

Reaching Home:
Brandon, MB Community Plan
2024–2028

January 2025

Table of Contents

Introduction	3
1. Community Engagement.....	4
2. Investment Plan.....	7
3. Cost-Matching Requirement.....	9
4. Homeless Individuals and Families Information System (HIFIS)	10
5. Coordinated Access	11
6. Outcomes-Based Approach	12
7. Official Language Minority Communities	15
8. Community Advisory Board - Designated Communities/Territorial Homelessness ...	16
9. Community Advisory Board - Indigenous Homelessness.....	17

Introduction

In completing this template, communities are encouraged to develop comprehensive Community Plans that reflect the contributions of all funding partners, including other orders of governments, not-for-profit organizations, and the for-profit sector. The Community Plan does not preclude adjustments in priorities throughout the funding cycle; communities are still expected and encouraged to regularly review priorities for investment with their Community Advisory Board(s), including sub-project approval.

To support communities in completing their Community Plan, a Reference Guide has been developed. It is strongly recommended that this be reviewed prior to completing this template to ensure understanding of the requirements.

Please note that in communities that receive funding from both the Designated Communities (DC) and Indigenous Homelessness (IH) streams, ongoing and meaningful cross-stream collaboration is expected to support the achievement of community-level outcomes reflecting the needs of the whole community.

The Community Plan for Reaching Home must be approved by the DC or TH Community Advisory Board (CAB) before it is submitted to Infrastructure Canada.

Additionally, if your community has an Indigenous Homelessness (IH) Community Advisory Board (I-CAB), they must affirm that they have been engaged on the Community Plan before it is submitted. If your community is developing a joint plan with the IH stream Community Entity, both CABs must approve the community plan prior to submission.

In addition to the core elements required in this template, communities are welcome to share any other information and/or documents that they feel might provide further insight into their local context as it relates to housing and/or homelessness context.

1. Community Engagement

As part of the community planning exercise, you must engage with community partners with the goal of understanding the needs of the local homelessness sector and identify local homelessness priorities using a coordinated, systems-based and data-driven approach.

Please describe the steps taken to engage your community partners in developing this Community Plan to ensure a community-based approach. Your response must include:

- *Which partners were engaged;*
- *When and how engagement occurred; and*
- *What aspects of the Community Plan were discussed, as well as what aspects of the Plan (i.e., decisions, outcomes, next steps) were influenced by these discussions.*

Note: *Meaningful collaboration with Indigenous and non-Indigenous partners and service providers, as well as the IH CE and I-CAB where applicable, is expected in the development of this Community Plan and must be explicitly referenced in this section. The Indigenous Partners in Your Community worksheet created for the Community Homelessness Report (CHR) may be helpful to complete this section. Please see [CHR: Reporting Tools e-course on the Homelessness Learning Hub](#).*

Throughout the third quarter, October to December, the Brandon Neighbourhood Renewal Corporation (BNRC), engaged community groups, including the sizeable Indigenous population, via internal program coordinators and partners, asking for their experiences of housing and homelessness. The focus on discussions with people who have lived experience with being unhoused means the information gathered is pertinent to the community plan, especially in terms of services. The information will also inform the CAB's scoring of project proposals and final decisions in funding allocations throughout the years encompassed by this community plan – including future Calls for Proposals.

Additionally, valuable information is always being contributed to the CAB by the BNRC's research arm – Action Research to prevent Chronic Homelessness (ARCH).

Note that most CAB members, a group of diverse community-oriented people, are deeply connected to Brandon's vulnerable unhoused Indigenous and non-Indigenous people, and work closely with them to achieve housing. This first-hand knowledge of the real needs in the community should not be underestimated, as this does inform the community plan, as well as ongoing work.

Finally, Brandon is a tight-knit community where service agencies and groups are aware of each others' work, work closely together in various guises, and keep each other informed.

Other pertinent sources of information are listed below.

Partner:**Manitoba Harm Reduction Network / Brandon Harm Reduction Peer Support**

Group: Engaged Dec. 6, 2024 in BNRC's Makerspace classroom. Refreshments were provided. Recruitment to this Reaching Home Brandon community plan focus group was done with the help of the Brandon peer advisory council, which is made up of people with lived experience with homelessness, largely Indigenous. With their help, other people with lived experience of homelessness were asked to join the peer group in the classroom to provide feedback on the state of housing in Brandon.

