

# LETHBRIDGE

## COMMUNITY WELLBEING & SAFETY STRATEGY

*2020 Annual Report*

City of Lethbridge  
Community Social Development

APRIL 2021



# OVERVIEW

In April 2019, the Community Social Development (CSD) department at the City of Lethbridge published a five-year strategic plan to inform and improve community wellbeing and safety in Lethbridge. The [Community Wellbeing and Safety Strategy \(CWSS\)](#) is grounded in research, data analysis, best practices and community engagement.

To discern the priority social challenges in Lethbridge, a comprehensive [needs assessment](#) was completed that examined findings from:

- **Data analysis**  
Socio-demographic data analysis using municipal, provincial and federal data sources to discern common trends
- **Community engagement**  
Extensive interviews with community stakeholders, a public questionnaire, and community leaders dialogue sessions to gauge community climate on data findings
- **Environmental scan**  
Identified current efforts to address social issues and community wellbeing through local organizations, strategies and reports
- **Social asset mapping**  
A fulsome analysis and inventory of current social service agencies, programs and funding to inform local needs and corresponding responses.

These findings showcased that to best address social issues in our community an intentional collective effort was needed across the sector. Stakeholders strongly supported the development of strategic community priorities to help advance work in the same direction.

To coordinate and implement these community priorities, the City of Lethbridge acts as the backbone administrative organization. In this role, the City is a convener, collaborator and catalyst for funding to establish a streamlined and integrated system of care.

This report outlines the progress made in 2020.

# HIGHLIGHTS

## **Community Pandemic Social Response**

CSD facilitated the development of a digital community-led response to support Lethbridge residents during the COVID-19 pandemic. This initiative garnered international recognition from the World Health Organization. Made up of 146 members that represented approximately 50 local organizations, this network provided supplies, assistance and programming to address the emergent needs of those most susceptible to poverty, social isolation, homelessness and food scarcity. It is now a long-term, collaborative and sustainable solution to maximize community support that will be used in future city planning and emergency response.

## **Rapid Rehousing Program**

To mitigate COVID-19 infection rates within the homeless population and address capacity restrictions at the Lethbridge Shelter and Resource Centre, CSD ramped up funding to house individuals experiencing homelessness in our community. Through collaboration with community partners, 221 people were housed in 2020 - one of the highest rates per capita in Canada. This is an increase of 44% from 2019. Additionally, between April and May alone, over one third of that group were provided accommodation as a rapid response to the pandemic.

## **Integrated Request for Supplier Qualifications (RFSQ)**

As part of the new RFSQ process, CSD integrated federal, provincial and municipal funding sources to maximize investment in the community. As a result, almost \$10 million was allocated to social service providers in Lethbridge to support community health, wellbeing and safety. These allocations were unanimously approved by City Council and the CWSS Advisory Committee.

## **CWSS Advisory Committee**

In February 2020, the CWSS Advisory Committee was created to advise on community priorities to ensure funding decisions best addressed the diverse social needs of Lethbridge. Made up of cross-sector leaders, the advisory committee provided community governance that ensured the strategic allocation of City of Lethbridge funds to improve system-level coordination and maximize collective impact.

## **Addiction Recovery and Permanent Supportive Housing (PSH)**

Working in collaboration with the Government of Alberta, CSD supported the implementation of Alberta's addiction recovery communities. Lethbridge will see an increase of 16 new treatment beds, with an additional 141 new beds created throughout Southern Alberta. To further expand access to the continuum of care, CSD supported the administration of federal, provincial and municipal funds for the development of a 42-bed supportive housing complex in Lethbridge. Expected to be operational in late 2022, this facility will provide permanent, safe and stable housing with wrap-around supports for people experiencing homelessness, addiction or mental health issues. Additionally, a local PSH Consortium was developed to streamline access, resources and cultural supports to community-wide housing services. Through added funds, existing supportive housing beds in Lethbridge will increase from 9 to 65.

# ACTION ITEM PROGRESS

The four strategic directions identified in the CWSS are (i) Systems Planning & Integration, (ii) Safe & Resilient Communities, (iii) Basic Needs, and (iv) Social Inclusion. Within these priorities, 38 action items were identified. CSD and the City of Lethbridge have already achieved a number of action items in 2019. Here is the progress made in 2020.



