

A Path Forward: Community Wellbeing and Safety Strategy Update

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1 LAND ACKNOWLEDGEMENT

The City of Lethbridge acknowledges that the place we now call Lethbridge has for many generations had another name given to it by the Siksikaitsitapi, the Blackfoot Peoples. The name is Sikóóhkotok, a reference to the black rocks found in the area.

The City of Lethbridge acknowledges that we are gathered on the lands of the Blackfoot people of the Canadian Plains and pays respect to the Blackfoot people past, present, and future while recognizing and respecting their cultural heritage, beliefs and relationship to land. The City of Lethbridge is also home to the Métis Nation of Alberta, Battle River Territory, District 1.

2 ACKNOWLEDGEMENTS

The City of Lethbridge would like to acknowledge the contributions of all those who participated in the process to develop the Community Wellbeing and Safety Strategy.

We would like to recognize and express gratitude for the input of many community members who shared their experiences and perspectives through stakeholder workshops, focus groups, and one-on-one meetings. Community member input helped the City develop a wellbeing and safety strategy that is a tailored to the needs of Lethbridge residents.

3 EXECUTIVE SUMMARY

The Community Wellbeing and Safety Strategy (CWSS) serves as a pivotal framework for the City of Lethbridge, facilitating collaboration among stakeholders to enhance community health, safety, and overall wellbeing. Originally adopted in 2019, the CWSS has undergone a comprehensive update to reflect current realities and evolving needs in Lethbridge. This refreshed strategy, spanning from 2024 to 2029, emphasizes proactive measures to address social challenges, prioritizing prevention over reaction.

Key to the CWSS is the recognition of the interconnectedness of social issues, necessitating a holistic approach. Through extensive research, data analysis, and community engagement, the strategy identifies strategic directions and implementation tactics aimed at fostering collaboration with community partners. It empowers stakeholders to develop upstream solutions, acknowledging the complexity of challenges and the importance of flexible, community-driven initiatives.

The updated CWSS aligns with other guiding strategies and plans at municipal, provincial, and federal levels. It builds upon the foundation laid by previous iterations, revising and refining strategic directions to reflect current community needs. Additionally, it accounts for macro variables such as shifts in government leadership, the impact of the COVID-19 pandemic, and global events like the conflict in Ukraine.

Key elements of the updated CWSS include:

- Establishing strategic foundations for effective collaboration between the City and its partners.
- Presenting findings from a comprehensive Needs Assessment to inform strategy development.
- Articulating refreshed strategic directions, goals, and actions to guide CWSS implementation.
- Identifying measures of success to monitor progress and community impacts.

Furthermore, the CWSS emphasizes the importance of collaboration, trust, and relationship-building in addressing complex social challenges. It underscores the City of Lethbridge's commitment to working alongside its partners and the broader community to create a path forward, prioritizing the wellbeing and safety of all residents.

CWSS Foundations

The CWSS emphasizes implementation and tangible progress toward enhancing community safety and wellbeing in Lethbridge. Despite some advancements, integration challenges and the need for new relationships have impeded progress. The updated CWSS addresses these obstacles by outlining clear outcomes, actions, and roles for stakeholders in the community safety and wellbeing system.

Systems-Based Approach:

The CWSS adopts a systems-based approach, recognizing the interconnected nature of social challenges and the need for integrated responses. This approach involves understanding how various organizations, plans, and strategies intersect, aiming for aligned efforts and addressing upstream causes of social need. Local governments play a key role in coordinating stakeholders, regulating systems, and facilitating communication and collaboration.

Collective Impact:

Collective impact involves diverse stakeholders working together on a common agenda to solve complex social problems. The CWSS emphasizes shared goals, measurements, activities, and communication, highlighting the importance of a backbone organization to support infrastructure and coordination. While the City of Lethbridge may eventually fulfill this role, the focus initially lies on establishing common agendas, measurements, and communication channels.

Social Determinants of Health:

Understanding social determinants of health is crucial for addressing community wellbeing and safety. These determinants encompass various factors such as income, education, employment, discrimination, and access to healthcare. Viewing challenges through this lens fosters empathy, understanding, and collective action.

Clear Roles and Responsibilities:

Clear delineation of roles and responsibilities among the City, other levels of government, and community organizations is essential for effective collaboration. Community organizations often have better frontline capacity and adaptability, while federal and provincial policies profoundly impact community-scale initiatives. Establishing clear expectations and feasible actions based on roles enhances implementation efforts.

