



PLAN TO INCREASE HOUSING STABILITY AND REDUCE HOMELESSNESS

Introduction

In the fall of 2021, a group of community members and residents of Red Wing gathered with one goal: Make sure everyone in their community has a safe and stable place to call home. This plan is a result of their hard work and dedication.

The plan consists of:

- A shared **vision** outlining the values and ideal characteristics of an effective and equitable homeless response system, and
- Seventeen concrete **strategies** that have been recommended to move the homeless response system closer to the vision. Of these, stakeholders **prioritized eight strategies** as a focus for the community's commitment in the coming year.

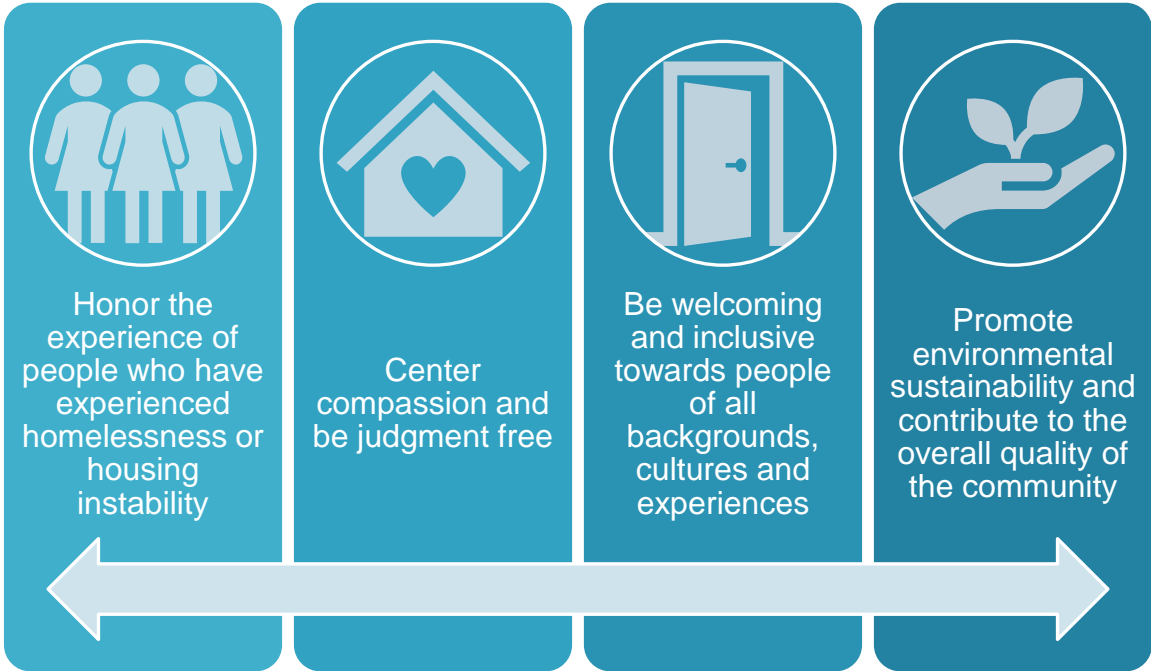
Further information and context, including a summary of the planning process, definitions of terms and links to additional resources, can be found in the appendices.

We hope this plan serves as a starting point and a guide for 2022 and into the future.

Red Wing’s Vision for building community through housing stability

Stakeholders were asked to identify a core set of values to guide the planning process. The chart below outlines the values agreed upon by meeting participants.

Red Wing’s response to homelessness and housing instability will:



Using these values as a starting point, meeting participants were also asked to identify the characteristics of an effective, housing-first focused homeless response system. Eight major themes emerged from these discussions which are outlined on the following page.

Characteristics of an effective homeless response system

Housing First

There is an adequate stock of housing that is safe and affordable.

People are quickly connected to permanent housing options, while making readily available the services that people may need to be stable and secure.

Comprehensive

Supports and services are in place to address the various needs of people experiencing or at-risk of homelessness, including:

- Prevention services and supports,
- Emergency shelter,
- Rental assistance and
- Permanent supportive housing.

Person-centered

Interventions are driven by the person and their strengths and needs.