## SYSTEM PLANNING & INTEGRATION

**Action Item 1.1:** Advance the co-development of a Lethbridge Community Wellbeing & Safety Strategy (CWSS) with community partners to align efforts towards common objectives

**Progress:** Due to the global impacts of COVID-19, efforts to advance the CWSS were refocused to support service providers to navigate the effects of the pandemic. This included:

- Facilitating and co-developing a digital community-led response to support Lethbridge residents during the COVID-19 pandemic. This network, made up of approximately 50 local organizations, provided supplies, assistance and programming to address the emergent needs of those most susceptible to poverty, social isolation, homelessness and food scarcity.
- Increasing funding to house individuals experiencing homelessness in Lethbridge to mitigate COVID-19 infection rates within the homeless population and address capacity restrictions at the Lethbridge Shelter and Resource Centre.
- Supporting the development and ongoing implementation of COVID-19 response plans for City of Lethbridge funded social service providers.

- Acting as a community contact for COVID-19 resources and information
- Endorsing and supporting social service providers to modify service delivery plans to protect staff and clients from COVID-19 transmission

**Action Item 1.2:** Work with key funders, system partners, and service providers to develop a community-based governance model to deliver Lethbridge CWSS priorities in a coordinated and strategic manner.

**Progress:** Made up of cross-sector leaders, the CWSS Advisory Model was implemented to provide community oversight and advise on the strategic allocation of funds to social service providers to maximize collective impact in our community. To ensure ongoing effectiveness and alignment, CSD surveyed the CWSS Advisory in August to garner feedback. Following the analysis of the results, a list of recommendations was developed to improve engagement and promote continuous improvement.

**Action Item 1.4:** Enhance regional collaboration with surrounding communities beginning with relationship and trust building, particularly the Kainai and Piikani Nations, across organizational/decision-making levels to support regional system planning efforts. This includes collaboration with rural communities and the County.

**Progress:** To strengthen relationships and collaboration with surrounding Indigenous communities, intentional efforts were made to have Indigenous expertise be part of community wellbeing and safety strategic decision making processes. This included:

- Utilizing the Indigenous Community Advisory Board (Indigenous CAB) during the Request for Supplier Qualification (RFSQ) funding allocation process, to make strategic decisions on how to best allocate Indigenous-specific grant dollars in the community. This is in addition to Indigenous CAB members participating on the CWSS Advisory Committee.
- Developing the Blackfoot Cultural Hub Model in partnership with local Indigenous organizations to be the community hub and resource center for Blackfoot culture, knowledge and programming.
- Having Kainai representation on city-led meetings to address homelessness in Lethbridge.

**Action Item 1.6:** Review City of Lethbridge internal systems and structure to ensure effective development and implementation of the CWSS as part of an ongoing business transformation process.

**Progress:** CSD implemented an internal reorganization process to ensure capacity to advance the CWSS.

**Action Item 1.7:** Align internal City of Lethbridge funding portfolios and initiatives to assess and report impact using a common Performance & Funding Framework in alignment with Council priorities and the CWSS

**Progress:** CSD executed the new Request for Supplier Qualification (RFSQ) process where federal, provincial and municipal funding sources were integrated to maximize investment in the community. Approximately \$10 million dollars was allocated to social service providers in the community. All allocations were unanimously approved by City Council and the CWSS Advisory.

## ABOUT OUR FUNDING SOURCES

Community Social Development (CSD) is responsible for working with the community to develop and implement social policy in Lethbridge through the administration of social service contracts. CSD oversees and provides support for national, provincial, and municipal funding agreements for social service providers and community based grants. The funding sources CSD manages include:

### **Family and Community Support**

**Services (FCSS):** is an 80/20 funding partnership between the Government of Alberta and the City of Lethbridge to ensure preventive and early intervention social services can be accessed by citizens in need.

### **Outreach Support Services**

**Initiative (OSSI):** OSSI is a Provincial program through Alberta Human Services that provides the City of Lethbridge with funding to assist homeless individuals to obtain housing and provide the support services and referrals required to maintain long-term housing stability.

**Reaching Home (RH):** RH is the Government of Canada's Homelessness Strategy community-based program aimed at preventing and reducing homelessness across Canada.