The CWSS offers a strategic framework for collaborative action, emphasizing integration, collective impact, consideration of social determinants of health, and clear delineation of roles and responsibilities. By aligning efforts and fostering collaboration, stakeholders can work together effectively to enhance community safety and wellbeing in Lethbridge.

What Research Informs the CWSS?

The Needs Assessment conducted as part of the MHS/CWSS Strategies update process in Lethbridge aimed to understand changes in the community over the past five years and identify current trends and issues affecting wellbeing, safety, and housing. Key findings from the assessment include:

- Aging population living in older homes, leading to housing challenges for seniors.
- Young people facing complex challenges such as affordable housing and employment opportunities.
- Increasing diversity in the population, with immigrants and refugees facing challenges related to employment and social integration.
- Unique needs of neighborhoods, requiring tailored social services.
- Growing proportion of people living alone or in roommate households, facing affordability and social isolation challenges.
- Indigenous people facing intersecting challenges including housing, racism, and mental health.
- Income not keeping pace with the rising cost of living, particularly affecting middle and low-income households.
- Challenges with transit routes and reliability, impacting accessibility for various populations.
- Growing reliance on housing and social service providers to meet basic needs.
- Stigma and discrimination affecting housing and employment opportunities.
- Significant increase in opioid-related overdoses and deaths.
- Growing perception of safety concerns in the community.
- Need for improved trust and collaboration between City Council, City Administration, and housing/social service providers.

Priority populations identified include Indigenous peoples, youth, seniors, immigrants and refugees, women fleeing violence, families with children, people with disabilities, those facing mental health challenges and substance use addictions, low-income households, and 2SLGBTQI+ individuals. Key priorities for the CWSS include mental health and addictions support, homelessness, poverty and inequality, community safety measures, and enhancing resilience and coping skills. Needs assessment work involved extensive stakeholder and public engagement, including 21 engagement sessions with 209 total individuals (112 of which were representatives of community organizations, 20 City of Lethbridge staff, and 5 City of Lethbridge Councillors).

CWSS Outcomes and Actions

There are eight proposed outcome areas and 41 recommended actions. Timing and roles and responsibilities for actions are also identified. Please see Section 8 for more detail. Outcomes and actions are summarized below.

Outcome 1: The City and Indigenous organizations work together to build trust and ensure equitable access to services for Indigenous people.

- Focus on reconciliation efforts with Indigenous communities.
- Actions include establishing joint committees, implementing reconciliation plans, understanding unique Indigenous needs, and promoting cultural recognition.

Outcome 2: Diverse populations thrive in Lethbridge.

- Aims to ensure diverse populations have equitable access to the services they need.
- Actions include understanding newcomer needs, supporting mental health of immigrants, and promoting LGBTQ2S+ support in schools.

Outcome 3: Lethbridge residents can afford to meet their basic needs.

- Focuses on ensuring residents can afford basic needs.
- Actions include expanding fee assistance programs, assessing childcare needs, developing food policies, and supporting affordable housing.

Outcome 4: Lethbridge residents can access the programs and services they need

- Aims to ensure accessible services meet residents' needs.
- Actions include coordinating transportation services, identifying locations for community services, and enhancing mental health support.

Outcome 5: Everyone in Lethbridge is housed.

- Focuses on providing housing solutions for vulnerable populations.
- Actions include aligning services for homelessness, supporting shelter development, and monitoring housing trends.

Outcome 6: Lethbridge residents are empowered and engaged.

- Aims to engage residents in community improvement efforts.
- Actions include creating employment opportunities, empowering youth, and promoting volunteerism.

Outcome 7: People living in Lethbridge have an increased sense of safety.

- Focuses on improving safety perceptions and addressing crime.
- Actions include implementing prevention strategies, exploring community-based policing, and developing safety reports.

Outcome 8: The City and community partner organizations have trusting, collaborative, and productive working relationships.

- Aims to foster collaboration between the city and community partners.
- Actions include promoting integrated access systems, establishing governance models, and improving data sharing.

Each outcome outlines specific actions, timing, roles of the city and community, and connections to community needs. In summary, the CWSS serves as a dynamic and adaptive framework, reflecting the City's dedication to fostering a thriving, safe, and inclusive community in Lethbridge. Through strategic action and collective effort, the CWSS aims to address current and emerging social challenges, empowering stakeholders to create positive change and enhance community wellbeing.

