

Reaching Home:
Bathurst Community Plan
2025–2028

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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](#).*

[The last year has been observed as a time of transition in Bathurst's response to Homelessness. Since 2022, the number of people at risk and experiencing homelessness has risen in Bathurst, as have the challenges in responding to their housing and support needs. In response, the City of Bathurst began a focused review of the local housing crisis and the needs of individuals experiencing homelessness beginning in the fall of 2024. Representatives from local government, non-profit organizations, housing, mental health and public health services, public safety and other community stakeholders came together to assess housing challenges and explore immediate solutions. Over the course of the fall, several meetings were convened to ensure that a warming center would be available for the unhoused population during the winter of 2024.

It quickly became evident that Bathurst required more than short-term measures, highlighting the need for sustainable, long-term solutions and the establishment of a Community Homelessness Committee. In early 2025, the Homelessness Strategy Consultant for Northern New Brunswick, continued to engage stakeholders in the committee and held three sessions to review urgent needs and to gain a clearer understanding of current challenges in homeless reduction strategy in the city.

Another feature to the transition in Bathurst, was that the Human Development Council (HDC) was selected to administer Reaching Home, Canada's Homelessness Strategy. Beginning on April 1, 2025, the HDC began a review of its CAB membership and engaging with local leadership within the community's response to homelessness to develop an understanding of the local context, resources and opportunities for partnerships. On July 3rd, the HDC participated in meetings with the original CAB and

Homelessness Committee Members and completed discussions and approval towards amalgamating the two tables. During that same meeting the HDC reviewed the CAB requirements, and Reaching Home Directives. Action items included updating Terms of Reference for the group and reviewing membership to ensure it is reflective of community and the essential services required to respond and reduce homelessness. It was also agreed that broader community engagement sessions would be essential to fully capture the scope of the issue. Throughout the 2025 summer work was completed to broaden representation of the CAB and assign designated representatives from participating organizations/entities.

The Bathurst CAB is currently comprised of representatives from: Bathurst Fire Services, Bathurst Police Force, Bathurst Volunteer Center, Chairperson of the Ministerial Association of Bathurst, Community Entity, Chaleur Regional Service Commission, Emergency Department Bathurst Regional Hospital, Housing, Infrastructure, and Communities Canada, AIDS New Brunswick, Maison Passage, Mental Health and Addictions, NB Housing, Pabineau First Nations, persons with lived or living experience of homelessness, Psychiatry Department Bathurst Regional Hospital, Public Health – Population Health, Public Health – Immunizations and Communicable Diseases, Shelter Coordinator, the Homelessness Strategy Consultant, and the Disability Support Program Manager.

The communities of Bathurst and the Chaleur Region have been facing increasing challenges related to social issues. In response, there has been a growing effort to foster collaboration between Indigenous and non-Indigenous partners. Representatives from Pabineau First Nation have actively participated in community discussions focused on key priorities such as transportation, food security, housing, and homelessness. Pabineau First Nation have a table at the Regional Service Commissions permanent committee on community development and have been engaged with partners in developing recommendations on social issues, including housing and homelessness. When the CAB increased its representation, it included a representative from Pabineau who contributed to the review of the Reaching Home Community Template and the planning details of a full-day engagement session. However, the Community Planning Session held on September 25 coincided with the annual moose hunt, which prevented the representative from attending.

On August 21, 2025, the CAB met in advance of a planned September full day session, to review the Community Plan Template. Members were asked prompting questions to consider in the lead up to the September session and were also provided with the Community Plan and Reference Guide.

On September 25, 2025, the Bathurst CAB met to complete the Community Plan. Investments, schedule and Coordinated Access were discussed in conjunction with the reality that Bathurst is facing increasing demand for housing and support services. Planning discussions emphasized the importance of targeted responses to the needs of individuals experiencing homelessness, while also identifying opportunities to strengthen and expand existing supports.

