

ENDING HOMELESSNESS:

RECONNECTING, RECALCULATING, RECOMMITTING



Spring 2011



RED DEER & DISTRICT
COMMUNITY
FOUNDATION
all for community.



THE CITY OF
Red Deer

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1. Process Overview

At a meeting on April 8, 2011, the Mayor of Red Deer invited a group of stakeholders to gather to revisit *Red Deer's Vision and Framework on Ending Homelessness by 2018*. Designed by an external facilitator and staff from The City of Red Deer's Social Planning Department, and the Red Deer & District Community Foundation, this meeting was designed to:

- Review progress to date and identify strengths;
- Revisit and confirm our vision in relation to ending homelessness in Red Deer;
- Examine options related to governance and coordination of our efforts;
- Identify organizations willing to participate in a leadership group;
- Examine how to resource and implement our next phase.

24 individuals from 18 organizations attended the meeting. Conversations were fruitful and resulted in a rich source of data for developing plans for moving forward. As a result of discussions and submissions from the meeting, the following proposal is being offered as a road map for continuing the work on ending homelessness in Red Deer.

2. Keys to Successful Collaboration

Participants began the day by exploring what they already know about how diverse groups of people or organizations can combine their talents and resources to address an important issue. From these conversations, the groups reported that the following are keys to successful collaboration.

Overall Common Vision, Direction, Goals

Establish a shared concern.
Clarify the issue.
Inspire a shared vision.
Common vision and direction.
Big vision – not bogged down in legalities.
Determine common goals and stick to them.
Expect benefits to the community as a whole.
Community specific: community-based
and relevant to the special population.
Call to *action*.

Leadership

Good community leadership.
Champions of collaboration.
Ensure that the skill set of those involved combines all levels
of expertise and awareness.
Principles before personalities.
Establish clear roles and responsibilities.
Create terms of reference and a code of conduct.
Clear governance within the model.
Clear accountability.
Willingness to take risks.

Good Will, Participation, and Communication

Establish a facilitative environment – open and respectful.
Expect good will, mutual respect.
Cooperative spirit.
Passion.
No hidden agendas.
Aim to reach consensus.
Continually build awareness.
Make it easy to participate as part of any initiative.
Multi-sectoral.
Invite and honour diverse/different perspectives.
Identification by partners of their own assets.

As we have developed the model and plans for the future, we have used (and propose continuing to use) these ideas to help us work effectively together.

When the Leadership Team is convened, for example, we suggest that these ideas be used to create a set of agreements about how the team will work together and coordinate its efforts.

Ensure broad community support.
Encourage active listening through the use of things like the talking stick.
Ensure all voices are equal.
Ensure that participants feel their needs have been met on some level.
Collaboration – create connections between organizations.

Funding

Dedicated funding.
Work to establish sustainable funding.

The Work

Support for agencies.
Help agencies to get support and expertise.
Wrap around concept - one stop service, avoid duplication.
Work toward having self-sufficient organizations with long term funding.

Recalculation, Measurement, and Evaluation

Recalculate regularly.
Measurements that are clear; outcomes and tools.
Evaluate on a consistent basis.
Change direction if need be.
Keep evolving. Fluid, flexible, organic, no static.
Keep the faith.

Celebration

Revisit accomplishments.
Celebrate successes.

3. Proposed Model

At the April meeting, participants discussed the pros and cons of two completely different models for coordinating complex multi-sectoral efforts. These models and the feedback from participants were used to re-imagine how the work of *Red Deer's Vision and Framework on Ending Homelessness by 2018* and *Red Deer's Five Year Plan towards Ending Homelessness* might be organized and continue to be implemented in an efficient and effective manner.