Twenty people engaged, approximately 90 per cent of whom are Indigenous.

BNRC:

Employees of Brandon BEEP Trades Training (a social enterprise construction program that trains individuals who have barriers to employment while serving community construction needs – barriers to employment coincide with barriers to housing) and **Fresh Start** (another social enterprise that provides casual employment to individuals with barriers to employment): Engaged the week of Nov. 4, 2024. The Fresh Start coordinator conducted one-on-one interviews with her own employees, as well as group sessions with BEEP employees.

Discussions with the peer group and their guests, as well as with the BNRC's social enterprise Indigenous and non-Indigenous employees departed from the following prompts:

1. What do you think of when you think of Brandon's housing situation, what is the current state of housing in Brandon?
2. How can we help people who are currently housed from becoming homeless?
3. How can we help those who are currently unhoused or do not have stable housing?
4. What are the gaps in housing in Brandon? (Example: access to senior or youth housing)
5. What are the barriers to accessing housing in Brandon?
6. How has lack of housing or having housing had an impact on your life?
7. What would you change about housing if you could snap your fingers and make a change?
8. What recommendations would you give to Brandon decision-makers about housing?
9. Landlord resource list/concerns

BEEP: 13 people were engaged, eight of whom are Indigenous

Fresh Start: 10 people were engaged, seven of whom are Indigenous

Brandon's Everyone Counts 2024 Point-in-Time Homelessness Count: The coordinator shared her experiences leading up to and after the Oct. 17 count, which this year included an extensive survey. More detailed information was also provided via her report, which was completed in early December. The survey included 92 unhoused people, 63 per cent of whom are Indigenous.

The Brandon RH CAB has this report in hand and it will continue to inform its decision-making process.

Brandon Action Research to prevent Chronic Homelessness (ARCH):

BNRC's ARCH conducted 102 interviews between November 2023 and February 2024 with the intent of learning about every individual's unique journey into homelessness. Interview participants were also asked to share their wisdom and ideas about service gaps in community, and what could be implemented to address these service gaps.

ARCH also recently shared a list of gaps in services with all ABs – Brandon, Indigenous, and Rural and Remote. Already discussions are in place on what role the Brandon CAB can play in ensuring that some of these service gaps are addressed.

Documents of interest that corroborate the work Reaching Home Brandon's Community Advisory Board does in terms of choosing priorities and allocating funds:

- Community Homelessness Report 2023-2024
- RH sub-project monthly Activity Reports collected by CE Coordinator
- Documents with information provided by BNRC's HIFIS Coordinator
- Brandon Local Immigration Project and the Community Voices Report
- The City of Brandon Housing Needs Report 2023

In its totality, the information we gathered strongly indicates the bulk of our funding is best allocated in housing services, shelter and shelter diversion, as well as client support services. This is reflected in the community plan, as well as funding proposals received from service providers in Brandon. Discussions being held at the CAB level, among the service agencies, as well as with the Brandon RH coordinator, also reflect this.

During the past year, much information has been compiled and shared, with an eye to ensuring continuous improvement in caring for Brandon's most vulnerable as they transition from experiencing homelessness to "reaching home."

Of note, the CAB will be increasing the number of meetings it holds to monthly rather than quarterly gatherings. CAB co-chairs have taken note of the above-mentioned list of gaps in services prepared by ARCH and hope, along with the Brandon Reaching Home coordinator, to help hone existing services to better address some of these community gaps.

As well, while in the past this CAB has locked in with sub-projects for multiple years, that practice is changing this year, and moving forward. All of the information gathered, including glaring gaps, means the CAB needs to be more

fluid, in order to adapt to community changes and to work for continuous improvement. The BNRC will engage in one-years agreements henceforth.

2. Investment Plan

2.1 In the table below, please identify your community's allocation of Reaching Home funding in the DC or TH and Community Capacity and Innovation (CCI) streams from 2024-25 to 2027-28¹. Incremental funding added November 15, 2024.