Supports are designed to address the needs of the whole person (e.g., training, employment, health and well-being, transportation, laundry, access to food, etc.)

Community-wide

Volunteers and organizations not typically part of the formal homeless response system, particularly housing developers and property managers, play an important role. The community at large is educated about issues related to homelessness and housing instability and the importance of addressing it.

Accessible

The response system is supported by a broad network of professionals and volunteers with knowledge of the available resources, who provides them and how to access them.

Collaborative

Organizations work together to leverage each other's strengths and reduce duplication of effort.

Strategic

Systems and services are guided by community plans and supported by accurate data related to homelessness and housing instability.

Well-resourced

Programs designed to help people experiencing or at-risk of homelessness are adequately funded.

Prioritized strategies for 2022

PERMANENT HOUSING

Strategy 1

Commit to developing **15 new permanent supportive housing units** in Red Wing. In collaboration with community partners, work towards Goodhue County’s goal of adding 50-60 **market rate apartments, 24-32 market rate townhomes** and 24- 30 **units with a shallow subsidy** by 2030.



The single most important thing that can be done to prevent and end homelessness in Red Wing is to ensure adequate safe and accessible affordable housing at all income levels. Housing costs are rising faster than income and earnings. We need to work on both sides of this equation, adjusting both housing and economic policies. For those dealing with mental health issues, chronic health conditions, addiction or trauma, additional supports and services may be needed to obtain and maintain housing. In these instances, permanent supportive housing, which pairs affordable housing with services specifically designed to increase housing stability, has proven to be the most effective.

Actions

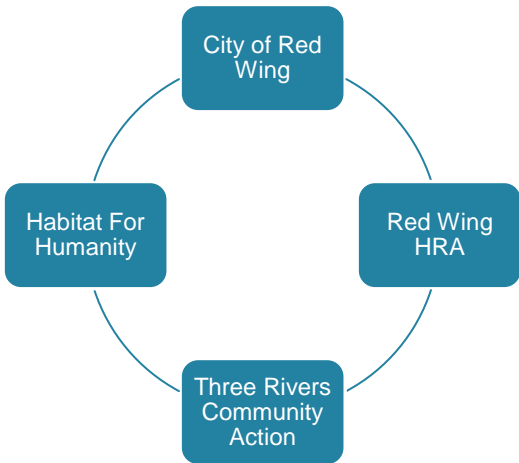
By July 2022, we will...

1. Identify potential partners for sponsorship, development, property management and services.
2. Research funding options.

By the end of 2022 we will...

1. Have a business plan in place for the development of new affordable and supportive housing.
2. Have begun submitting applications for financing.

Partners



Resources

- Existing {
 - Local developers
 - First Homes Community Land Trust
- Potential {
 - Available lots
 - Tax Increment Financing
 - Land donations

Strategy 2

Maintain a **real-time, by-name list** of people experiencing homelessness in Red Wing modeled after the “Built for Zero” initiative. Identify a **Single Point of Contact** for housing advocacy for each household on the list.



The list should include households’ needs, existing supports and strengths. Local service agencies will review list regularly in case conferencing meetings. The list and case conferencing should be aligned with Coordinated Entry. The same staff or agency should follow the person as they navigate the system towards housing stability. The advocate should assist with paperwork and coordinate services as needed.

Actions

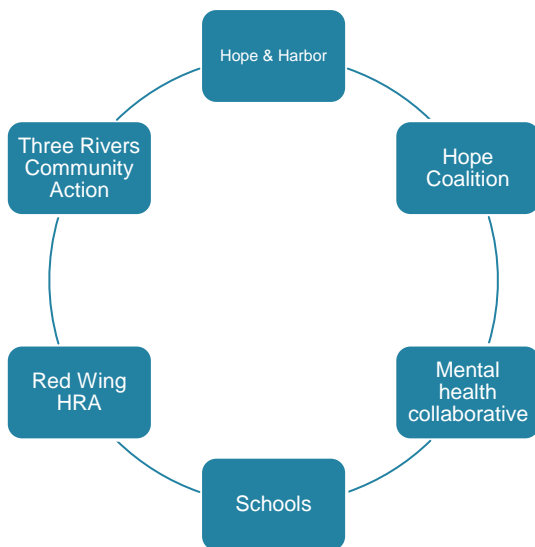
By July 2022, we will...