The proposed model (see page 9 for a diagram) includes the following:

Working Groups One to Six (Priority Areas)

These six groups are each responsible for one priority area as outlined in *Red Deer's Vision and Framework on Ending Homelessness by 2018* (Healthy Relationships, Emergency Prevention, Systems Prevention, Emergency Assistance, Housing Options, and Support). In late spring, a variety of individuals and stakeholders from Red Deer will be invited together to decide who wishes to be involved in the groups.

Each group will organize itself in a way that makes sense as it addresses targets and goals as outlined in *Red Deer's Vision and Framework on Ending Homelessness by 2018* and *Red Deer's Five Year Plan towards Ending Homelessness*. Each group will be asked to engage with other Working Groups and/or their leaders as well as others in the community as it identifies priorities and develops plans for its area.

Responsibilities include:

- implement strategies for that priority area as identified in the planning documents;
- collect feedback from and offer direction to community and agencies related to these strategies;
- help the Process Working Group to identify and craft key messages.

Accountable to the Leadership Team for outcomes related to the identified priority area.

Working Group Seven (Process)

This group includes staff from organizations that are investing significant resources (human and financial) to assist in the implementation of the plan. This group will offer process assistance to the other working groups and the community stakeholders.

Responsibilities include:

- coordinate community efforts related to the Ending Homelessness initiative through facilitating processes that engage the community and the stakeholders;
- offer process support to the Working Groups;
- assist in advancing the vision of Red Deer's plan to end homelessness by developing and communicating key messages;

- assists the full Leadership Team with the coordination of data collection and reporting on the progress toward ending homelessness.

Accountable to the Leadership Team for identified outcomes related to processes, key messages, and reporting.



The Leadership Team

This part of the model reflects a commitment to shared community leadership. The Leadership Team includes the leader from each priority area Working Group. Because their work requires awareness of the big picture, two members of the Process Working Group will sit on the Leadership Team. A staff person will offer assistance and support to the Leadership Team. This group will meet four times a year.

Responsibilities include:

- develop and monitor the vision in consultation with the community;
- offer leadership to Working Groups;
- communicate with and report progress to appropriate groups responsible for data collection and reporting;
- meet quarterly to report on and assess progress;
- set priorities related to key messages.

Accountable to each other and the community stakeholders.



Community Stakeholders

All community stakeholders will be invited to engage in this process regularly. The Leadership Team will assist the Process Working Group in organizing two gatherings of stakeholders each year. In the fall, they will be invited to an event that would offer opportunities for learning and/or feedback to the Leadership Team. In the spring, stakeholders will be invited to gather to report to one another and celebrate successes.

Responsibilities include:

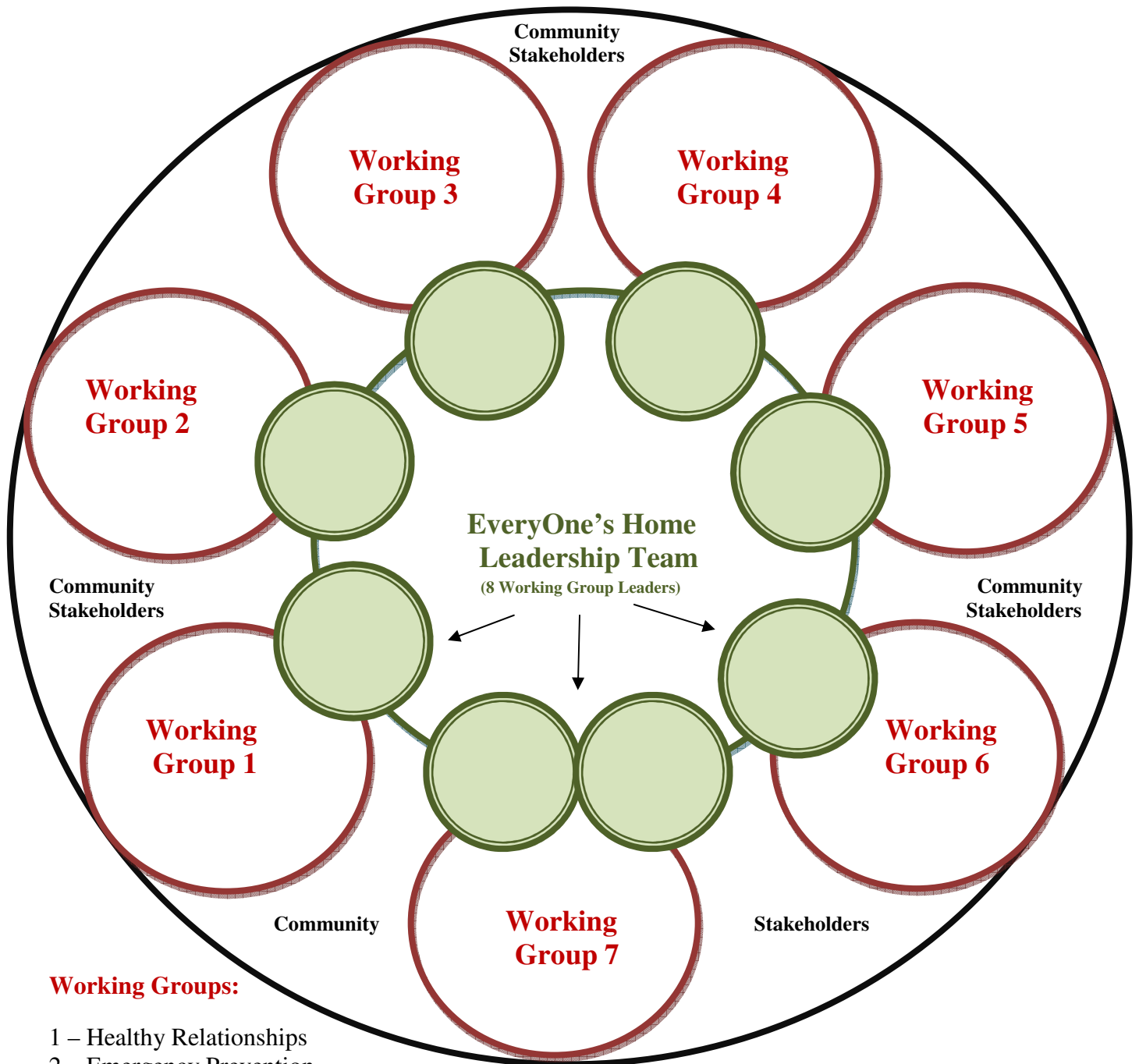
- communicate needs of and developments in the community;
- gather in November for education/consultation event;
- gather in June for celebration/reporting event;
- receive updates throughout the year.

Accountable to the community and most especially to citizens who are at risk or have experienced homelessness.

A Note about Resource Allocation

It was noted that the role of Community Entity (currently supported by The City of Red Deer) as fund administrator of the federal and provincial housing and homelessness funding should be reviewed. In the spirit of *reconnecting, recalculating, and recommitting* to the vision of ending homelessness, within the proposed model an ad-hoc task team will be assembled (reporting to Working Group Three (Systems Prevention)) to examine options related to this role as we move forward.

Proposed EveryOne's Home Leadership Model



Working Groups:

- 1 – Healthy Relationships
- 2 – Emergency Prevention
- 3 – Systems Prevention
- 4 – Emergency Assistance
- 5 – Housing Options
- 6 – Support
- 7 – Process

Leadership Team: The leader of each Working Group becomes a member of this team.

4. Next Steps

<i>Action</i>	<i>Purpose</i>	<i>When/Where</i>
Open House	Solicit feedback on the proposed model emerging from the April 8 meeting.	Wed, May 25 , 2011 12:00 – 2:00 p.m. Scott Block
Community Stakeholders Gathering	Decide who will join the Working Groups. Identify interim team leaders who will call the next meetings.	Tues, June 14, 2011 9:00 – 12:00 a.m. Scott Block