	2024-25	2025-26	2026-27	2027-28	Total
Reaching Home Annual Allocation	\$1,251,066	\$1,251,066	\$1,270,848	\$1,270,848	\$5,043,828

2.2 In the table below, please outline your planned division of DC/TH and CCI Reaching Home funding from 2024-25 to 2027-28 by activity area. Please note that it is acceptable that your community's funding priorities change over time. This investment plan is to demonstrate that your community has a vision of moving forward for the allocation of Reaching Home funding.

Activities area	2024-25	2025-26	2026-27	2027-28
Housing Services	26%	26%	26%	26%
Prevention and Shelter Diversion	6%	6%	6%	6%
Client Support Services	25%	25%	25%	25%

¹ Communities on two-year agreement extensions should report on investment plans for 2024-25 and 2025-26 at this time.

Capital Investments	20%	20%	20%	20%
Coordination of Resources and Data Quality Improvement	9%	9%	9%	9%
Administration	14%	14%	14%	14%
TOTAL	100%	100%	100%	100%

2.3 In the text box below, please describe how Community Capacity and Innovation (CCI) funding will be used to support coordinated and data-driven service delivery (e.g., supporting Coordinated Access, the Outcomes-Based Approach and use of HIFIS or existing, equivalent Homeless Management Information System).

CCI HIFIS

2024 -25 \$113,847
 2025-26 \$113,847
 2026-27 \$115,648
 2027-28 \$115,648

CCI funds BNRC's HIFIS program, which continues and will continue to be responsible for maintaining and updating the HIFIS database, ensuring all HIFIS users are trained and given appropriate access to the HIFIS database, onboarding all new HIFIS agencies and programs to the HIFIS database, providing community level data analysis, supporting the technical and data needs of all HIFIS Partner Agencies, as well as leading Coordinated Access in Brandon.

Uniqueness: No duplicate records	Yes	
Comprehensiveness: Includes people currently experiencing homelessness	Yes	
Comprehensiveness: Includes all household types (adults, youth, families)	No	
Comprehensiveness: Includes those staying in emergency shelters	No	
Comprehensiveness: Includes those living unsheltered	Yes	
Timeliness: Data is updated monthly (at minimum)	Yes	
Consistency: Data is managed in HMIS (e.g. HIFIS)	Yes	

Table 1: Minimum data standards for HIP

3. Cost-Matching Requirement

3.1 In the table below, please outline all funding for homelessness initiatives expected to be received from other funders from 2024-25 to 2027-28². This includes both financial and in-kind contributions.

	2024-25	2025-26	2026-27	2027-28	Total
Reaching Home Annual Allocation	\$1,251,066	\$1,251,066	\$1,270,848	\$1,270,848	\$5,043,828

Projected Funding from Other Funders towards Homelessness Initiatives					
Program Name and Funder	2024-25 (\$)	2025-26 (\$)	2026-27 (\$)	2027-28 (\$)	Total (\$)
City of Brandon	1, 652, 000				
Province of Manitoba	6, 620, 000				
TOTAL	8, 272,000				

3.2 If your anticipated community contributions are not projected to match funding from Reaching Home for each year, please explain the circumstances below and include a description of the steps you will take to meet the requirement.

The Brandon RH funding is matched in full. Please note that there are no set funding amounts from the City of Brandon or the Province of Manitoba for housing beyond 2025. We know the province will have contributions over the next couple of years, but amounts have not yet been disclosed

The City of Brandon has used its housing reserve funds for other housing related costs such as environmental studies or land assembly so it is not an extra cost for NFP or developers for the purpose of building affordable housing. The city typically budgets \$200,000 a year for this. In addition, the city has donated land for several projects and are currently working with a First Nation on a transitional housing project where it will donate the land for up to 50 units, which has substantial value.

² Communities on two-year agreement extensions should report on cost-matching for 2024-25 and 2025-26 at this time.

The Youth for Christ capital project also received funding from the Province for their youth Huddle program.

The John Howard Society received funding for its new re-integration building capital from other sources for \$10M.

MMF Brandon Housing First also received funds from the Province of Manitoba.