4 INTRODUCTION

4.1 What is the Community Wellbeing and Safety Strategy?

The City of Lethbridge, along with its community partners and community-serving organizations, play an integral role in supporting community health, safety, and wellbeing of residents. Recognizing the importance of leadership and strategic decision-making, the City of Lethbridge developed and adopted a Community Wellbeing and Safety Strategy (CWSS) in 2019. This document updates the CWSS to provide the City of Lethbridge's Community Social Development (CSD) department with refreshed strategies for action and implementation tactics for the next five years (2024-2029) to address social challenges in Lethbridge and support priority populations in need. Strategies and tactics identified are informed by extensive research, data analysis, and community engagement. Successful implementation is contingent upon collaboration, trust, and building new and fostering existing relationships with community organizations and partners, other levels of government, and with all Lethbridge residents.

How to Read this Document

The CWSS presents strategies for action and implementation tactics to address existing and emergent social and safety challenges in Lethbridge. It is important to acknowledge how interdependent social and safety challenges can be and that taking action to address any one issue will have affects on others, including individuals, groups, and organizations that may be experiencing issues or working to address them.

Prevention, not reaction and intervention, is the foundation of the CWSS. Many social and safety challenges, including feelings of social isolation, stigma and racism, substance use, and violent crime, are the result of complex interactions between individual and group lived experience, economic circumstances, environmental factors, and systemic barriers (i.e., social determinants of health). By acknowledging the interconnectedness of challenges and potential for interventions to have unintended affects (upstream solutions over downstream interventions), strategies and tactics presented in the CWSS are intended to be realistic, flexible, and driven by collaboration with community partners. The CWSS is not prescriptive, but rather, seeks to enable and empower community partners and community members to create their own upstream solutions and initiatives to ensure the wellbeing and safety of everyone in Lethbridge.

The CWSS is a living document and will regularly be reviewed and updated, when needed, by CSD. Implementing the CWSS requires CSD to work together with its community partners, which in turn requires transparency between City Council, Administration, and the community to address potential roadblocks that may have hindered implementation in the past. Guiding

principles for working together include respect, embracing challenging conversations as opportunities to learn and grow as organizations, a shared commitment to putting the community first, and humility that many challenges are generational and cannot be addressed through isolated or individual actions. Creating a path forward in Lethbridge will involve hard work, forging new relationships and strengthening existing partnerships. The City of Lethbridge and CSD is committed to creating this path alongside its partners and the broader community.

Definitions and Terms

- **The City** refers to City of Lethbridge Administration.
- **Council** refers to City of Lethbridge Council.
- **Basic needs** include anything that people or households need to survive, including food, shelter, transportation, healthcare, telecommunications, and education (source: Poverty Hub)
- **Wellbeing** is defined as the presence of the highest possible quality of life in its full breadth of expression, focused on but not necessarily exclusive to good living standards, robust health, a sustainable environment, vital communities, an educated populous, balanced time use, high levels of democratic participation, and access to and participation in leisure and culture (source: University of Waterloo Canadian Index of Wellbeing)
- **Safety** is the experience of being free from risk of harm and the knowledge and preparation to deal with risk when it arises (source: City of Red Deer Community Safety Strategy)

4.2 Why do we need an update?

The Community Wellbeing and Safety Strategy (CWSS) and Municipal Housing Strategy (MHS), though still relevant, need updates to reflect current realities in Lethbridge and to have a greater focus on how to implement and action priorities outlined in the documents. As a result, in 2023, the City initiated an update to the 2019 CWSS and MHS Strategies to take stock of current and future housing, wellbeing, and safety needs in the community, and develop updated direction to address identified need. The CWSS and MHS are separate documents; however, the topics of housing, wellbeing and safety are interconnected. As such, the updates to the Strategies were completed at the same time, including the development of a combined Needs Assessment and Priorities Update (presented under a separate cover).

