeless had children with them at the time of counting.
- 62.5% of homeless families were fleeing domestic abuse or conflict.
- 50% of homeless youth (aged 24 or under) were female.
- One-quarter of respondents reported having a job but were unable to afford housing.
- 45% of homeless youth indicated that they had experienced family breakdowns, abuse or conflict.
- Aboriginal people made up 44% of Red Deer's homeless population, despite constituting only 4.4% of Red Deer's residents as per Statistics Canada Census Data.

The individuals counted in 2012 were mainly in the Canadian Definition of Homelessness living situations of unsheltered and emergency sheltered. Future surveys will attempt to include living situations for people who are provisionally accommodated and at risk of homelessness.

PIT counts will be conducted every two years; the next count will take place in October of 2014.

APPENDIX 2: PAST WORK TO END HOMELESSNESS

Red Deer has a history of demonstrating good leadership and innovation in housing solutions. In February of 2005, at the request of the Red Deer Housing Committee, the Mayor's Task Force on Ending Homelessness was established with Mayor Flewelling at the helm. The Task Force was made up of leaders from throughout the community and its various sectors.

The Task Force developed a framework that would assist the community to organize and create a strategic focus to end homelessness. The framework used the metaphor of a river to describe homelessness, with a focus on creating interventions both from an "upstream" and "downstream" perspective.

The three "upstream" priority areas were preventive in nature: healthy relationships, systems prevention and emergency prevention. These priority areas focused on reducing the likelihood that individuals at risk would "fall into the river of homelessness." The three "downstream" priority areas related to work on "pulling people out of the river" of homelessness. These included emergency assistance, housing options and support.

Red Deer City Council recognized the completion

of the Mayor's Task Force on Ending Homelessness as an ad hoc committee to Council on April 21, 2008. As the initiative moved from planning to implementation, the Task Force supported the formation of an Advisory Committee to oversee further development of "EveryOne's Home Red Deer's Vision and Framework on Ending Homelessness by 2018." Under the leadership of the Red Deer & District Community Foundation, the EveryOne's Home Advisory Committee was formed to continue this work.

Homelessness is not unique to Red Deer; it is also a provincial issue. In late 2007, the Government of Alberta announced that it would embark on a 10-year initiative to address homelessness in the province. The lead responsibility for development and implementation of this plan was given to a newly created agency of the government: the Alberta Secretariat for Action on Homelessness. In March of 2009, The Government of Alberta released "A Plan for Alberta: Ending Homelessness in Ten Years."

The local Advisory Committee used the "EveryOne's Home Vision and Framework on Ending Homelessness by 2018" and "A Plan for Alberta: Ending Homelessness in Ten Years" to create a

TIMELINE OF HOMELESSNESS INITIATIVES – LOCAL AND PROVINCIAL



shorter-term, more achievable planning document for Red Deer. "EveryOne's Home: Red Deer's 5 Year Plan Towards Ending Homelessness" was developed, and it was intended to be the first of two five year plans encompassing our community's response to homelessness. The first plan was designed to strategically guide the work until 2014; while the second, building on the successes and learnings from the first five years, will continue to continue to provide a framework until 2018.

The implementation of the first five year plan was carried out by the collaborative leadership of the Red Deer & District Community Foundation and The City of Red Deer. Knowing the successful implementation of the plan would require the collective efforts of the community, the EveryOne's Home Leadership Model was developed as the framework to guide the implementation process. The framework brought together a dedicated team of people to share their expertise and work together to tackle the many facets of homelessness in Red Deer.

The EveryOne's Home Leadership Model involved both strong leadership and working group components to tackle the work at hand. The six working groups (described on the right) focused on both prevention and response strategies.

DESCRIPTIONS OF THE SIX EVERYONE'S HOME WORKING GROUPS:

UPSTREAM (PREVENTION)

Healthy Relationships: Worked to strengthen relationships and build community capacity to support all individuals regardless of age or circumstances.

