



# Community Plan 2011–2014

## Homelessness Partnering Strategy

### Annex B: Community Plan

Community: **Brandon**

Province or Territory: **07 - Manitoba**

Delivery Model: **Shared Delivery**  
(For HPS Designated Communities Funds)

Date of CAB approval: Day Month Year  
**26 01 2011**

Date sent to Service Canada: Day Month Year  
**1 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.

The Community Advisory Board (CAB) is a board of representatives from 11 organizations who represent diverse stakeholders including the Brandon Regional Health Authority, Child and Family Services, Manitoba Family Services and Housing, the Canadian Mental Health Association, Youth for Christ, the Brandon Friendship Centre, the Samaritan House Food Bank, the Salvation Army and the Brandon Police Service. All the representatives in our CAB are in organizations whose mandates include assisting the homeless and at risk population. A Service Canada representative provides ex-officio representation to the CAB.

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Meetings were held with the CAB and the Brandon Coalition of Service Providers for consultation for this Plan. The Coalition of Service Providers consists of membership from all organizations and agencies working with target groups affected by or at risk of homelessness. One of the questions posed at these consultations was who should be represented on the CAB. At the CAB consultation meeting, possible additions to the CAB were suggested: a representative from the Chamber of Commerce, the City of Brandon, Brandon University, Assiniboine Community College, the Brandon School Division, veteran groups, the elderly, and justice or immigration. Also, the CAB could increase the representation from the Aboriginal community. It was suggested that an individual who has experienced homelessness would be a valuable addition, as well as frontline workers such as social workers, healthcare workers or probation officers.

However, concern was expressed about making the CAB too large and unwieldy. One possibility for addressing how to include these additional representatives would be to form subcommittees or use the additional representatives as consultants. Yearly meetings of a broader coalition might be arranged. Another idea would be to add more groups and individuals to the mailing list for the minutes of meetings and the newsletter.

At the Service Providers' Forum, many of the above were mentioned but also suggested were CAB representatives from proximal reserves, the Women's Shelter, Habitat for Humanity, various service clubs, Manitoba Housing, the Addictions Foundation of Manitoba, and Maple Leaf Pork. Maple Leaf is Brandon's largest private sector employer.

### b. What are the strengths of your CAB?

Strengths include:

- a) The Lived Experience Subcommittee, consisting of 6 people who have experienced or are at risk of experiencing homelessness, has been critical in providing a client perspective on the most pressing priorities facing Brandon.
- b) The positive history of cooperation and collaboration within the CAB is certainly a strength. This includes operating in a transparent fashion and strictly adhering to the conflict of interest policy as defined in the CAB terms of reference.
- c) The Program and Administrative Assistant position has been successful in gathering and disseminating information regarding best practices, facilitating focus groups with the homeless/at risk population, publishing a written and online Resource Guide/Crisis Contact Brochure, enhancing partnerships to promote efficiency, and organizing capacity building workshops for service providers.
- d) The CAB works closely with the community providing outreach and guidance to organizations struggling with internal capacities and funding to develop sustainable projects.
- e) The CAB members have a great deal of experience. The majority of CAB members have been part of the CAB for 5 or more years and several have been part

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of the CAB since the inception of the Homelessness Partnering Strategy (HPS) in Brandon.

f) The CAB works closely with Service Canada and maintains a positive relationship with the Programs Officer.

g) The CAB has worked with community organizations to develop projects that continue to be sustainable after HPS funding is expended.

h) The CAB has established links to the Brandon Coalition of Service Providers. The Coalition mailing list is regularly updated.

i) The Resource Guide of Community Service Providers and Crisis Contact Brochure have been well received and additional funding has been allocated to publish more Guides.

c. What challenges, if any, are faced by your CAB?

Challenges facing our CAB are:

a) At times, maintaining the engagement of the Service Providers' Coalition has been difficult. The CAB recognizes this and tries to ensure the Coalition is engaged through providing learning opportunities and workshops. Recently the CAB hosted a learning session on the subjective and objective determinants of quality of life and a panel discussion on how to prevent addictions from leading to homelessness. The 2 events were attended by 25 and 50 people respectively. Also, a Coalition of Service Providers meeting was organized for the purpose of obtaining their input into the Community Plan. It was anticipated that this meeting would be a key step in enhancing the connection with Service Providers outside of the CAB.

b) The City of Brandon has become increasingly proactive in addressing Homelessness and Housing issues, and the CAB would like to encourage the City's involvement. The City of Brandon Poverty Committee, a committee of the Brandon City Council, has identified Housing and Homelessness as its top priority to address in 2011.

c) The CAB experienced challenges in communications, specifically with the website. The current Brandon Homelessness website requires a very high level of computer skill to update the site. A developer has been hired to redesign the website so that it is more user friendly for both those accessing the site and also for the CAB to update.

### 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.

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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.