In addition to the updates reflecting current realities in Lethbridge, the updated Strategies also account for several macro variables that have impacted the lives of community members since 2019, including:

- The Government of Alberta’s Family and Community Support Services (FCSS) Accountability Framework was adopted in 2022 and establishes an approach to delivering FCSS based on prevention. Prevention is defined as a proactive process that strengthens the protective factors of individuals, families and communities to promote wellbeing, reduce vulnerabilities, enhance quality of life, and empower them to meet the challenges of life. There are three levels to prevention within this Framework: primary (addressing root causes of social issues), secondary (addressing issues at an early stage), and tertiary (address immediate needs with intent to prevent long-term impacts).
 - Local FCSS programs should seek to achieve the following: promote and encourage active engagement in the community; foster a sense of belonging; promote social inclusion; develop and maintain healthy relationships; enhance access to social supports; and develop and strengthen skills that build resilience.
- The City of Lethbridge has maintained and expanded its commitment to building partnerships with Indigenous communities in the spirit of truth and reconciliation. Guided by the Reconciliation Lethbridge Advisory Committee, the Reconciliation Implementation Action Plan connects Truth and Reconciliation Commission Calls to Action to potential city actions, including forming partnerships, reviewing City services to ensure equitable access, and broad advocacy efforts.
 - An example of reconciliation in action is the Blood Tribe Department of Health working with the City of Lethbridge and Government of Alberta to operate the Blackfoot Resource Hub to provide a centralized access point for Blackfoot resources, including permanent supportive housing for unhoused Indigenous peoples in the city.
- Since 2019, leadership change has occurred at all levels of government; and, as a result, community wellbeing and safety policy and investment approaches have changed and must be accounted for in the updated content.
- In March 2020, the COVID-19 pandemic surged in Canada, and the World Health Organization (WHO) declared a public health emergency of international concern (PHEIC).¹ In Canada, and around the world, borders were closed for many months; and, once opened, there was limited exchange of goods, and movement of people, during the COVID-19 pandemic

¹ World Health Organization (2023). Statement of the Fifteenth Meeting of the IHR (2005) Emergency Committee on the COVID-19 pandemic. Retrieved from: [https://www.who.int/news/item/05-05-2023-statement-on-the-fifteenth-meeting-of-the-international-health-regulations-\(2005\)-emergency-committee-regarding-the-coronavirus-disease-\(covid-19\)-pandemic](https://www.who.int/news/item/05-05-2023-statement-on-the-fifteenth-meeting-of-the-international-health-regulations-(2005)-emergency-committee-regarding-the-coronavirus-disease-(covid-19)-pandemic)

years (2020-2023). This change in global trade impacted business operations and supply chains of many major industries and changed the habits of Canadians. In relation to housing, several relevant impacts from the COVID-19 pandemic are important to note as influences to current context at the local municipal level, including:

- an increase in individuals working from home,
 - job losses in a variety of industries (e.g., entertainment, hospitality, tourism),
 - labour market shifts and transitions,
 - the introduction of the Canadian Emergency Response Benefit (CERB), and
 - supply chain challenges and uncertainties.
- In February 2022, Russia invaded Ukraine. In response, and to help Ukrainians fleeing the Russian invasion, the Government of Canada introduced new immigration streams for Ukrainians who wanted to come to Canada temporarily or permanently.² Since then, Canada has issued over 900,000 temporary emergency visas, with a total of roughly 200,000 Ukrainian immigrants actually make the journey to Canada as of November 2023.³ It is expected that Ukrainian immigrants will continue to immigrate to Canada to seek safety.
 - In 2023, following the decreasing trend of COVID-19 deaths and COVID-19 related hospitalizations, the WHO declared COVID-19 an established and ongoing health issue that no longer constitutes a pandemic.⁴ Since this time, rapid inflation has occurred, and interest rates have increased substantially.
 - With many 3-year and 5-year mortgage agreements negotiated during the COVID-19 pandemic now coming to term, many homeowners in the private market are renewing mortgage agreements at a much higher interest rate than those offered in the height of the COVID-19 pandemic. Further, food, hygiene, and personal care products have experienced increasing inflation. This combination of high interest rates and inflation has left many people with increased financial pressures for basic needs—from housing to day-to-day necessities.