Systems Prevention: Provided research and advocacy that informed policy.

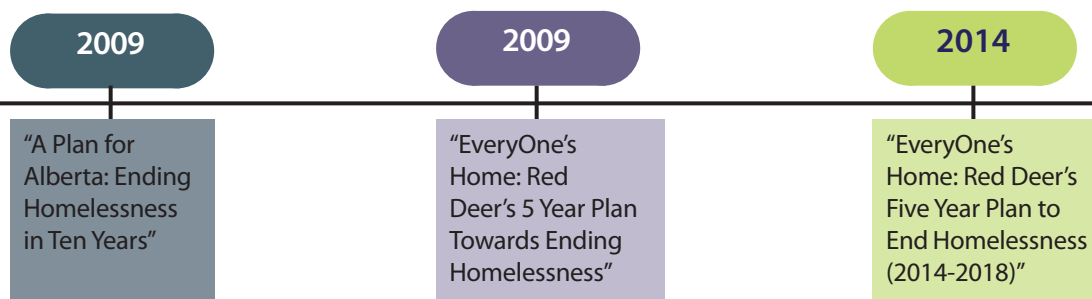
Early Intervention: Compiled preventative strategies to identify and support those at risk of homelessness.

DOWNSTREAM (RESPONSE)

Emergency Assistance: Collaborated regarding crisis response services and frontline services.

Housing Options: Supported a "Housing First" model and worked to ensure sustainable, affordable housing options.

Support: Provided strategies that focused on increasing the capacity of service providers through a collaborative case management model to support and promote quality of life.



APPENDIX 3: OUTCOMES OF FIRST FIVE YEAR PLAN

Through the concerted efforts of many community stakeholders, we have been able to better understand homelessness in Red Deer, connect with individuals and service providers from across the community to collaborate on homelessness, and develop the programs and services required to take on this monumental task.

During the first five years of implementing “EveryOne’s Home: Red Deer’s Five Year Plan Towards Ending Homelessness,” the following items were achieved:

- The root causes and impacts of homelessness were shared with Red Deerians through the “We Care” social marketing campaign, which was designed to raise public awareness about homelessness in the community.
- Community stakeholders collaborated and pooled resources to collectively address homelessness issues in Red Deer through the EveryOne’s Home Leadership Model.
- An integrated service model began to be developed – clients can access housing related services through any of a number of local service agencies.
- Housing First programs were implemented; since its inception in 2009 to 2013, over 500 clients have gone through the Housing First programs.
- A homelessness management information system (Efforts to Outcomes) was developed and implemented. This system allows service providers to track individuals’ connections to services, as well as the types of services they access.
- Yearly annual reports (“Report to the Community: Homelessness & Affordable Housing Initiatives”) were developed by The City of Red Deer and Red Deer & District Community Foundation. These reports were published in 2010, 2011, 2012 and 2013 and are available on The City of Red Deer website at www.reddeer.ca.

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Alberta Human Services	John Howard Society
Alberta Justice and Solicitor General	Parkland Youth Homes
Alberta Works	Piper Creek Foundation
Art from the Streets	Red Deer Area Parole Office
Canadian Home Builders Association	Red Deer Catholic Regional Schools
Canadian Mental Health Association	Red Deer College
Canadian Paraplegic Association of Alberta	Red Deer County
Central Alberta AIDS Network Society	Red Deer Housing Authority
Central Alberta FASD Network	Red Deer Housing Team
Central Alberta Immigrant Women's Association	Red Deer Native Friendship Society
Central Alberta Women's Emergency Shelter	Red Deer Primary Care Network
Central Alberta Women's Outreach Society	Red Deer RCMP
Child and Family Services Authority	Safe Harbour Society
Community Legal Clinic	Service Canada
Correctional Services Canada	The City of Red Deer
COSMOS	United Way of Central Alberta
Family Services of Central Alberta	Youth & Volunteer Centre
Golden Circle Senior Resource Centre	

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