1. Identify and obtain commitment from key community partners.
2. Develop a process and policies for capturing by name data, including data privacy policies.
3. Determine level of need for advocates/navigators.
4. Identify potential partners to act as advocates/navigators.

By the end of 2022 we will...

1. Have developed a by-name list of people experiencing homelessness.
2. Have partner agencies meeting for case conferencing regularly.

Partners



Resources

- Existing
 - Private funding
 - United Way
 - Experience with Continuum of Care
- Potential
 - Community Solutions (national TA group)

Strategy 3
Increase funding for homeless prevention payments and services.



The most effective way to end homelessness is to prevent it happening in the first place wherever possible. While many agencies in Red Wing provide one-time funding for emergencies, there is never enough to meet demand. The goal is to eliminate waiting lists or denials for homeless prevention requests.

Actions

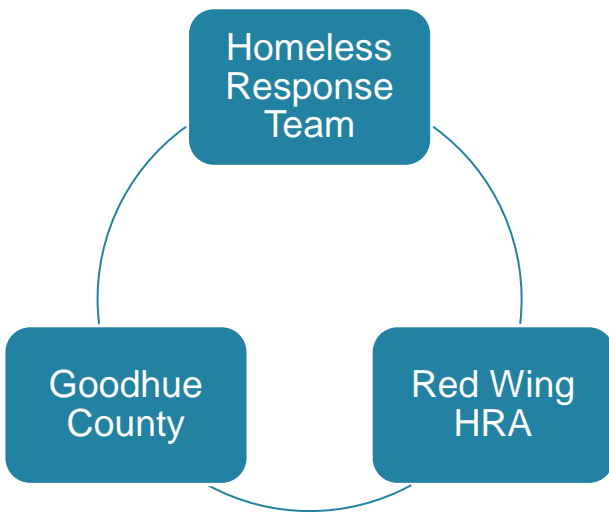
By July 2022, we will...

1. Identify level of need to close the funding gap.
2. Research potential funding sources, including creatively targeting current funding streams to homeless prevention (e.g., MFIP Consolidated Funding).

By the end of 2022 we will...

1. Know and regularly track the gap in funding v. requests.
2. Begin implementing strategies to address funding gap (applied for grants, reallocated funding, etc.).

Partners



Resources

- Existing
 - Community resources (volunteers, philanthropy)
 - State grants
 - Data from Point-in-Time counts
 - Non-homeless funding streams that can be used for prevention-type activities
- Potential
 - Grant writer
 - Centralized database with capacity to share across agencies

Strategy 4

Establish a **Tenant/ Landlord connection** program.



The program may include financial incentives for participation, education opportunities, collaboration with supportive housing service providers and owner recognition and events. It should also include education for both tenants and landlords and mediation services.

Actions

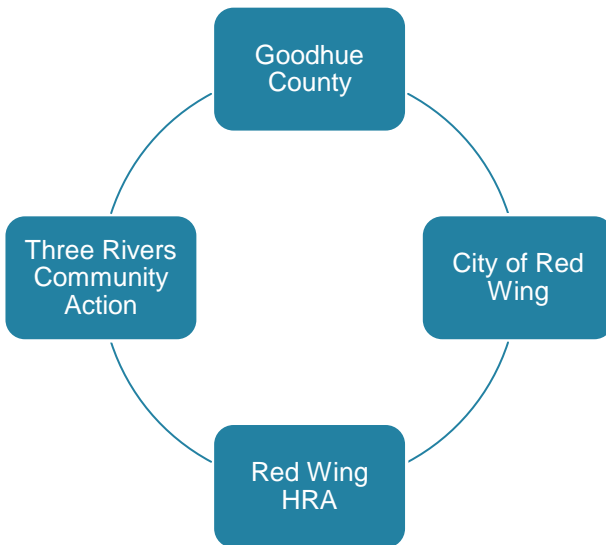
By July 2022, we will...