4. Homeless Individuals and Families Information System (HIFIS)

4.1 Using your 2023-24 CHR as a guide³, please check the box if you have met the following minimum requirements as of March 31, 2024⁴. Any status updates since March 31, 2024, must also be reflected:

Minimum Requirement	Has the MR been met?	Minimum Requirement	Has the MR been met?
HIFIS MR 1	N/A	HIFIS MR 3	X
HIFIS MR 2	X	HIFIS MR 4	X

4.2 For each minimum requirement that has not yet been met (as identified in 4.1), complete a table below to describe how you will meet it by March 31, 2026. Please note that confirmation that communities are on track to do this will be required by October 31, 2025.

Minimum Requirement not yet met: [CE to add here]	
What are the next steps the community will take to meet this requirement?	Target date for completion
<p>On January 23, 2023 the BNRC/CE received notice from Kris Johnson, the Director General of the Homelessness Policy Directorate, HICC that the BNRC HIFIS for Brandon has met all of the minimum requirements of the RH Coordinated Access Directive as submitted in the 2021/22 Community Homelessness Report.</p> <p>Brandon is embracing the next steps for the requirements under the Planning and Public Reporting Directive.</p>	Completed.

³ For more information on how the minimum requirements align with your Community Homelessness Report, please consult the Community Plan Guide.

⁴ Communities with two-year agreement extensions are not required to complete section 4 at this time.

5. Coordinated Access

5.1 Using your 2023-24 CHR as a guide⁵, please check the box if you have met the following minimum requirements as of March 31, 2024⁶. Any status updates since March 31, 2024, must also be reflected:

Minimum Requirement	Has the MR been met?	Minimum Requirement	Has the MR been met?
CA MR 1	N/A	CA MR 10	<input type="checkbox"/>
CA MR 2	N/A	CA MR 11	<input type="checkbox"/>
CA MR 3	<input type="checkbox"/>	CA MR 12	<input type="checkbox"/>
CA MR 4	<input type="checkbox"/>	CA MR 13	<input type="checkbox"/>
CA MR 5	<input type="checkbox"/>	CA MR 14	<input type="checkbox"/>
CA MR 6	<input type="checkbox"/>	CA MR 15	<input type="checkbox"/>
CA MR 7	<input type="checkbox"/>	CA MR 16	<input type="checkbox"/>
CA MR 8	<input type="checkbox"/>	CA MR 17	<input type="checkbox"/>
CA MR 9	<input type="checkbox"/>	CA MR 18	<input type="checkbox"/>

5.2 For each minimum requirement that has not yet been met (as identified in 5.1), complete a table below to describe how you will meet it by March 31, 2026. Note that confirmation that communities are on track to do this will be required by October 31, 2025.

Minimum requirement not yet met: [CE to add here]	
What are the next steps the community will take to meet this requirement?	Target date for completion
N/A	

Minimum Requirement not yet met: [CE to add here]	
What are the next steps the community will take to meet this requirement?	Target date for completion
N/A	

Minimum Requirement not yet met: [CE to add here]	
What are the next steps the community will take to meet this requirement?	Target date for completion

⁵ For more information on how the minimum requirements align with your CHR, please consult the Community Plan Guide.

⁶ Communities with two-year agreement extensions are not required to complete section 5 at this time.

N/A	

Minimum Requirement not yet met: [CE to add here]	
What are the next steps the community will take to meet this requirement?	Target date for completion
N/A	

5.3 Describe how ongoing, meaningful collaboration on Coordinated Access between Indigenous and non-Indigenous partners has or will take place as your community works to implement, maintain and improve a Coordinated Access system.

Since Coordinated Access was established in Brandon in 2019, Indigenous and non-Indigenous partners have collaborated on implementing and improving the Coordinated Access system. The Southwest Region Manitoba Métis Federation Brandon Housing First Program and the Brandon Friendship Centre were founding HIFIS Partner Agencies. The Brandon Bear Clan has recently joined HIFIS and the Coordinated Access System.

Our Coordinated Access system also includes Westman Youth For Christ, John Howard Society, Salvation Army, Community Health and Housing Association, Samaritan House Ministries, the Prairie Mountain Health housing resource worker, the YWCA housing coordinator, Pregnancy Support Centre, the City of Brandon Community Health and Wellness dept., The Women's Resource Centre, and the Indigenous-led Ask Auntie program, which includes the Blue Door drop-in.