**City of Lethbridge:** Each year the City of Lethbridge allocates funding through Community Based Grants and Fee For Service to support initiatives through numerous local social service agencies.

## SAFE & RESILIENT COMMUNITIES

**Action Item 2.1:** Support a balanced law enforcement approach that is focused on community safety and crime reduction from a prevention and intervention lens. This included supporting community safety measures across neighborhoods reporting increase in crime or decrease in safety perception.

**Progress:** To respond to issues impacting Lethbridge's downtown core exasperated by the COVID-19 pandemic, local outreach teams were called together to identify hot spots, develop mitigation strategies and identify service offerings to better address the emerging needs of the community.

**Action Item 2.2:** Work with health and housing partners in government and community to advance the creation of Permanent Supporting Housing, intox and inpatient/outpatient treatment options identified in the Community Drug Strategy.

**Progress:** Working in collaboration with the Government of Alberta, CSD supported the implementation of Alberta's addiction recovery communities and the administration of federal, provincial and municipal funds to announce a 42-bed supportive housing complex in Lethbridge. This will provide permanent, safe and stable housing with wrap-around supports for people experiencing homelessness, addiction or mental health issues. Additionally, a local PSH Consortium was developed to streamline access, resources and cultural supports to community-wide housing services.

**Action Item 2.4:** Integrate domestic violence responses into the broader community systems of care model ensuring those fleeing violence are supported immediately, and those perpetuating violence have appropriate consequences and access to resources to stop future violence.

**Progress:** As a result of the COVID-19 pandemic, news from across the globe pointed to a surge in domestic violence incidents. In response, CSD supported the provincial Data 2 Action initiative to curate information from community stakeholders on domestic and sexual violence to inform community-based strategies, interventions and government policies. Through the identification and analysis of real time and long term datasets, frontline service providers, networks and policy makers can effectively address emergent and ongoing issues of domestic and sexual violence throughout Alberta.

**Action Item 2.5:** Work with health partners to increase maternal/infant health to increase successful childhood/parenthood outcomes. Support awareness on brain development and adverse childhood experiences and best practices to enhance mental health across the community system of care.

**Progress:** As part of the RFSQ process, the City of Lethbridge maintained funding for the University of Lethbridge Building Brains Together program and Family Centre programming. Building Brains Together operates to enhance executive function in children, to share information with caregivers and educators and to provide workshops and other professional development opportunities around brain development to community organizations that serve families and children. The Family Centre offers prevention and early intervention services to children, youth, families and adults and will continue to operate their Strengthening Families, Parent Education & Family Resiliency, and Lethbridge Early Years Coalition programming for the community.

**Action Item 2.6:** Work with community, child intervention, and education partners to streamline early screening and intervention approaches, such as home visitation, with families experiencing vulnerability to promote and ensure health and safety. This includes supporting those with diagnosed/undiagnosed developmental disabilities including Fetal Alcohol Spectrum Disorder (FASD).

**Progress:** As part of the new Integrated Coordinated Access system, CSD identified the need for population-specific supports in the community. As a result, the Population Support Navigator concept was developed and funded in the RFSQ process. A Population Support Navigator is any person with specialized knowledge and expertise in navigating the social ecosystem for a designated population. Through contracts with local social service providers, priority populations such as (i) Indigenous children and families and (ii) youth will have tailored support and access to early screening and intervention initiatives to enhance their overall wellbeing.

**Action Item 2.7:** Build common initiatives to advance wellbeing in partnership with educational institutions and supports, including childcare, preschools, schools, post-secondary, and adult/continuing education.

**Progress:** Development continues on the Lethbridge Play Charter – a unifying document that influences planning, policy and decision making in our community that prioritizes and promotes the importance of unstructured play. Unanimously approved by council and adopted by the City of Lethbridge in the fall of 2018, the Recreation and Culture business unit works closely with partnership organizations, school divisions, local businesses, parents and community members to make play a priority in Lethbridge.

**Action Item 2.10:** Work with newcomer communities and services to support the mental health needs of immigrants, refugees and refugee claimants, particularly those who experienced trauma and violence through culturally- and linguistically-appropriate approaches.