1. Explore incorporating services into existing programs.
2. Research best practices from other programs within Minnesota (e.g., Duluth and Eviction Prevention in Dakota County).
3. Survey landlords on biggest concerns and opportunities for partnership.

By the end of 2022 we will...

1. Have begun program implementation.
2. Have recruited property management/landlords.

Partners



Resources

- Existing {
 - Staff with knowledge of how to do this work
 - Experience with treatment court stories
 - Experience of other communities
- Potential {
 - New local partnerships

Strategy 5

Develop a formal, **long-term motel leasing program** to meet the emergency shelter needs of individuals and families in Red Wing.



The goal is to develop an emergency shelter program through motel leasing that can fully meet the needs of people experiencing homelessness in Red Wing. In this model the agency administering the program leases motel units year-round for use by people in need of shelter. This is less expensive than building/rehabbing a new site, allows for more privacy for residents and can serve a wide variety of households (both singles and families). The motel can provide operating and cleaning services. An example is [The Refuge](#) in Marshall, MN, run by the United Community Action Program (UCAP) in southwest Minnesota. UCAP leases 6-8 units annually at a reduced rate from a local motel. A part-time staff member provides services to individuals and families staying in the units.

Actions

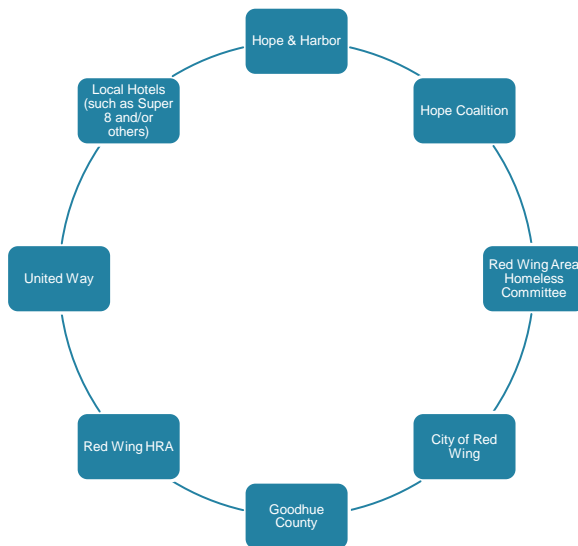
By July 2022, we will...

1. Meet with other communities who have run similar programs to learn from their experiences.
2. Apply for funding to hire a project manager(s).

By the end of 2022 we will...

1. Have secured a motel lease and begun program implementation.

Partners



Resources

- Existing {
 - Local funding available for motel leasing
- Potential {
 - New state and federal funding for shelter

Strategy 6

Create a **one-stop shop Opportunity Center** to serve people experiencing homelessness and the broader community.



An Opportunity Center provides daytime resources connecting people with medical and mental health care, breakfast and lunch, showers, internet access, laundry, and access to other services. The center should be a place where anyone in Red Wing can come to find needed resources and support.

Actions

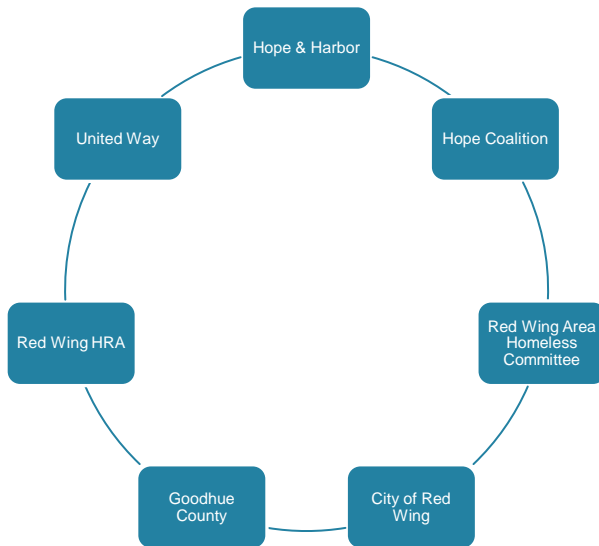
By July 2022, we will...

1. Identify space and potential funding sources to host Opportunity Center.
2. Identify services and supports that will be available.