Specific to the development of the 2011-2014 Community Plan, the CAB engaged in the following consultations:

- 1) An initial meeting of the CAB was held in early December 2010 to ensure an inclusive process and to gather information for the Community Plan.
- 2) A second CAB meeting was held in January 2011 to define priorities and recommend allocations for HPS resources for 2011-2014.
- 3) A Lived Experience Subcommittee meeting was held at the 7<sup>th</sup> Street Health Access Centre with 6 participants who have experienced or are at risk of experiencing homelessness and one of the centre's Housing Resource Workers. The group identified inadequate income and the lack of affordable housing as the most pressing issues facing them. To them, the priorities for HPS funding should be the establishment of more emergency shelters, the extension of skills enhancement programs (training and retraining for jobs), and increasing the supply of transitional housing. Of particular concern were: the lack of sufficient emergency housing, the inaction of landlords in maintaining the safety and condition of existing housing, the increases in rental rates, the low vacancy rate, and the insufficient allotments for rent for those requiring Social Assistance.
- 4) A focus group was held at the Soup Kitchen with about 20 participants. A lively discussion centred on the lack of affordable rental apartments in the city, the need for more job opportunities, very low vacancy rates, increased rental rates, unsafe and inadequate housing, the lack of emergency housing, the low housing benefit from social allowances, the need for job training, the proliferation of mice in existing units, and the misuse of power by landlords who do not maintain their property and evict tenants with little or no reason.
- 5) Another focus group was held at the Food Bank where about 12 individuals gave feedback on the lack of transitional and emergency housing, the limited supply of affordable housing, the lack of suitable job opportunities, the need for adequate food, especially for those with special dietary requirements, the need for student housing at Brandon University and Assiniboine Community College, the need to get people off the system through securing both housing and jobs, overcrowding in existing housing, and the lack of maintenance of existing housing units.

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- 6) A forum was held with the Coalition of Service Providers with 25 in attendance. Participants were asked to identify the following; other sectors that should be represented on the CAB to make it more representative of the community; what new strategies have been implemented in their organizations which complement the HPS; how the homeless and at-risk populations have changed since 2007, and how these changes affected the type of support services and housing needed in Brandon. A discussion of what the 2011-2014 community's priorities should be followed. The service providers' ideas are incorporated in the answers to questions in this Plan.
- 7) A questionnaire was distributed to all members of the Coalition of Service Providers, including those unable to attend the Coalition of Service Providers Forum. The questionnaire asked for Service Providers to identify trends in the homeless and at risk populations since 2007, and what the priorities should be for the HPS in Brandon from 2011-2014.
- 8) The Program and Administrative Assistant and the Research Assistant met with the local Canadian Mental Health Association director and staff who passed on data for the number of homeless individuals in Brandon, either sheltered or living on the street. This information is incorporated in the data tables. We discussed a number of data collection issues, cold weather emergency housing, the effect of behaviours associated with addictions on the ability of people experiencing homelessness to find accommodations, and other housing issues and priorities.
- 9) The Program and Administrative Assistant and the Research Assistant hired to work on the Plan met with the Housing Resource Worker at the 7<sup>th</sup> Street Centre. The Housing Resource Workers assist clients with finding safe, affordable housing, advocate for clients, make referrals to resources for furniture and basic household goods, model how to approach landlords, help clients fill out applications for housing benefits and distribute an e-mail of rental listings. The Housing Resource Worker keeps statistics of clients' intakes.
- 10) Other major stakeholders in addressing homelessness in Brandon were contacted to provide pertinent statistics for this report. These include among others: Manitoba Family Services and Housing, Economic Development Brandon, the Brandon School Division, Samaritan House Food Bank, and Helping Hands Soup Kitchen.

- 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.

To ensure the perspectives of those experiencing homelessness in Brandon were voiced, the Community Advisory Board organized the Lived Experience Subcommittee, consisting of 6 people who have experienced or are at risk of experiencing homelessness. The purpose of the subcommittee was to obtain a qualitative client perspective on the most pressing priorities facing Brandon and to

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advise the Community Advisory Board as it makes recommendations for Homelessness Partnering Strategy investments.

If yes, how will you engage these stakeholders?

The focus groups are facilitated and recorded by a half time Program and Administrative Assistant, whom the Community Advisory Board hired to support it in its work. A Housing Resource Worker from the 7th Street Health Access Centre assists the Administrative Assistant in gathering the participants. Some of the committee members have access to a free voicemail service at the Health Centre, while other participants learn of the date of the upcoming meetings directly from the Housing Resource Worker. In either case, care is taken to ensure participants' identities remain anonymous.

Topics discussed at the meetings are set by the CAB and participants have the opportunity to add relevant discussion topics to the agenda. For example, at one meeting participants asked to share their perspectives on the merits and drawbacks of installing video surveillance at the new HPS funded emergency shelter units. Participants are compensated with a \$50 honorarium for participating in the 2 or 2.5 hour focus groups and a healthy lunch is provided. The group meets four times per year. Lived Experience Subcommittee members appreciate the opportunity to have their voices heard and to effect positive change in the community.

- 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.

Currently, there is an effective working partnership with the Brandon Friendship Centre with a representative sitting on the CAB. It was suggested by both the CAB and the Coalition of Service Providers that more representation from the Aboriginal community was needed.

The Community Advisory Board works to be inclusive of the Aboriginal sector and prioritizes Aboriginal organizations for projects supporting the Aboriginal community. The total value of Brandon's 2007-2010 Aboriginal projects is \$1.8 million dollars.

Aboriginal funding requests are vetted through the CAB before being reviewed by the rural advisory board for funding recommendation. Through this process the CAB ensures Aboriginal projects address the priorities for Brandon, as identified in the Community Plan.



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The CAB will continue to follow these practices to be inclusive of the Aboriginal community and ensure that Aboriginal needs are addressed.