**Progress:** As a COVID-19 response measure, the Lethbridge COVID Prevention Community Coaches Huddle was formed. Made up of local stakeholders, the group discussed resource sharing and access for immigrant and refugee populations in our community. Additionally, CSD continued to participate in the Lethbridge Immigrant Partnership to identify gaps, needs and trends for newcomers and develop strategies to make Lethbridge more inclusive and welcoming.

## BASIC NEEDS

**Action Item 3.1:** Implement recalibration of homelessness services to align to proposed CWSS priorities, ensuring alignment with the Municipal Housing Strategy to enhance housing affordability, accessibility, and diversity in Lethbridge.

**Progress:** To better address housing individuals with complex needs in our community, the Government of Alberta and the City of Lethbridge advanced work on the schematic design of the new 42-bed permanent supportive housing facility in Lethbridge. It is expected to be operational by late 2022. Additionally, the City of Lethbridge approved funding for Streets Alive Mission to renovate and open new women's transitional housing. The facility provides accommodation and support for up to 20 women at various stages of their treatment and recovery journeys.

**Action Item 3.2:** Support activities to better coordinate access to affordable housing and rent supports across providers (including social housing, rent-geared-to-income units, assisted living, seniors' housing, long-term care, permanent supportive housing, transitional housing, etc. to integrate waitlists and enhance flow through as appropriate.

**Progress:** The City of Lethbridge City Council approved one-time funding of \$500,000 for a COVID-19 Housing Supplement Program. This grant is to provide support to those financially impacted by the pandemic to maintain housing. The funds will be administered through a contract with Lethbridge Housing Authority who are using existing housing supplement systems, program expertise and infrastructure to manage the new program.

**Action Item 3.5:** Explore innovative food security initiatives including Community Food Centres, redistribution strategies to reduce food waste, social enterprises, urban agriculture, and food/nutrition knowledge targeting vulnerable groups.

**Progress:** As part of the Community Pandemic Social Response, a group of organizations focused on addressing food scarcity in the community (known as the Food Pod) came together to gather, share and distribute nourishment to those in-need. This is one of many "pods" in the community that worked to address people's emergent needs during COVID-19. This system is now a long-term, collaborative and sustainable solution to maximize community support that will be used in future city planning and emergency response.

**Action Item 3.6:** Ensure recreation opportunities are accessible to low-income groups through reduced user fees.

**Progress:** The City of Lethbridge continues to offer a Recreation and Culture Fee Assistance program for residents who face financial barriers to participating in recreation and culture opportunities.

## SOCIAL INCLUSION

**Action Item 4.1:** Continue to build on the social asset mapping project leveraging HelpSeeker to assess resource capacity and user trends in real time, and enhance transparency of services in the community; this should be integrated into the operationalisation of the Community Wellbeing & Safety Strategy.

**Progress:** In 2020, we saw a total of 20,680 HelpSeeker interactions – an increase of 133% from 2019. Service provider listings also increased by 24%.

### TOP 5 CATEGORIES SEARCHED ON HELPSEEKER IN 2020

1. COVID-19
2. COUNSELLING
3. EDUCATION/TRAINING
4. HOUSING
5. MENTAL HEALTH

**Action Item 4.2:** Explore the expansion of Coordinated Access & Assessment beyond the homeless-serving system to include other key services identified in Lethbridge’s asset map, leveraging the HelpSeeker platform system occupancy and capacity functionalities.

**Progress:** As part of this year’s RFSQ funding allocations to advance the CWSS, the Canadian Mental Health Association, Alberta South Region was awarded a contract to implement and lead the development of an Integrated Coordinated Access (ICA) system in our community. The ICA system will provide streamlined access for residents to receive tailored support by connecting individuals to the right community services through consistent system navigation and referral processes. This integrated delivery model will enhance client experience and reduce service duplication. It will link people to services that include adaptive case management, addiction and mental health supports, counselling, housing supports, and more.

**Action Item 4.3:** Work with community and government partners to explore the potential of Community Hubs, Situation Tables, and Community-Wide Coordinated Access models to streamline triage and matching of clients to services across Lethbridge.

**Progress:** Work continues to advance the Integrated Coordinated Access Partnership (ICAP). ICAP brings together representatives from the City of Lethbridge, Government of Alberta, Alberta Health Services, Lethbridge Police Services and community social service providers to support Lethbridge’s most vulnerable

individuals with complex needs. The group leverages the expertise of sector members to help develop and coordinate integrated person-centered action plans to best serve individuals who have exhausted existing services.