By the end of 2022 we will...

1. Have secured a space and initial funding.
2. Have committed partners.

Partners



Resources

- Existing {
 - Local service providers and resources
- Potential {
 - Private funding

Strategy 7

Develop a **host homes model for youth** experiencing homelessness in Red Wing.

In this model, volunteer families host an older youth for a short stay (3-6 months).



Actions

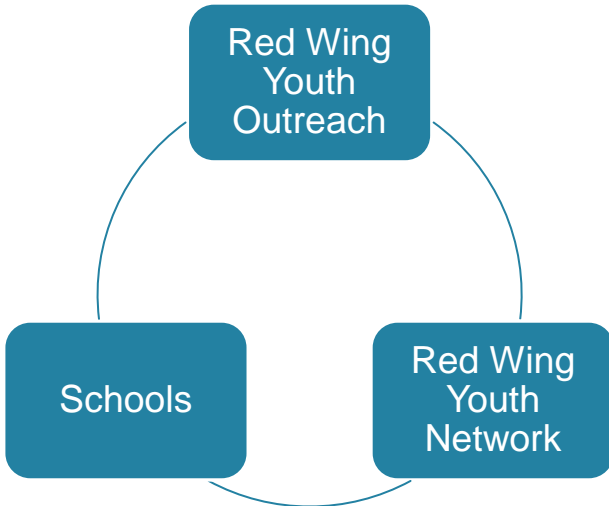
By July 2022, we will...

1. Review the Host Homes program handbook and connect with nearby existing programs in Rochester, Northfield, and La Crosse.
2. Research state and federal options for funding.

By the end of 2022 we will...

1. Have begun developing a program design framework.
2. Have identified potential funding sources and partners.

Partners



Resources

- Existing {
 - Private funding
 - Host homes handbook
- Potential {
 - Local community groups

Strategy 8

Address NIMBY through community education and engagement.

Research suggests that “Not In My Backyard” (NIMBY) concerns are best addressed through direct, sustained, and intentional engagement. This may include educating on affordable housing (what is it, who benefits, etc.) and highlighting personal stories of people who benefit from affordable housing, in addition to creating a forum for community members and leaders to hear concerns and feedback from all stakeholders.



Actions

By July 2022, we will...

1. Review existing resources and potentially survey community members regarding perceptions of affordable housing, concerns and opportunities.
2. Prepare a community education campaign to shift the narrative around the importance of a robust housing market that meets the needs of all community members.

By the end of 2022 we will...

1. Hold a town hall on affordable housing.
2. Produce education materials in a variety of media.

Partners



Resources

- Existing
 - Educational resources used in other communities
 - Research that shows effects of affordable housing on property values
 - Frameworks Institute research on effective communication strategies
- Potential
 - Marketing campaign
 - New task force

Additional recommended strategies

These strategies were proposed and carefully considered by the group, but ultimately not prioritized for the detailed plan. However, as the work moves forward, these strategies should be continuously revisited and incorporated into the planning process when possible.