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

N/A

## 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.

Name of federal, provincial or territorial community strategies or programs	Briefly describe (max 250 characters)	Primary focus of strategy or program
Portable Housing Benefit	Provides up to \$200 a month for housing to people with mental health issues, who have history of unstable housing, and who accept appropriate supports.	Mental Health
Employment and Income	Provides up to \$100 monthly to EIA	Employment

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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
Assistance Volunteer Program	recipients with disabilities who do volunteer work.	
The Third Quarter	Assists older workers to remain in the workforce whether in their former career or a new one.	Employment
Neighbourhood Housing Assistance	Provides a \$10,000, 5-7 year forgivable loan for the construction of new rental stock. Rent must be at or below market median rent guidelines.	Employment
Rental Supplement Program	Province subsidizes the difference between the approved market rental rate charged by landlords and the rent-geared-to-income (RGI) paid by qualifying tenants.	Click to choose
Aboriginal Skills & Employment Partnership	Focuses on developing the skills of the Aboriginal workforce and promoting employment and economic development.	Aboriginal
Residential Rehabilitation Assistance Program	Forgivable loans available to homeowners and landlords to repair homes with major deficiencies. Homeowners or tenants must earn less than a certain income threshold to qualify	Click to choose
The Third Quarter	Connects Canadians over 50 to jobs and volunteer opportunities.	Seniors
Canada Manitoba Labour Market Agreement (2008)	\$18 million investment in Manitoba to support the development of the labour market.	Employment
Strategic Training and Transition Fund (2009)	Helps unemployed to access employment and training services - \$5.6 million.	Employment

- 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.

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Title of plan	What is the main issue the plan was designed to address?
Mental Health Housing Support Workers' Report from the 7 <sup>th</sup> Street Health Access Centre, Brandon Regional Health Authority	Homelessness
Community Health Assessment, Brandon Regional Health Authority	Mental Health
Affordable Housing in Brandon, City of Brandon	Homelessness
Brandon Neighbourhood Renewal Corporation - five year partnering strategy with several groups to address both homelessness and housing issues	Poverty
5 Year Youth Community Plan for Youth at Risk, Career and Employment Youth Services	Poverty
[Redacted]	Please choose one
[Redacted]	Please choose one
[Redacted]	Please choose one
[Redacted]	Please choose one
[Redacted]	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.

Since 2001, the CAB has achieved its Continuum of Housing and Supports Priorities by increasing the number of emergency, supportive, and transitional units available. The CAB and its partners have been very effective in leveraging community contributions to support HPS projects. Between 2007 and 2011, the HPS provided \$1,144,941 for the Continuum of Housing and Support Priorities in our community.

## 2. Community Plan Assessment

This investment of just over \$1.1 million leveraged an additional \$3,325,303 in support from other funding partners. For every \$1 Homelessness Partnering Strategy (HPS) investment in the Continuum of Housing and Support priorities in Brandon between 2007 and 2011, there was a \$2.90 community contribution.

The HPS has allocated funding for 5 self-contained emergency units, meeting the 2007 Community Plan target of creating 5 additional units. These units are scheduled to be operational in 2011.

Ten transitional units have been built, exceeding the 2007 Plan target of creating 7 additional units. Two of these units are already operational and construction of the remaining 8 units is anticipated to be completed in 2011.

The Homelessness Partnering Strategy has allocated funding for the creation of 8 supportive units, exceeding the 2007 target of 7 supportive housing units. These units will also be ready in 2011.

Eight of the new transitional units, 8 of the new supportive units and all 5 of the emergency units will be housed in the Massey Building that will be developed through a partnership with the Canadian Mental Health Association and the Brandon Friendship Centre. Although not receiving HPS dollars, Habitat for Humanity will also be developing homeownership condominiums in the same building. The Massey Building demonstrates the Brandon Community Advisory Board's commitment to supporting an integrated housing continuum consisting of emergency shelter, transitional housing, supportive housing and home ownership at a single location.

Additionally, the CAB has recommended resources be used to renovate the YWCA's emergency units and Youth for Christ's transitional units to ensure these facilities remain open, safe and up to code.

Recognizing that housing facilities in themselves are inadequate for addressing the complicated issues associated with homelessness, the CAB recommended HPS resources be used to renovate the Soup Kitchen and to create a youth drop-in centre. Statistics on Food Bank and Soup Kitchen usage in Brandon clearly demonstrate a need for such services in our community. The Food Bank provisioned 8,549 hampers in 2007 and 12,083 hampers in 2010.

The CAB addressed gaps in the continuum of housing and supports priorities through recommending HPS support for an asset training program to benefit youth in the community. Also, the CAB supported the usage of HPS funding for the purchase of a van for the Soup Kitchen and one for the Westman Women's Shelter. The Soup Kitchen uses its van to pick up donations, and the Westman Women's Shelter uses its vehicle to transport women in emergencies and help them access necessary supports.

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The CAB seeks to be fair and transparent in the process of selecting projects to recommend for HPS funding. Only projects which will be sustainable in the long term are supported by the CAB. Additionally, the CAB encourages partners to explore green technology and adopt environmentally sound practices.

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.)

The CAB recommended funding for only a few projects to address gaps in supports of community resources because it received limited expressions of interest for sustainable programs in this priority area. The areas in which the CAB recommended HPS funding be used, including asset training, the Youth Drop-In Centre, and the purchase of 2 vehicles, were successful.

The CAB did not recommend the usage of HPS funding for creating childcare facilities as no expressions of interest were received for this. Furthermore, childcare was deemed primarily an area of provincial jurisdiction and the CAB did not wish to duplicate existing programs.

### 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

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.

The CAB hired a part time Program and Administrative Assistant to help it achieve its community development priorities. The Program and Administrative Assistant position is housed at the Brandon Neighbourhood Renewal Corporation (BNRC), a

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local non-profit organization, and receives day to day supervision from the General Manager of the BNRC.