**Action Item 4.9:** Support community activities and initiatives that enhance residents’ sense of belonging to and pride in Lethbridge. Targeted activities for seniors, youth, newcomers, and Indigenous people should be explored.

**Progress:** To support individuals experiencing social isolation due to COVID-19 gathering restrictions, the Community Pandemic Social Response developed tailored activities to address the needs of priority populations in our community. Provided by local service providers, activities included developing technology programs to increase senior and newcomer access to devices to encourage communication with family, participation in online workshops and surfing the internet. Programs were also deployed to provide supportive phone calls for individuals seeking one-time or ongoing connection. Additionally, youth-serving organizations put together activity packages for adolescents to promote skill building and recreation.

**Action Item 4.10:** Implement regular monitoring of community perception of safety and wellbeing to gauge impacts and trends using standardized public questionnaires and consultation sessions. Ensure ongoing targeted engagement with business, faith, lived experience, and service providers is built into this approach.

**Progress:** The City of Lethbridge conducts an annual public survey on community wellbeing and safety. Additionally, to measure the impacts of COVID-19 on Lethbridge residents, an additional survey was conducted in May and multiple outreach activities occurred with service providers to understand how to better support people during the pandemic.

**Action Item 4.11:** Develop an annual report to the public on the current state of safety and wellbeing in Lethbridge and highlight learnings, emerging challenges, future directions, and course corrections.

**Progress:** A CWSS Annual Report is published each year with the results of the community survey and action item progress made to advance community wellbeing and safety.



# EMERGING COMMUNITY CHALLENGES

## COVID-19

No one could have predicted the impacts of the COVID-19 pandemic. This required rapid mobilization of community resources to manage transmission of the virus and support residents of Lethbridge. While the pandemic has greatly impacted everyone, it especially impacted vulnerable people by exasperating social issues in our community.

### Solution:

- CSD facilitated the development of a digital community-led response to support Lethbridge residents during the COVID-19 pandemic. Made up of 146 members that represented approximately 50 local organizations, this network provided supplies, assistance and programming to address the emergent needs of those most susceptible to poverty, social isolation, homelessness and food scarcity.
- The City of Lethbridge approved one-time funding of \$500,000 for a COVID-19 Housing Supplement Program to provide support to those financially impacted by the pandemic to maintain housing.

## Shelter Capacity

The Lethbridge Shelter and Resource Centre quickly reached and exceeded capacity with social distancing and infection control measures due to COVID-19. Capacity issues were of particular concern in the winter months when many individuals were seeking shelter from the cold.

### Solution:

- A temporary shelter at Lethbridge Senior Citizens Organization was operationalized to increase capacity and allow for adequate social distancing.
- For symptomatic individuals or those deemed close contacts, shelter isolation units were provided to allow people to quarantine to contain the spread of the virus.
- Feasibility work commenced to understand if a secondary dry homeless shelter would address existing capacity issues and enhance service offerings in Lethbridge.

## Lack of Supportive Housing

To get a better understanding of the characteristics of the homeless population in Lethbridge, the City has taken part in two homeless counts organized through

the Homeless Partnership Strategy Coordinated Point-In-Time (PIT) count. It was discovered there were 223 homeless individuals in Lethbridge in 2018, up by 150.6% since 2016 when the previous PIT count was conducted. The next PIT count is scheduled to take place in spring 2021.

Several studies, as well as conversations with key stakeholders including City of Lethbridge staff, Indigenous leaders, and shelter administration and support workers indicate the main reason for the significant increase in the shelter population from is a lack of supportive housing for homeless individuals. This finding is also supported by a questionnaire conducted among residents in Lethbridge.

### Solution:

- A local Permanent Supportive Housing Consortium was created, where housing providers work together to streamline access, resources and cultural supports to housing services in the community. Through added funds, supportive housing beds will increase from 9 to 65.
- CSD supported the administration of federal, provincial and municipal funds to develop a 42-bed supportive housing complex in Lethbridge.