Affordable/Supportive Housing

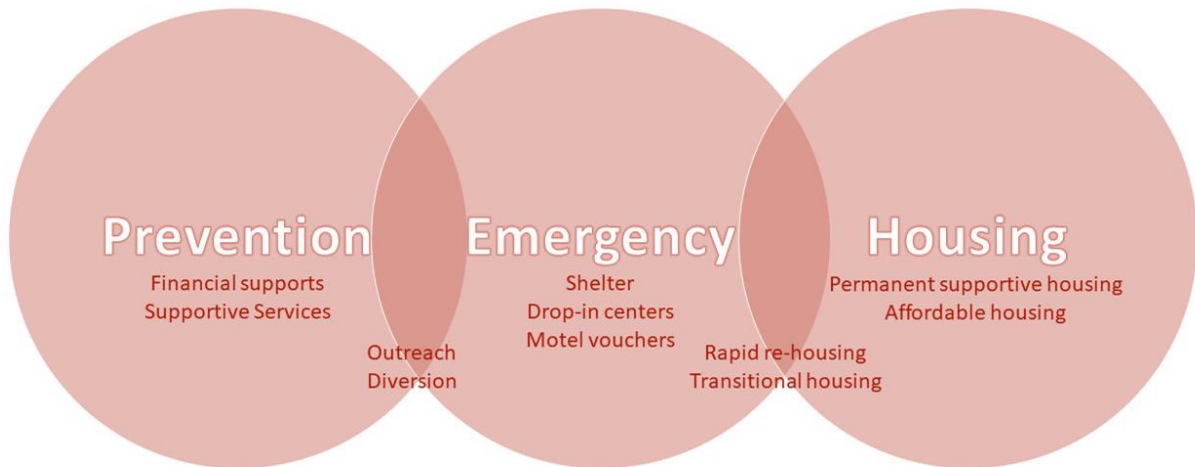
Centralize information about affordable housing options and streamline application process
Create up-to-date and accessible information about affordable housing. This should include making the application process more user-friendly (less calling around, fees, etc.). Involve employers and other community stakeholders in making information widely available.
Fund a low-barrier rental assistance program at the county or city level
Provide low-level and/or short-term assistance with minimal eligibility requirements and an easy application process.
Implement an anti-discrimination plan, to include:
<ul style="list-style-type: none"> • Enforcement of antidiscrimination protections and proactive testing • Public education and outreach to residents about housing rights and opportunities and what to do if they suspect or witness unfair treatment in any venue • Incentives to encourage affordable housing development and neighborhood reinvestment and to reach and serve historically underserved communities
Increase available housing-related services, including leveraging new healthcare resources
Build local capacity for new Medicaid services designed to support housing stability, and improve connections with behavioral health system/primary care and housing programs
Promote home ownership opportunities for people experiencing or at-risk of homelessness
Increase education about available resources to target population, paired with assistance with navigating the process and filling any funding gaps.

Homeless prevention

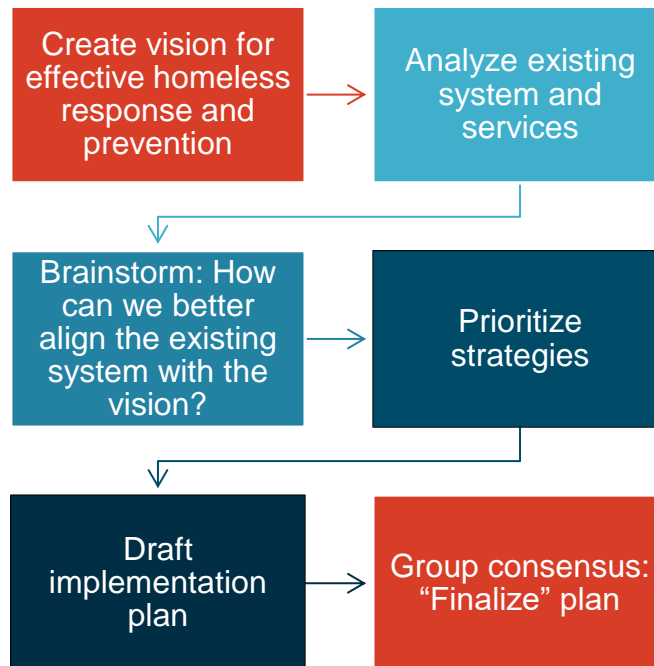
Develop a centralized, low barrier, publicized access point for emergency funds
Publish information on available resources and how to access them so people know where to go for help. There are existing lists and systems that can be used to build off. In addition to making information about the resources more accessible, programs should consider modifying rules to limit barriers created from eligibility requirements and application processes.
Provide eviction prevention outreach
Reach out to landlords prior to eviction proceedings, with a focus on landlords with high numbers of evictions. Work with landlords and provide advocacy to tenants. Include evictions that do not go to court, particularly with tenants who are immigrants.
Implement an anti-discrimination plan, to include:
<ul style="list-style-type: none"> • Enforcement of antidiscrimination protections and proactive testing • Public education and outreach to residents about housing rights and opportunities and what to do if they suspect or witness unfair treatment in any venue • Incentives to encourage affordable housing development and neighborhood reinvestment and to reach and serve historically underserved communities
Pair supportive services with emergency funding when needed
Increase access to longer-term services available for people with higher support needs who are seeking one-time emergency funds, including financial planning, budgeting and connection to mentors.
Strengthen the roles of non-housing stakeholders within the homeless response system
Ensure key community members and organizations know about resources and how to access. This should include working with local employers who benefit from the availability of affordable housing for employees.