With the support of the Administrative Assistant position, the CAB has achieved its Community Development targets. Thirty partnerships between existing organizations have been enhanced. Eight workshops/information sessions have been offered to service providers. There has been excellent attendance at events. For example, 50 people attended the December 2010 panel discussion on how to prevent addictions from leading to homelessness. The Program and Administrative Assistant and service provider representatives have also attended national workshops and regional workshops when relevant to Brandon's priorities. For example, in 2010 the CAB sent representatives to the Health of the Homeless Conference in Vancouver and the National Forum: Intervention in Homelessness, Ethical and Clinical Issues in Montréal. At the conference in Vancouver, the CAB representative and Administrative Assistant had the opportunity to tour innovative housing developments and several social enterprises in Vancouver's Downtown Eastside. Subsequently, the information acquired at these conferences was disseminated with the CAB and relevant groups within Brandon.

The Program and Administrative Assistant has developed a communications plan for the CAB. The website is updated monthly and a bi-monthly newsletter article on the work of the CAB is distributed within Brandon. The Resource Guide of community services has been well received in both the electronic and hard copy format. In 2010, the Administrative Assistant's budget was reallocated to print an additional 200 copies of the Guide. The Resource Guide not only provides service providers' contact information, but also includes details on exactly what organizations do. The Crisis Contact Brochure proved to be very useful in that it provides a snapshot of the most critical information from the Resource Guide.

The Benevolent Fund was organized by the Program and Administrative Assistant and community partners. It was funded primarily by churches in Brandon to provide emergency resources to individuals in crises. The fund is administered centrally at the 7<sup>th</sup> Street Health Access Centre to prevent individuals from accessing an identical service at multiple churches. When people request to access the fund they often receive a referral to a necessary support. (Please see the Good Practices Section for more information on the Benevolent Fund.)

The Program and Administrative Assistant also facilitates The Lived Experience subcommittee, a focus group of 6 people who are homeless or have experienced homelessness. Through the subcommittee, the CAB obtains a client perspective on the priorities for Brandon. (Please see the Good Practices Section for more information on the Live Experience Subcommittee).

The Program and Administrative Assistant has been crucial in the coordination of CAB meetings, recording minutes, undertaking community assessments and

## 2. Community Plan Assessment

Community Plan updates. The position is considered to be integral in the success of the CAB's overall strategy.

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.)

The CAB has a number of partnerships but they have at times been difficult to engage. To address this concern, stakeholders in the community were invited to participate in several events. In November 2010, the CAB hosted a presentation led by a distinguished social science researcher exploring the subjective and objective determinants of quality of life. In December 2010, a panel discussion was organized on the subject of preventing addictions from leading to homelessness. Also in December 2010, the Program and Administrative Assistant facilitated a forum with Service Providers to have their input into the Community Plan. Fifty people attended the panel discussion and 25 were present for the other 2 events.

The CAB also encountered some communications downfalls, particularly with the website. The website has not been user-friendly for the Program and Administrative Assistant to update. To address this issue, a developer was hired to create a new website that will be more user friendly both to update and for the community to access.

Streamlining of the data collection at the shelters and coordination of the results would help the CAB in making informed recommendations for projects to be supported by the HPS. The goal is to enhance statistics on usage of shelters and turn aways, while ensuring that clients' privacy is maintained. Service Canada is working with the CMHA to increase the knowledge and awareness of the Homeless Individuals and Families Information System (HIFIS).



## 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. Benevolent Fund

A small number of homeless or at risk people in Brandon were requesting money from various churches for an item for which they already had received help from another church. Brandon's faith community wanted to ensure that their limited resources were being used effectively to help those in need and that 3 or 4 churches were not providing an individual with money for the same item.

To address this concern, the Community Advisory Board's Program and Administrative Assistant undertook the task of forming partnerships between the Brandon Ministerial Association (which consists of representatives from all Brandon's churches) and other stakeholders to create a centralized, one-time emergency Benevolent Fund. The churches provided most of the resources for the Fund, although anyone is welcome to make a donation. The provincial government also participated in the partnership, agreeing to use Employment and Income Assistance (EIA) resources to replenish the Fund whenever an individual who accessed the fund was later demonstrated to be eligible for EIA.

The Brandon Regional Health Authority offered to administer the Fund at a community health clinic where people requesting resources from the fund could be linked with social support services appropriate to the circumstance. In 2009, 129 people requested money from the fund, 79 of the requests were granted and the remaining 50 people received options/referrals/alternatives. Thus, the Fund not only prevents duplicity, but also acts as a catalyst to link people in crisis to necessary services.

#### 2. Lived Experience Subcommittee

The community can learn a lot about how to address homelessness by hearing the insights from those who have experienced it first hand. To ensure the perspectives of those experiencing homelessness in Brandon were voiced, the Community Advisory Board organized the Lived Experience Subcommittee, consisting of 6 people who have experienced or are at risk of experiencing homelessness. The purpose of the

### 3. Good Practices

subcommittee was to obtain a qualitative client perspective on the most pressing issues facing Brandon and advise the Community Advisory Board as it makes recommendations for Homelessness Partnering Strategy investments. The focus groups are facilitated and recorded by a half time Program and Administrative Assistant, whom the Community Advisory Board hired to support it in its work. A Housing Resource Worker from the Health Access Centre assists the CAB worker in gathering the participants. Some of the committee members have access to a free voicemail service at the Health Centre, while other participants learn of the date of the upcoming meetings directly from the Housing Resource Worker. In either case, care is taken to ensure participants' identities remain anonymous. Topics discussed at the meetings are set by the CAB and participants have the opportunity to add relevant discussion topics to the agenda. For example, at one meeting participants asked to share their perspective on the merits and drawbacks of installing video surveillance at the new HPS funded emergency shelter units. Participants are compensated with a \$50 honorarium for participating in the 2 or 2.5 hour focus groups and a healthy lunch is provided. The group meets four times per year. Lived Experience Subcommittee members appreciate the opportunity to have their voices heard and to effect positive change in the community.