## Closure of Supervised Consumption Site

In August 2020, Lethbridge's supervised consumption site closed. This was Canada's busiest site, seeing an average of over 900 visits per day. The Government of Alberta said the south health zone, which includes Lethbridge, had the highest per capita number of accidental drug poisoning deaths related to fentanyl during the first three months of 2020. The rate was 14.1 per 100,000 people.

### Solution:

- A new needle collection and encampment cleanup program was funded by the City of Lethbridge. This program is administered through the Canadian Mental Health Association.
- The City of Lethbridge and Government of Alberta worked together to open an intox program at the Lethbridge Shelter and Resource Centre. This provides medical support to anyone under the influence of alcohol or drugs.
- An Overdose Prevention Site was opened by Alberta Health Services.

# COMMUNITY ENGAGEMENT

Community engagement is foundational to planning and decision-making. It gives critical insights to building a local strategy that is person-centred and has community buy-in.

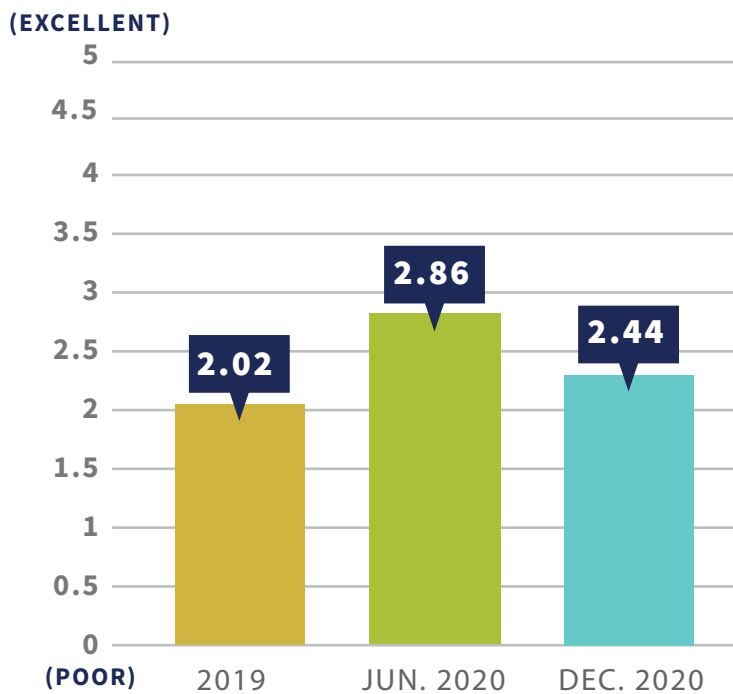
At the end of each year, CSD administers the online annual wellbeing questionnaire to gauge what the general public views as being the dominant social issues in Lethbridge and their contributing factors. The survey asks a variety of questions involving multiple categories that impact respondents' individual, family, and community wellbeing. The annual data compiled from the CWSS survey assists with the planning and delivery of community services and advocacy to provincial and federal governments.

In addition to the annual wellbeing questionnaire conducted in December 2020, the City of Lethbridge administered another public questionnaire in June 2020 to better understand the impacts of the COVID-19 pandemic on the community. Data from both questionnaires, as well as historic data, is included in the findings.