The CAB outlined priorities to guide Bathurst's Community Plan for the next 2 years. Housing focused services are seen as a priority regardless of the service. The CAB prioritized housing services along with a particular focus on diversion, prevention, and Housing First approaches. A strong emphasis will also be placed enhancing the coordinated access to ensure we are strengthening connections to family, peers, and natural supports, while addressing barriers related to education, employment, and housing stability.

The Bathurst Community Plan represents a collective vision to foster an inclusive, resilient, and supportive community where all residents have the opportunity to thrive.]

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.

	2024-25	2025-26	2026-27	2027-28	Total
Reaching Home Annual Allocation	N/A	\$682,687	\$694,128	\$694,128	\$2,070,943

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

Housing Services	N/A	0%	12%	12%
Prevention and Shelter Diversion	N/A	0%	18%	18%
Client Support Services	N/A	70%	35%	35%
Capital Investments	N/A	0%	5%	5%
Coordination of Resources and Data Quality Improvement	N/A	15%	15%	15%
Administration	N/A	15%	15%	15%
TOTAL	N/A	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).

[The Bathurst CAB reviewed and discussed activities that would help improve the coordinated and data driven service delivery of resources currently available and integral to responding and reducing homelessness in Bathurst. There was a general interest to not duplicate, but to better streamline any present effort towards having a good inventory and referral process to access of local services. There was also an interest to not overwhelm shelter staff and resources by having all referrals directed to the shelter. There was acknowledgement that further engagement work and 'journey mapping' could deliver ideas on improving access points, assessments and referrals. There was also consensus on the importance of quality data entry, reporting and analysis to strengthen data driven decision processes and advocacy. Overall, there were ideas that a coordinating role could assist with this, but more time was recommended to complete this discussion.]

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	\$	\$682,687	\$694,128	\$694,128	\$2,070,943

Projected Funding From Other Funders towards Homelessness Initiatives					
Program Name and Funder	2024-25 (\$)	2025-26 (\$)	2026-27 (\$)	2027-28 (\$)	Total (\$)
GNB-Dept. S.D.		\$511,000	\$511,000	\$511,000	\$1,533,000
GNB – Depts S.D.+HNB		\$1,000,000			\$1,000,000
TOTAL		\$1,511,111	\$511,000	\$511,000	\$2,533,000

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

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.

[N/A]

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
N/A	

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	☐
CA MR 2	N/A	CA MR 11	☐
CA MR 3	☐	CA MR 12	☒
CA MR 4	☒	CA MR 13	☒
CA MR 5	☐	CA MR 14	☐
CA MR 6	☒	CA MR 15	☐
CA MR 7	☐	CA MR 16	☐
CA MR 8	☐	CA MR 17	☐
CA MR 9	☐	CA MR 18	☐

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: [CA MR3]	
What are the next steps the community will take to meet this requirement?	Target date for completion
Further development of shared understanding of CAS and structure required to support implementation and management.	November 30, 2025
Determination of whether CAB or separate committee will provide governance, oversight and direction on CAS	November 30, 2025

Minimum Requirement not yet met: [CA MR5]	
What are the next steps the community will take to meet this requirement?	Target date for completion
Approve composition/representation of CAS	November 30, 2025
Approve process guide	November 30, 2025

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.

Minimum Requirement not yet met: [CA MR 7+8+9+10+11]	
What are the next steps the community will take to meet this requirement?	Target date for completion
System Map and resource inventory exist – but updated CAB membership will review, further develop and approve a system map template and ensure all housing related	November 30, 2025

Minimum Requirement not yet met: [CA MR 14]	
What are the next steps the community will take to meet this requirement?	Target date for completion
CAB will review and ensure we are able to monitor and assure that equitable low barrier access to the CAS is in place	November 30, 2025

Minimum Requirement not yet met: [CA MR15]	
What are the next steps the community will take to meet this requirement?	Target date for completion
Triage and assessment processes are documented and in place – CAB required to review and approve	November 30, 2025

Minimum Requirement not yet met: [CA MR16]	
What are the next steps the community will take to meet this requirement?	Target date for completion
Triage and assessment processes are documented and in place – CAB required to review and approve	November 30, 2025

Minimum Requirement not yet met: [CA MR17+18]	
What are the next steps the community will take to meet this requirement?	Target date for completion
Further work required – Presently, it would seem as though there are no supportive housing programs in place that would take from a prioritization list	March 31, 2026

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.