#### 3. Individual Self-Contained Emergency Shelter Units

In the 2007 Brandon Community Action Plan, the Community Advisory Board (CAB) for Homelessness recognized emergency shelter as a priority for Brandon and undertook a unique approach to address this need. Rather than recommend HPS resources be used for building dorm-style shelter units commonly found in urban centres, the CAB supported investment in self-contained emergency units. The CAB advocated for self-contained units as it felt they would provide a high degree of privacy and security, while better facilitating an easier transition to more permanent forms of housing. All units are operated by the non-profit Canadian Mental Health Association and anyone in need is eligible to stay for up to 21 days (there is some flexibility with this limit) while more permanent accommodation is sought. Each of the self-contained units has a private washroom, bed, and microwave oven. There are 4 units currently operating: two are for single people experiencing homelessness and 2 units are designed for families in need. An additional 5 units are scheduled to be completed in 2011. Together these units will provide an important resource in a prairie community familiar with -40C winters and support people on their first step to safe, permanent housing.

- 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.

### 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?
1.	Yes	Blaine Foley, Program & Administrative Assistant for Homelessness, Brandon Neighbourhood Renewal Corporation - bfoley@brandon.ca - (204)729-2412	Yes
2.	Yes	Blaine Foley, Program & Administrative Assistant for Homelessness, Brandon Neighbourhood Renewal Corporation - bfoley@brandon.ca - (204)729-2412	Yes
3.	Yes	Blaine Foley, Program & Administrative Assistant for Homelessness, Brandon Neighbourhood Renewal Corporation - bfoley@brandon.ca - (204)729-2412	Yes

## 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.

Brandon can be categorized as a typical service centre for a large agricultural region located near the geographical centre of Canada and 200 kilometres west of Manitoba's capital city of Winnipeg. The City of Brandon, nicknamed the Wheat City, acts as the central trading centre for the entire western Manitoba region, which has a population of about 180,000. Brandon is also the education, health, retail, service and entertainment centre for the Westman region.

According to statistics from the City of Brandon's website, the population of the City of the Brandon Census Agglomeration (Brandon, the RM of Cornwallis and the RM of Elton ) has increased steadily since 2007, increasing 6,358 (14%) between 2007 and 2009.

2006	43,169
2007	44,317
2008	50,384
2009	50,675

According to the 2006 census, 9.8% of the population of Brandon is of Aboriginal descent. Of these, 54% were North American Indians and the remainder were Métis or individuals with multiple Aboriginal identities.

There is a significant increase in the number of people living in Brandon attributed to newcomers arriving from other countries. Between 2004 and 2009, one Brandon plant provided employment for over 1700 people on temporary foreign worker visas. To date, 1400 of these newcomers remain employed at the same plant. By early 2011, it is anticipated that almost 4000 spouses and children will arrive to join the workers. Many of the workers have acquired permanent resident status. In 2006,

## 4. Current Situation

172 people living in Brandon became permanent residents of Canada. In 2008, this figure was 668 and preliminary figures for 2009 indicate that 1149 people were accepted for permanent resident status.

The inability for the stock of housing, particularly affordable housing, to keep pace with the total population growth in Brandon has contributed to rising housing costs. The Canadian Mortgage and Housing Corporation (CMHC) reports that the average rent of a private apartment increased by 3.0% between October 2008 and October 2009 and a further 4.1% between October 2009 and October 2010.

A one bedroom apartment rents at \$541 per month as of October 2010, up from \$519 in October 2009. A two bedroom apartment that rented for \$666 in October 2009 rents on average \$690 in October 2010. The increasing rent put more pressure on apartment seekers, since the increased rent also leads to an increased damage deposit required by the landlord.

The number of rental apartments in buildings with fewer than 5 storeys actually declined between 2008 and 2009. In 2008, there were 4,270 such units, and 4,205 in 2009. In 2007, there were 3,632 apartments in buildings with fewer than 5 storeys.

About 380 new residential housing units per year were built in the city between 2006 and 2009. A total of 415 residential units were built in 2009 but only 244 in 2010.

	2006	2007	2008	2009	2010	Total
Single family	155	169	132	119	138	713
Two family	6	28	8	6	6	54
Multiple family	233	158	228	290	100	1009
Totals	394	355	368	415	244	1776

The demand for housing is illustrated in the residential sales of houses (not including mobile homes or vacant lots) and the increasing average price:

Year	Residential Sales	Average Price
2006	1096	\$119,914
2007	1128	\$143,232
2008	1102	\$157,379
2009	1007	\$176,000
2010	1082	\$187,000

According to the CMHC Rental Market Report, the vacancy rate for rental units in Brandon is less than 1%. As of October 2010, for bachelor apartments and three-bedroom apartments the vacancy rate is zero percent. For one bedroom and two bedroom apartments the rate is 0.5%.

Between 2006 and 2010 the unemployment rate has remained low, ranging from 3.0% to 5.2%.

2006 - 5.1%

2007 - 5.1%

## 4. Current Situation

2008 - 3.0%  
2009 - 4.0%  
2010 - 5.2%

In summary, Brandon's strong economy (as indicated by the employment rate below the national average of 7.7%), high population growth, and limited supply of housing have contributed to high housing costs and a low vacancy rate. When people become unable to afford a place to live, they are forced to rely on emergency and transitional housing, or forfeit access to shelter.

- 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?

There has been a slight increase in the number of people living on the streets or in emergency or transitional housing between 2007 and 2010. According to estimates from the 7<sup>th</sup> Street Health Access Centre, in 2007 there were 33 people living on the street and in 2010 there were 37. From 2007 to 2010, there was also a small rise from 626 to 659 in the number of people accessing emergency shelters.