Appendix A: Planning process

Community members were invited to participate in a series of meetings and workgroups from October 2021 to December 2021. Three large, in-person group meetings were held, and participants formed three work groups focused on recommending strategies within the following intervention types: emergency shelter and crisis response, homeless prevention, and affordable and supportive housing. Workgroups were organized to cover the full continuum of services and supports.



Meeting/workgroup flowchart



Participants

- Anna McCann
- Ashley Radloff
- Becky Schilling
- Beth Morris Breeden
- Bob Hawley
- Bonnie Blomquist
- Chantel Wood
- Chaz Neal
- Cholwe Hantuba Walker
- Corrine Stockwell
- Dee McGowan
- Doreen Jablonske
- Jackie Anderson
- Jean Schroepfer
- Jennifer Cook
- Jerry O'Rourke
- Jessica McGee
- Joan Halgren
- Joann McNamara
- Joel Sorenson
- Kathleen Kelly
- Kenedy Beebe
- Laurie Engeldinger
- Linda Flanders
- Liz Magill
- Lucy Richardson
- Maddy Schwartz
- Mandy Arden
- Maureen Nelson
- Megan O'Dell
- Michelle Leise
- Paul Drotos
- Randi Callahan
- Ruth Hutchinson
- Sara Kern
- Steven Setzer
- Temeka Wirkkala
- Tom Brown

Organizations represented

- City of Red Wing
- Every Hand Joined
- Goodhue County
- Goodhue County Habitat for Humanity
- Hispanic Outreach
- Hope and Harbor
- HOPE Coalition
- Red Wing Housing and Redevelopment Authority
- Red Wing Area Homeless Committee
- Red Wing Public Library
- Red Wing Youth Outreach
- Three Rivers Community Action Partnership
- United Way of Goodhue, Wabasha, and Pierce Counties

Facilitation and report preparation provided by North Star Policy Consulting.

Project funded by the City of Red Wing.

Appendix B: Definitions

Affordable housing: Housing is affordable when housing prices align with household income. Generally housing is considered affordable if housing costs are less than 30 percent of the household's total income.

Community land trust: Nonprofit, community-based organizations designed to ensure community stewardship of land. Community land trusts can be used for many types of development (including commercial and retail) but are primarily used to ensure long-term housing affordability.

Continuum of Care (CoC): Regional or local planning body that coordinates housing and services funding for homeless families and individuals. CoC's are responsible for implementing "a community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness."¹ Applications for federal funding for rental assistance and other supports to address homelessness are required to be submitted through a single application prepared by the organizations and community members participating in the CoC. Red Wing is part of the Southeast Minnesota Continuum of Care.

Coordinated entry system: A process administered by the CoC to coordinate program participant intake, assessment, and provision of referrals across all organizations and programs designed to serve people experiencing homelessness in a particular geographic area. It must be easily accessed by individuals and families seeking housing or services, well-advertised, and include a comprehensive and standardized assessment tool. If households are determined to need homeless assistance through coordinated entry, they complete the assessment and are placed on a prioritization list. Most programs funded by the state and federal government that are targeted specifically to assist people experiencing homelessness require referrals to come through the Coordinated Entry System.

Homeless response system: A general term for the array of services and supports intended to identify people experiencing or at-risk of homelessness.

Homelessness: In Minnesota, an individual or family is typically considered homeless when they lack a fixed, adequate nighttime residence.

Housing First: An approach that connects people back to a home as quickly as possible, while making readily available the services that people may need to be stable and secure.

NIMBY: Stands for "Not In My Backyard" and describes the phenomenon in which residents of a neighbourhood designate a new development (e.g. shelter, affordable housing, group home) or change in occupancy of an existing development as inappropriate or unwanted for their local area.