[The updated and strengthened CAB is collaborating and has representation with Indigenous partners through participation with Pabineau First Nation and non-Indigenous partners. Many of the CABs new members are in the early stages of developing an understanding of the minimum requirements of Coordinated Access System's and importantly how these minimum requirements can play out in the local context. Members are open and excited to work together in a more collaborative approach to ensure that services are equitable and accessible for Indigenous and nonindigenous people experiencing homelessness. The Bathurst CAB is building up its momentum in its approach to better addressing homelessness in the community and intends on continuing to build a meaningful collaboration between all Indigenous and non-indigenous partners to ensure the most optimal response to service provision in attained]

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:

Minimum Requirement	Has the MR been met?	Minimum Requirement	Has the MR been met?
OBA MR 1	N/A	OBA MR 6	☒
OBA MR 2	N/A	OBA MR 7	☒
OBA MR 3	☐	OBA MR 8	☒
OBA MR 4	☐	OBA MR 9	☒
OBA MR 5	☒		

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: [OBA MR 3+4]	
What are the next steps the community will take to meet this requirement?	Target date for completion
There are written policies in place for the 1 Service Provider receiving Reaching Home funding. CE will work with CAB to review, update and approve document	November 30, 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

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

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.

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 updated and strengthened CAB is collaborating and has representation with Indigenous partners through participation with Pabineau First Nation and non-Indigenous partners. Many of the CABs new members are in the early stages of developing an understanding of the minimum requirements of Coordinated Access System's Outcomes Based Approach and importantly how these minimum requirements can play out in the local context. Members are open and excited to work together in a more collaborative approach to ensure that services are equitable and accessible for Indigenous and nonindigenous people experiencing homelessness. The Bathurst CAB is building up its momentum in its approach to better addressing homelessness in the community and intends on continuing to build a meaningful collaboration between all Indigenous and non-indigenous partners to ensure the most optimal response to service provision is attained.]

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.

[In Bathurst, approximately 40% of the population is Francophone and 60% is Anglophone. The unhoused population reflects a similar composition. As New Brunswick is an officially bilingual province, we are committed to ensuring that all services are provided in both official languages. While there has not yet been a need for services in other languages, we maintain a strong partnership with the local multicultural association to provide support should additional language services be required.]

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)	Taha Maarous, Tanya Borden
Community Entity (Ex-Officio Member)	Greg Bishop
Provincial/Territorial government	Patrick Hebert, Nadine Landers Soucy
Local/Municipal government	Jennifer Pitre (CRSC), Jean-Philippe Oudin
Indigenous government	
Individuals with lived experience of homelessness	
Indigenous Peoples, nations and organizations, Friendship Centres	Dela Brown (Pabineau First Nation)
Indigenous housing organizations	
Youth and/or child-serving organizations, including Child Welfare agencies	
Organizations serving survivors of domestic violence and their families	
Seniors and senior-serving organizations	
Newcomers and newcomer-serving organizations	
The private sector	
Police and correctional services	Julie Daigle, Janick Laforest
Landlord associations and/or the housing sector	Chris Flann
Health organizations, including hospitals and other public health institutions, and organizations focused on mental health and addictions	Mathilde Theriault, Manon Dunn, Marie-Josée Cormier, Renee Boudreau
Veterans Affairs Canada and/or Veterans-serving organizations	
Organizations serving individuals experiencing, or at risk of experiencing homelessness	Mandy Harvey, Jessica Gionet
Other	Andrew Bauer

CAB Chairs or Co-Chairs (if applicable):

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.

Chris Flann

Name



Signature

2025-10-07

Date (YYYY-MM-DD)

Name

Signature

Date (YYYY-MM-DD)

Name

Signature

Date (YYYY-MM-DD)