The at risk population in Table D.1 was calculated by multiplying the population of Brandon Census Agglomeration by the percentage of people living below the poverty line in the 2006 Census (11.4%). Using this formula, the number of at risk people in Brandon increased from 5,052 in 2007 to 5,777 in 2009. Service providers have indicated a high prevalence of couch surfing in Brandon.

The Canadian Mental Health Association (CMHA) shelter with three self-contained emergency units, receives close to three hundred requests for shelter annually. The average length of stay is 23.5 days (the maximum is 21 days, but there is some flexibility). In 2010, the CMHA provided emergency shelter to 95 individuals.

The CMHA kept record of how many requests for shelter it had to turn down:

Number of requests for shelter turned down in 2008 - 286

Number of requests for shelter turned down in 2009 - 267

Number of requests for shelter turned down in 2010 - 337

Whenever the shelter is full and the CMHA has to turn down an application for housing, the organization will help applicants secure alternative accommodation.

In 2010, the CMHA began keeping records of how many of the calls for housing were from different individuals. Out of the 337 calls, 275 were from separate individuals. In 2010, the CMHA also began tracking how many of the turn aways were families. That year, of the 337 requests for shelter that were turned down, 32 were families.

## 4. Current Situation

In 2010, 34 of the calls were from homeless people that had no alternative form of shelter. Of those 34 calls, 7 were from repeat callers which leaves a total of 27 separate individuals requesting emergency shelter who were homeless without shelter.

Data was collected from the 7<sup>th</sup> St Health Access Centre, which employs Housing Resource Workers. The Housing Resource Workers assist clients with finding safe, affordable housing, advocate for clients, make referrals to resources for furniture and basic household goods, model how to approach landlords, help clients fill out applications for housing benefits and distribute an e-mail of rental listings.

The data below show the demographics of the 7<sup>th</sup> Street Access Centre's clients who required housing related supports.

From October 1, 2007 to September 30, 2008, the 7th Street Health Access Centre Housing Support Workers did 533 intakes representing a mixture of families, couples and individuals:

- 189 were self-identified as mental health clients (35%)
- 66 were shared clients with the CMHA (12%)
- 365 children were represented in 189 families (an average of 1.9 children per family)
- 216 intakes represented Aboriginal individuals, families or couples (41%)
- 63 intakes represented individuals, couples and families from other countries (12%)

Between October 1, 2008 to September 30, 2009, the 7th Street Housing Support Workers completed 830 intakes, an increase of 56% from the previous year. When compared with the previous year, the percentage of clients of Aboriginal ancestry decreased, while the the proportion of immigrants increased.

- 136 were self-identified as mental health clients (16%)
- 68 were shared clients with CMHA (8%)
- 495 children represented individuals in 286 families (an average of 1.7 children per family)
- 258 intakes represented Aboriginal individuals, families or couples (31%)
- 239 intakes represented individuals, families or couples from other countries (29%)
- 660 were new to the 7th Street Housing Resource Workers (80%)

Between October 1, 2009 and September 30, 2010, 787 intakes were done, again representing a mixture of families, couples and individuals.

- 165 were self-identified as mental health clients (21%)
- 55 were shared clients with the CMHA (7%)
- 465 children were represented from 264 families (an average of 1.8 children per family)
- 256 intakes represented Aboriginal individuals, families or couples (33%)

## 4. Current Situation

-160 intakes represented individuals, couples or families from other countries (20%)  
-552 (70%) were new to the workers in this period

In emergencies, the 7th Street Health Access Centre, through a partnership with the provincial Employment and Income Assistance Program, can now voucher people experiencing homelessness to hotels without consulting its Winnipeg counterpart. An average of 5 individuals/families are vouchered to hotels monthly.

Service providers have noted that more families are sharing accommodation because of low vacancy rates and incomes that are not increasing at a rate that matches the increase in housing costs. It is common for single temporary foreign workers to share accommodation to reduce costs and to be able to send remittances to their country of origin. The service providers have also witnessed an increase in the number of working poor and couch surfers.

As part of the Samaritan House Ministries (the Seeds of Hope Project), a food bank, resource centre and a skills literacy program operate in Brandon. In addition to biweekly food hampers, bread is available every weekday. The total number of food hampers given out to families and individuals increased between 2007 and 2010:

2007 - 8,549  
2008 - 8,161  
2009 - 9,301  
2010 - 12,083

The Helping Hands Soup Kitchen operates a meal program weekly from Monday to Friday. In 2010, they served 32,656 meals to patrons.

The Brandon School Division provides a full breakfast for students at three sites and emergency snacks and lunches at eleven schools. The number served in the food program continues to increase:

2006-2007 - 11,640  
2007-2008 - 13,598  
2008-2009 - 19,261  
2009-2010 - 25,011

Three social programs which are critical to assisting people with lower incomes to pay rent are: Employment and Income Assistance (EIA), Manitoba Shelter Benefit (MSB) and the Portable Housing Benefit (PHB). The EIA program provides financial assistance to those who require help to meet basic personal and family needs. The program aims to assist participants to find and sustain employment and increase self sufficiency. The MSB provides support to low income families, seniors, and persons with disabilities to help pay their rent. The Portable Housing Benefit program is designed for people who have mental health issues, who have a history of problems renting and who agree to accept supports. The PHB program provides a \$200 per month benefit to assist with the cost of rent.



## 4. Current Situation

Unfortunately, the social allotment for rent through these programs has not been adequate to keep up with the increasing cost of rent. In December 2009, 72% of EIA recipients in Brandon renting in the private market paid more for rent than was allocated. Of these people paying more for rent than was allocated, 41% were paying \$250 or greater in rent above the allocation. This situation may force individuals on EIA to reduce their budget for other essentials in order to pay for housing costs and increases the demand on the soup kitchen and food bank.