¹ [National Alliance to End Homelessness](#)

Point-in-time count: Count of sheltered and unsheltered people experiencing homelessness on a single night in January. This count is required by the U.S. Department of Housing and Urban Development (HUD) to receive federal funding targeted to homelessness.

Permanent supportive housing: Specific affordable housing units paired with supportive services are dedicated to housing people experiencing homelessness. Sites can range from a few units located within a much larger affordable housing development, to a building or a single building where all units are permanent supportive housing for people experiencing homelessness.

Supportive services: Professional advocacy or case management to individuals and families help with getting and keeping housing. This includes activities such as applying for housing opportunities, connecting with other benefits and supports, or mediation with landlords and neighbors.

Rental assistance: Helps households with rent and housing costs. Typically, the household pays 30 percent of their income towards housing, and the voucher covers the rest. Housing Choice Vouchers, commonly referred to as “Section 8,” are the most well-known type of rental assistance. Housing Choice Vouchers are funded through the federal government to help low-income households pay the rent on private, market-rate rental units.

Shallow subsidy²: Long-term rental subsidy provided through programs such as the Low-Income Housing Tax Credit. The subsidies are considered “shallow” compared to “deep” subsidies such as those provided by Housing Choice Vouchers and Permanent Supportive, which require that the household only pay 30% of their total income toward housing costs. Shallow subsidies are designed for people at high income levels and provide a lower level of assistance, often based on a set monthly amount.

Tax increment financing (TIF): A method of financing real estate development costs to encourage developers to construct buildings or other private improvements, or to pay for public improvements, such as streets, sidewalks, sewer and water, and similar improvements. TIF uses the additional property taxes paid as a result of development in the district to pay for part of the development costs.³

² [An Executive Summary of the Comprehensive Housing Needs Analysis for Goodhue County, Minnesota](#)

³ Minnesota House Research Department: [“How TIF Works”](#)

Appendix C: Additional resources

Addressing NIMBYism

[FrameWorks Institute](#) resources on affordable housing: Uses social science methods to study how people understand social issues—and how best to frame them to shape effective communications.

By-name lists

[Homeless Veteran Registry](#): Connects Minnesota Veterans experiencing homelessness with housing and services in their community.

[Community Solutions Built for Zero](#): A movement made up of more than 90 cities and counties that have committed to measurably ending homelessness for entire populations. Using data, these communities have changed how local homeless response systems work and the impact they can achieve.

Emergency shelter

[Emergency Shelter Learning Series](#): A collection of webinars and resources from the Alliance focused on explaining the philosophy and practice of effective emergency shelter.

[Implementing Effective Emergency Shelter](#): A to help your community maximize the impact of its emergency shelter capacity and strengthen its crisis response system.

Housing First

[Housing First Checklist: Assessing Projects and Systems for a Housing First Orientation](#): Tool intended for use by policymakers, government officials, and practitioners alike to help make a basic assessment of whether and to what degree a particular housing program is employing a Housing First approach.

Permanent supportive housing

[Housing Stabilization Services](#): A new Medical Assistance (MA) benefit that helps people with disabilities and seniors find and keep housing.

[CSH Dimensions of Quality Supportive Housing](#): Guide designed to build the capacity of the supportive and affordable housing industries to create and operate high-quality, effective, and sustainable supportive housing units.

Racial equity

[Indicators of a Racially Equitable Homeless Response System](#): Provides a framework to support communities to measure and design a racially equitable homeless response system.

Tenant/landlord programs

[Homes for Veterans](#) program: Offers landlords the opportunity to confidently open the door to Veterans currently experiencing homelessness in Minnesota.

Washington State's [Landlord Damage Relief Program](#): Designed to encourage landlords to rent to tenants with rental assistance.

[Oakland Housing Authority Owner's Benefit Program](#): Offers a signing bonus for new landlords, vacancy loss payments, prequalifying rental inspections and an owner recognition program.

[Tenant/Landlord Connection Program](#) in Duluth, MN: Ensures that stable rental housing exists by educating existing and potential landlords and tenants regarding their respective rights and responsibilities and by mediating disputes between landlords and tenants

Youth Host Homes

[Host Homes Handbook](#): Step-by-step guide to developing a youth host homes program.