## QUESTIONNAIRE FINDINGS FOR 2020

**550 COMMUNITY MEMBERS**  
RESPONDED TO THE ANNUAL WELLBEING QUESTIONNAIRE IN 2020

### COMMUNITY WELLBEING



**IN DEC. 2020**  
RESPONDENTS RATED  
**COMMUNITY WELLBEING**  
AT AN AVERAGE OF  
**2.44**  
OUT OF 5

**COMMUNITY WELLBEING SLIGHTLY IMPROVED IN 2020**

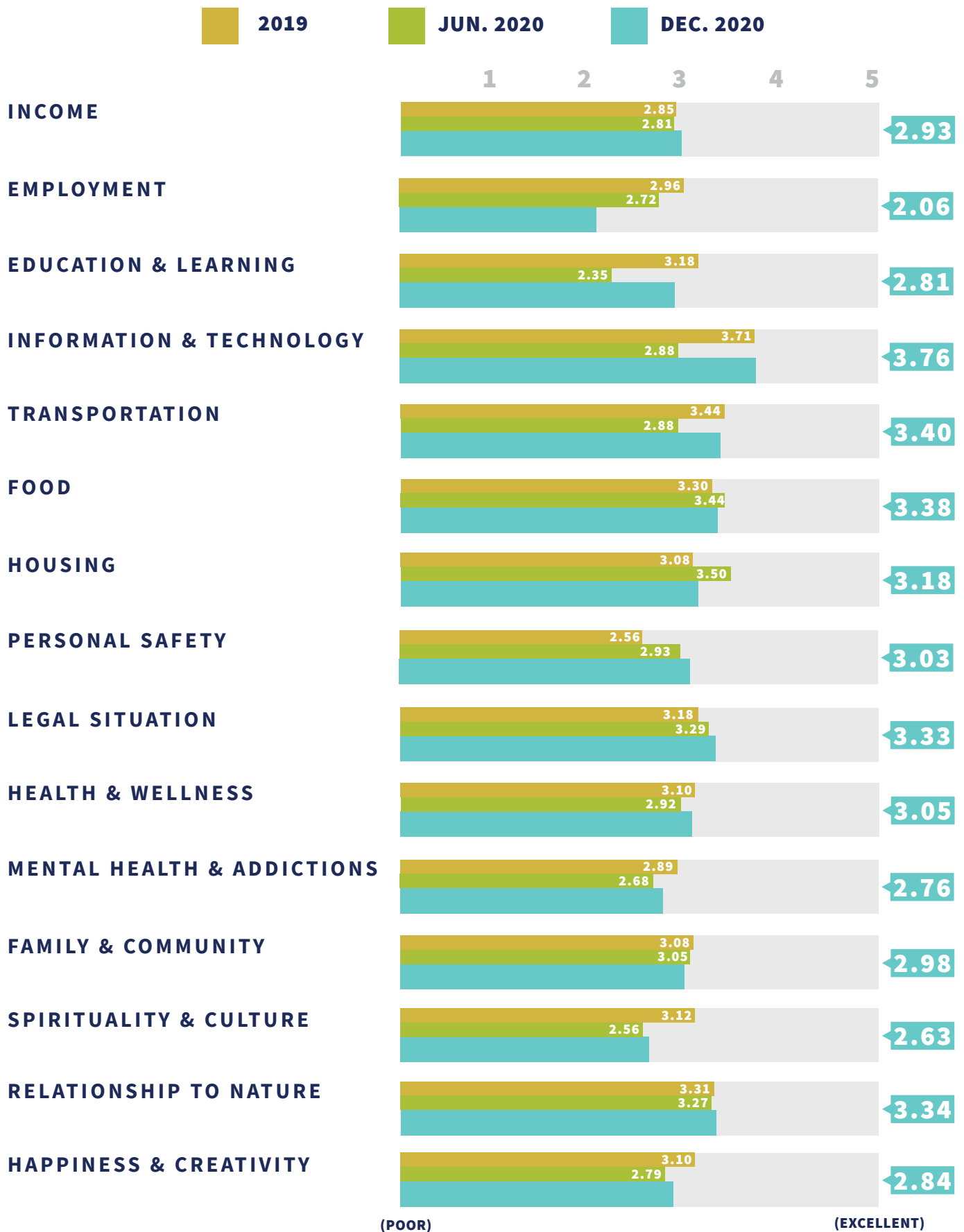
### RESPONDENTS PRIORITIZED COMMUNITY CONCERNS AS FOLLOWS:



**In 2019 and 2020, the issues of crime, feeling unsafe and substance abuse are identified as having a profound impact on wellbeing in Lethbridge.**

# RESPONDENTS RATED

HOW YOU FEEL ABOUT YOUR CURRENT:



(POOR)

(EXCELLENT)

## RESPONDENTS IDENTIFIED

THE FOLLOWING ISSUES AS MOST IMPORTANT TO ADDRESS BY CATEGORY

### BASIC NEEDS



IN 2019 AND 2020, **LACK OF EMPLOYMENT OPPORTUNITIES** RATED AS THE MOST IMPORTANT BASIC NEEDS ISSUE TO BE ADDRESSED.

### HEALTH, ADDICTION & SAFETY



FOR THE LAST 3 CONSECUTIVE YEARS, **CRIME** RATED AS THE MOST IMPORTANT HEALTH, ADDICTION AND SAFETY ISSUE TO BE ADDRESSED.