Each Partner Agency on HIFIS continues and will continue to be invited to the weekly Coordinated Access meeting, continues and will continue to provide input and feedback on Coordinated Access policies, continues and will continue to contribute to the Coordinated Access System map, and bring policy or protocol recommendations to the Partner Agency Advisory Committee.

6. Outcomes-Based Approach

6.1 Using your 2023-24 Community Homelessness Report as a guide⁷, please check the box if you have met the following minimum requirements as of March 31, 2024⁸. Any status updates since March 31, 2024, must also be reflected:

⁷ For more information on how the minimum requirements align with your Community Homelessness Report, please consult the Community Plan Guide.

⁸ Communities with two-year agreement extensions are not required to complete section 6 at this time.

Minimum Requirement	Has the MR been met?	Minimum Requirement	Has the MR been met?
OBA MR 1	N/A	OBA MR 6	<input checked="" type="checkbox"/>
OBA MR 2	N/A	OBA MR 7	<input checked="" type="checkbox"/>
OBA MR 3	<input checked="" type="checkbox"/>	OBA MR 8	<input checked="" type="checkbox"/>
OBA MR 4	<input checked="" type="checkbox"/>	OBA MR 9	<input checked="" type="checkbox"/>
OBA MR 5	<input checked="" type="checkbox"/>		

6.2 For each minimum requirement that has not yet been met (as identified in 6.1), including those modified and new as of 2024-25, complete a table below to describe how you will meet it by March 31, 2026. Please note that confirmation that communities are on track to do this will be required by October 31, 2025.

Minimum Requirement not yet met: [CE to add here]	
What are the next steps the community will take to meet this requirement?	Target date for completion
N/A	

Minimum Requirement not yet met: [CE to add here]	
What are the next steps the community will take to meet this requirement?	Target date for completion
N/A	

Minimum Requirement not yet met: [CE to add here]	
What are the next steps the community will take to meet this requirement?	Target date for completion
N/A	

6.3 Please describe how ongoing and meaningful collaboration between Indigenous and non-Indigenous partners has or will take place as your community works to meet the OBA minimum requirements. In communities where the Designated Communities and Indigenous Homelessness streams co-exist, collaboration with the IH-CE and I-CAB (where applicable) is expected.

The IAB is a regional IAB, not a Designated IAB. The IAB supports two Brandon based projects in their budgets. - The Brandon Friendship Centre- Youth Reconnect and the BNRC- Ask Auntie program totalling \$1.5M for two years, 2024-25 and 2025-26. This indicates the additional need for funding in Brandon. These project partnerships began prior to 2024 in the initial RH delivery.

*The Province is working towards merging the database of the three CEs in Brandon, Winnipeg and Thompson and are in process of hiring a Consultant to assist with the merge. (effective November 27, 2024). The goal of the project is to create an *OCAP-focused roadmap for the implementation of a province-wide data collection system which will include common policies, procedures and service level agreements that work together to expedite the movement of precariously housed people to stable, safe and secure housing. It is anticipated that this system will significantly benefit the entire province in understanding and addressing homelessness. The homeless population in MB is disproportionately Indigenous, so an Indigenous lens is a priority. (*Ownership, Control, Access & Possession). HIFIS use was mandatory for all projects receiving homelessness funds from the BNRC since 2016.*

In mid-2024, Brandon HIFIS was invited by the provincial Director of Housing, Addictions and Homelessness to have input in to the Provincial plan and to create a path for updating and sharing the information provided by HIFIS. Data provided to the Province includes :

July 2024 calculations indicated that Brandon requires 290 transitional, supported units to meet the needs of unsheltered and precariously housed individuals. That number is the sum total of the following:

- 55 Family units:
 - 15 2-bedroom units
 - 20 3-bedroom units
 - 20 4-bedroom units
- 40 Senior (55+) units
- 60 Youth (18-29) units
- 75 Women's Safe unit
- 60 Single units

These numbers have been calculated using HIFIS reports, the By-Name List, and discussions with HIFIS Partner Agencies/Service Providers. Currently, we have 66 transitional units in the Coordinated Access network. That leaves a shortfall of 224 units. If we included the 51 Emergency shelter units, Brandon still has a shortfall of 174.