Service providers noted that there were more families seeking shelter (often with two or more children). The Canadian Mortgage and Housing Corporation market survey indicates the vacancy rate in Brandon for three bedroom apartments is 0%. Service providers expressed concern with people arriving in Brandon from other areas with limited knowledge of Brandon's housing conditions and availability.

### 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?

The 95 individuals provided with emergency shelter through the CMHA in 2010 were asked what kind of service they required in order to keep their housing; 45 (47%) responded that they needed employment. This statistic testifies to the importance of skills enhancement programs, including social enterprise to help people experiencing unemployment successfully move into stable housing.

Through the CAB's consultation for the 2011-2014 Community Plan the following concerns were noted:

- a) The increase in population since 2006 has stretched the capacity of support services, from hospitals to schools. For example, the Brandon School Division breakfast program fed 11,640 people in the 2006/07 academic year and 25,011 in the 2009/10 school year, a twofold increase.
- b) There is a need for specialized support for youth, especially teenage girls who are pregnant.
- c) The increase in the number of immigrants to Brandon increases the need for interpreters and services in their first language. Since June 2010, 263 new

## 4. Current Situation

registrations have been received and there are now 974 students of all ages registered for English as an Additional Language in the Brandon School Division.

d) Along with the increasing demand for housing, the demand for food hampers is increasing. In 2007, 8,549 hampers were provisioned and in 2010, 12,083 hampers were distributed, a 41% increase.

e) There is a need for skills enhancement through participation in a social enterprise, coupled with more job opportunities, especially for individuals with disabilities. The importance of skills enhancement was identified as a need with every focus group that was consulted for this Plan.

### 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?

The CAB has supported the usage of HPS funding to increase the stock of new supportive, transitional and emergency housing in our community. These 5 emergency, 10 transitional and 10 supportive units will augment the capacity of our community to respond to homelessness.

CMHA data indicating 27 families were turned away at the emergency shelter demonstrates that the need for emergency housing continues to exist. The five additional units that will become available when the Massey project is on board will help to alleviate the situation, but this may not be sufficient to address this issue.

Brandon's population growth and nature of being a regional centre has contributed to the demand for both transitional and supportive housing units. Two specific cases should be noted. The Westman Recovery Centre transitional housing is in jeopardy of closing and the Regional Health Authority's McTavish Manor supportive housing needs to be replaced with a more accessible facility.

The Westman Recovery Centre for individuals recovering from alcohol and drug addiction housed 26 residents in 2010. The unit has beds to house 10 residents at

## 4. Current Situation

once but the lack of space and kitchen facilities reduces capacity to 6 residents. As of January 2011, there are 5 in house. Residents may be asked to leave the facility because of behavioural problems or relapses. The average stay is for 2 to 3 months and the maximum stay is 9 months. The Centre has received funds for capital projects in the past but receives no funding for staffing. The members of the operating board screen the applicants, are on call for emergencies and manage the Centre. It is in danger of closing as the main caretaker is soon to retire.

The Brandon Regional Health Authority has announced tentative plans to replace McTavish Manor, a 10-bed mental health supportive housing facility, with an accessible facility in another location. The current McTavish Manor is a multi-storey building with no elevator, which poses a concern for residents with mobility issues.

Service providers pointed out that there is a need for a detoxification centre for recovering addicts which could also house individuals with mental health issues. Such a centre would provide additional transitional and supportive housing for a specific population.

### 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.

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.

## 4. Current Situation

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?

- 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.

In addition to meeting the regular reporting requirements for their respective organizations, both the CMHA and 7th Street Health Access Centre provide reports to the CAB as requested.

The CMHA records data on both shelter usage and turn aways. The CMHA tracks if the emergency shelter applicants: are from Brandon, have alternative housing, are individuals or families. The CMHA also keeps track of the length of stay of individuals and families at the emergency shelter units.

The 7th Street Health Access Centre's Housing Resource Worker maintains records of their intakes for people who require support with housing related issues. The 7th Street Centre keeps data on how many of the people accessing housing supports: are self-identified mental health clients, are shared clients with the CMHA, have children/families, are of Aboriginal descent, are from other countries and are new intakes. Additionally, the 7th Street Centre, records how many vouchers it issues for hotels during emergency situations.

## 4. Current Situation

However, data is not currently collected at the community level. Service Canada is working with the CMHA, who is taking the lead on data collection in Brandon, in order to increase the knowledge and awareness of the HIFIS system. The goal is to increase the sharing of data on shelter usage and turn aways while ensuring privacy laws are adhered to. The CAB may require support for computer upgrades and data management training to achieve this goal.

## 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. Emergency Shelters

Emergency shelters are filled near capacity. In 2010, the CMHA emergency shelter received 337 calls for shelter from 275 separate individuals and had to turn away 27 people who were homeless without alternative shelter. The shelter was able to accommodate 95 individuals throughout the year. There is also the need for a cold weather response to provide shelter during the extreme cold.

#### 2. Transitional Housing

Transitional housing with supports are needed to transition individuals and families from the emergency units or street into more stable housing. The available units are currently operating at or near capacity. A need has been identified for units that can house families with more than two children. Groups requiring transitional housing include youth aged 18 to 29, teenagers who are estranged from their families, families in turmoil who may have a history of evictions, seniors, multigenerational families, individuals with mental illness, addictions issues and concurrent disorders and individuals involved with the justice system.