### SENSE OF BELONGING



IN 2020, **SOCIAL ISOLATION** RATED AS THE MOST IMPORTANT SENSE OF BELONGING ISSUE TO BE ADDRESSED - VERY LIKELY A RESULT OF THE COVID-19 PANDEMIC.

## WHEN ASKED HOW THE COVID-19 PANDEMIC IMPACTED RESPONDENTS' OVERALL WELLBEING, THE AVERAGE RESPONSE WAS:



**WE KNOW THE COVID-19 PANDEMIC HAS EXASPERATED CHALLENGES IN LETHBRIDGE, ESPECIALLY FOR OUR MOST VULNERABLE COMMUNITY MEMBERS.**

**That in mind, over the past 12 months, over 50% of respondents said their level of: (i) basic needs, (ii) health, addiction, safety, and (iii) sense of belonging for themselves and their family has remained constant.**

In terms of population groups requiring additional support, there is a similar pattern as the last two years, with respondents indicating:

### TOP 3 POPULATIONS REQUIRING SUPPORT



**LOW INCOME**



**MENTAL HEALTH**



**ADDICTION**

When asked where respondents go to for help and need support, they said:

### PEOPLE GET SUPPORT FROM



**FAMILY & FRIENDS**



**FAMILY DOCTOR**



**INTERNET**

**This highlights the importance of having multi-faceted and accessible networks of support in both in-person and digital settings.**



**83.2%**

**OF RESPONDENTS REPORTED THEY HAD NOT HEARD OF THE COMMUNITY WELLBEING & SAFETY STRATEGY.**

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**THE CITY OF LETHBRIDGE WILL FOCUS ON INCREASING PUBLIC AWARENESS AND EDUCATION TO ENHANCE THE COMMUNITY'S UNDERSTANDING OF CITY-WIDE EFFORTS TO IMPROVE WELLBEING AND SAFETY.**

# MOVING FORWARD

## PHASE 2 OF THE CWSS

### CURRENT SITUATION

Every community across Canada is struggling to address ever-increasing challenges relating to social issues and community safety. In Lethbridge, community safety has been identified as the leading concern by our citizens... **Status quo is not an option.**

### THE OPPORTUNITY

Within our community we have great programs and services being delivered through a combination of non-profit and government agencies. The primary funder for these programs and services are the governments of Alberta and Canada, with additional funding from faith groups, foundations, clubs and the City of Lethbridge.

No one organization or level of government can solve these problems. This is a community problem that requires a collective solution. All levels of government must come together with key community stakeholders including the police, the education system, the faith community and service providers to identify the actions and resources required to achieve success. We need to leverage and coordinate all available resources to generate collective impact.

### THE PATH FORWARD

Approved by City Council in 2019, the Community Wellbeing and Safety Strategy (CWSS) is a five-year strategic plan that identifies community priorities to inform and improve wellbeing and safety in Lethbridge. It was developed from extensive data collection and analysis, and consultation with a wide array of stakeholders.

During phase 1, the CWSS concepts were applied internally to Community Social Development strategies, committees and funding portfolios. The goal with phase 2 is to apply these concepts community-wide. **Through the development of the Community Wellbeing and Safety Taskforce, community leaders and key stakeholders will come together to develop a collaborative approach to achieving social change in Lethbridge. This initiative will aim to create a community governance model founded on a shared vision, common objectives and efficient use of resources. This will be a made for Lethbridge solution developed by the community for the community.**

To coordinate and implement the strategies, the City of Lethbridge acts as the backbone administrative organization by convening, collaborating and advocating for a streamlined and integrated social service system.

**WHAT IS COLLECTIVE IMPACT?**  
**COMMUNITY LEADERS WORKING TOGETHER TO ACHIEVE SOCIAL CHANGE.**



## WHAT'S NEXT

We will invite key sector leaders and stakeholders to join us in creating a new community governance model with an action-oriented committee whose mandate is to implement and accelerate community wellbeing and safety initiatives in Lethbridge.

Key sector leaders and stakeholders include:



**Social service providers**



**Funding Partners**



**Key community organizations**



**Key government representatives**



**Indigenous community partners**

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