The number of individuals experiencing homelessness in Brandon has continued to grow. We have projected that Brandon's homelessness will increase by at least 30% in the next year. If that growth rate remains steady, our transitional unit needs over the next four years would be:

- 2025: 377

- 2026: 490
- 2027: 637
- 2028: 828

It is also important to note that at least 10% of our unsheltered folks will need lifelong supports. Despite some being housed in transitional housing, many of our clients have such complex and chronic needs they do not have the capacity to live independently and we do not have an agency/program in Brandon to meet that specific need.

The Brandon « Partnership, Agency and Advisory Committee Terms of Reference » were completed in November 2024 and the the Coordinated Access Sytems review will be finalized by December.

The Brandon HIFIS system supports other Community agencies that are not Reaching Home funded and is working to expand HIFIS beyond the Brandon area.

7. Official Language Minority Communities

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

For the twenty-year history of homelessness services, the BNRC has been prepared to engage community partners if there is a request for services in French. The BNRC/CE has access to translators through Westman Immigrant Services and the Brandon School Division. Service Canada has an office in Brandon for help locating a translator/interpreter as an option.

8. Community Advisory Board—Designated Communities/Territorial Homelessness

Note: You may list more than one name/organization for each sector, and you may list a name/organization in more than one sector, as applicable.

(Lines below can be removed where not applicable)

Sector	CAB Members
Infrastructure Canada (Ex-Officio Member)	Marjorie Soldevilla
Community Entity (Ex-Officio Member)	Rushana Newman
Provincial/ government	Kenzie Caldwell/Elin Forsyth
Local/Municipal government City of Brandon	Shannon Saltarelli
Indigenous government Manitoba Metis Federation - Brandon Housing First	
Individuals with lived experience of homelessness	CAB members and clients
Indigenous Peoples, nations and organizations, Friendship Centres Brandon Friendship Centre including the Bear Clan	Gail Cullen
Indigenous housing organizations Brandon Friendship Centre	Gail Cullen
Youth and/or child-serving organizations, including Child Welfare agencies Brandon and Area Youth for Christ – Youth Housing First	Rena Booth-Navid Arlene Stewart
Organizations serving survivors of domestic violence and their families YWCA/Westman Women's Shelter	Lois Ruston
Seniors and senior-serving organizations	
Newcomers and newcomer-serving organizations Westman Immigrant Services	
Brandon Local Immigration Project- part of CE staff	
The private sector	
Police and correctional services John Howard Society	Ross Robinson
Landlord associations and/or the housing sector	
Health organizations, including hospitals and other public health institutions, and organizations focused on mental health and addictions Prairie Mountain Health 7 th Street Health Access Housing Coordinator	Patricia Campbell Shannon Morrow-Stritz
Veterans Affairs Canada and/or Veterans-serving organizations	We tend to rely of CFB Shilo and their Brandon Salutes program

Organizations serving individuals experiencing, or at risk of experiencing homelessness Community Health & Housing Association Brandon (formerly CMHA)	Stephanie Lockerby
Prairie Mountain Health	Shannon Morrow-Stritz
Youth and/or child-serving organizations, including Child Welfare agencies	Arlene Stewart
Brandon HUB -Leads community partners for high level interventions utilize all CAB organizations	Ross Robinson
Samaritan House Ministries Food Bank and Emergency Shelter	Heather Sybalisty
The Salvation Army	Maria Ducharme

Brandon CAB Co-Chairs

I affirm that the above members of the CAB have reviewed the attached Community Plan, and that a majority of CAB members approve of its content.

Ross Robinson

Signature

Date (YYYY-MM-DD)

Lois Ruston

Signature

Date (YYYY-MM-DD)

9. Community Advisory Board—Indigenous Homelessness

Not applicable. The Indigenous Advisory Board assisted by the Brandon Neighbourhood Renewal Corporation/CE is a regional Advisory Board for funding for all of Manitoba excluding, Brandon, Thompson and Winnipeg. They have chosen to fund projects hosted within Brandon such as Ask Auntie and the Brandon Friendship Centre Youth Reconnect Project.