### 3. Supportive Housing

Supportive Housing is needed for those individuals who cannot manage on their own and require 24 hour, long-term supports. This group may include people with histories of: addictions that result in evictions, severe and persistent mental health issues and incarceration.

Some of Brandon's current supportive housing units are aging, located on multiple floors and lack elevators. Such outdated housing facilities need to be replaced or renovated to accommodate clients' mobility needs.

Service providers have identified the need for a detoxification centre where people recovering from addictions to illicit drugs, alcohol and other substances can live for an extended period in order to recover.

### 4. Skills Enhancement

Gaps exist in the continuum of supports and community resources that provide individuals with appropriate mentoring and training opportunities. About 47% of the individuals who stayed at the CMHA shelter in 2010 stated that what they needed to retain housing was to find employment. Many of the homeless or at-risk people consulted for the Community Plan expressed a desire to obtain stable employment.

Skills enhancement is needed to help individuals find meaningful employment and increase their income. This will help individuals to obtain safe housing and experience a better quality of life.

Also needed is a social enterprise using the homeless and at-risk populations as part of the labour pool. This would provide both training and employment and play an important role in ensuring labour market integration.

### 5. Non-Residential Facilities

There is a need for the Food Bank and Soup Kitchen, as well as buildings to host a social enterprise in order to ensure food security and labour market integration. Data indicate an increasing demand for the facilities which contribute to food security and testifies to the need for continued support of non-residential facilities. The Samaritan House Food Bank in Brandon provided 8,161 food hampers to families and individuals in 2008 and 9,301 in 2009.

The Lived Experience Subcommittee expressed an interest in having small storage facilities for people experiencing housing instability to store their identification or valuables. These facilities need to be sustainable in the long run.

### 6. Community Coordination

The Program and Administrative Assistant position is considered to be an important and successful part of the CAB's overall strategy. The Program and Administrative

Assistant is needed to facilitate the Lived Experience Subcommittee, support the CAB in its day to day operations, gather and disseminate information regarding best practices, publish a written and online Resource Guide/Crisis Contact Brochure and to work towards a community entity for HPS delivery.

### 7. Housing

Between 2007 and 2009, the population of the Brandon Census Agglomeration area increased by approximately 14%. Construction of 1700 units of residential housing between 2006 and 2010 has not been sufficient to house this increased population. The low vacancy rate on rental units and the increasing sales price of residential housing illustrate the problem.

### 8. Affordable Housing

A shortage in affordable housing that meets minimum levels of health and safety has resulted from the increase in the population of Brandon. The low vacancy rate for rental units of less than one percent illustrates the chronic lack of low-priced, low-income rental housing. The increasing rent on the few available properties and the deterioration of existing housing due to aging and lack of maintenance exacerbate the problem. According to the 2006 Census of Canada, 7% of the occupied dwellings in Brandon needed major repairs and a further 29% required minor repairs.

CMHA reports that the average rent of a private apartment increased by 3.0% between October 2008 and October 2009, and a further 4.1% between October 2009 and October 2010. The increase was highest for two-bedroom units. Between October 2008 and October 2009, rental rates on two bedroom apartments increased by 2.3%, and between October 2009 and October 2010 the two bedroom rates increased by 4.3%.

### 9. Inadequate Incomes

Although average household incomes have increased in Brandon between 2007 and 2010, not all segments of the population have benefited. In December 2009, 72% of EIA recipients in Brandon renting in the private market paid more for rent than was allocated through their social allotment. Of these people paying more for rent than was allocated, 41% were paying \$250 or greater in rent above the allocation.

### 10.

- 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?

It is of paramount importance that the Community Advisory Board recommend HPS funding for projects that will be sustainable in the long run. The best way to ensure sustainability is through effective partnerships with established organizations. In



practice, HPS funding has been used to pay for physical facilities while partner organizations have covered ongoing operational expenditures.

Between 2007 and 2010, the total HPS investment of \$1.4 million has leveraged an additional \$3.7 million from other levels of government and the non-profit sector.

Projects located in Brandon have also benefited from an HPS funding stream which targets Aboriginal projects. The \$513,000 in HPS money invested through the Aboriginal stream since 2007 has leveraged an additional \$1.2 million from other sources.

From 2011 to 2014, the CAB will build upon its success in working with partners to maximize the ability of HPS resources to address critical community needs. The CAB will also continue to demonstrate to Service Canada and other funding partners its commitment to endorse projects which use resources in an efficient and effective manner.

## 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	Emergency Shelter	5%	0%
2	Transitional Housing	30%	%
3	Supportive Housing	25%	%
4	Skills Enhancement	15%	%
5	Non-Residential Facilities	10%	%
6	Community Coordination	15%	%
7		%	%
8		%	%
9		%	%
10		%	%
Total percentage of Designated Community allocation and Aboriginal Homeless funding (if applicable): (this must equal 100%)		100%	%

- 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?

## 6. Priorities (2011-2014)

Within three months of receiving Ministerial Approval, both electronic and hard copies of the Community Plan will be distributed. The electronic copies will be accessible on the website at: [www.brandonhomelessness.ca](http://www.brandonhomelessness.ca). An executive summary of the Plan for the community will also be distributed at this time. A press conference will be called by the CAB chair with copies made available to the press.

The Program and Administrative Assistance will contact the following groups and provide printed copies of the Plan and/or executive summary as required:

- 1) Key public sector stakeholders including Service Canada, Manitoba Family Services and Consumer Affairs, the Brandon Regional Health Authority and the Brandon School Division. (The CAB members representing these stakeholders will provide copies to their management and colleagues.)
- 2) City of Brandon Mayor's Office and City Councilors.
- 3) Members of the Coalition of Service Providers.
- 4) Members of the Live Experience Subcommittee.