² Government of Canada (2022). Canada to welcome those fleeing the war in Ukraine. Retrieved from: <https://www.canada.ca/en/immigration-refugees-citizenship/news/2022/03/canada-to-welcome-those-fleeing-the-war-in-ukraine.html>

³ Government of Canada (2024). Canada-Ukraine authorization for emergency travel: key figures. Retrieved from: <https://www.canada.ca/en/immigration-refugees-citizenship/services/immigrate-canada/ukraine-measures/key-figures.html>

⁴ World Health Organization (2023). Statement of the Fifteenth Meeting of the IHR (2005) Emergency Committee on the COVID-19 pandemic. Retrieved from: [https://www.who.int/news/item/05-05-2023-statement-on-the-fifteenth-meeting-of-the-international-health-regulations-\(2005\)-emergency-committee-regarding-the-coronavirus-disease-\(covid-19\)-pandemic](https://www.who.int/news/item/05-05-2023-statement-on-the-fifteenth-meeting-of-the-international-health-regulations-(2005)-emergency-committee-regarding-the-coronavirus-disease-(covid-19)-pandemic)

- Higher costs of borrowing due to interest rate increases have also added pressure to the housing construction industry. With higher project costs, the development industry sees less potential profit on large housing projects—making it cost prohibitive for some private developers to continue with proposed development.

This update builds on the 2019 CWSS by reviewing and considering new data sets, paired with extensive public engagement, examining what has changed in the community and how needs have evolved, assessing progress made, and presenting refreshed strategic directions and actions.

This document is organized into the following sections:

- **5.0 Strategy Context** – outlines the purpose of the CWSS and strategic alignment with other City of Lethbridge guiding strategies and plans.
- **6.0 Community Wellbeing and Safety Foundations** – establishes a strategic foundation to guide CWSS goals, actions, and implementation, along with key areas of responsibilities and role for the City and its partners to collaborate effectively.
- **7.0 Community Wellbeing and Safety Needs in Lethbridge** – presents a summary of key findings derived from the comprehensive Needs Assessment that was completed as part of this work, helping to illustrate what has changed in Lethbridge since 2019 in several areas related to community safety and wellbeing.
- **8.0 Community Wellbeing and Safety Strategy Outcomes and Implementation** – articulates refreshed strategic directions, goals, and actions for the CWSS Strategy, key priorities for action and linkages to other City of Lethbridge plans and strategies, and actors involved in and responsible for making progress towards advancing these directions; prioritizes identified actions and opportunities for collaboration, as well as identifies tactics for evaluating and monitoring progress.
- **9.0 Measures of Success** – presents several indicators and measures of success that may help to monitor CWSS implementation progress and community impacts.

THE CITY OF LETHBRIDGE RECOGNIZES THAT IT PLAYS AN IMPORTANT ROLE IN CONVENING DIFFERENT ORGANIZATIONS AND GROUPS TOGETHER TO CREATE SOLUTIONS TO COMPLEX SOCIAL CHALLENGES.

COLLABORATION, TRUST, AND BUILDING RELATIONSHIPS ARE KEY TO ADVANCING THIS STRATEGY.

5 STRATEGY CONTEXT

5.1 Purpose of Strategy

The purpose of the Community Wellbeing and Safety Strategy (CWSS) is to identify key themes affecting wellbeing and safety in Lethbridge today, and to identify outcomes and actions for advancing positive collective impact moving forward. This document presents refreshed strategies for action and implementation tactics for the next five years (2024-2029) that will inform the work of the City of Lethbridge's Community Social Development (CSD) Department and community organizations that are delivering programs and services in Lethbridge.

5.2 Strategic Alignment

In the previous CWSS, four Strategic Directions were presented under which actions were organized: social inclusion, basic needs, systems planning and integration, and safe and resilient communities. In total, 38 actions were recommended across these Strategic Directions, along with timelines for implementation. The CWSS provided the City and its partners with high-level direction on where to focus community investments and actions to ensure safety and wellbeing for everyone in Lethbridge. This update considers these Strategic Directions and actions, revises them where appropriate, and presents new outcomes that reflect the current context of community wellbeing and safety in Lethbridge as of 2024.

The outcomes and actions presented in the CWSS are informed by and align with goals of other City of Lethbridge guiding strategies and plans, as well as with provincial and federal strategies and plans.

Table 1: Municipal Strategy and Plan Alignment

Plan or Strategy	How does this document inform the Community Wellbeing and Safety Strategy?
Gateway to Opportunity - City Council Action Plan, 2022	Outlines Council’s priority to support the wellbeing, safety, and health of Lethbridge residents, as well as identifies focus areas that direct City Administration to deliver on key priorities related to wellbeing and safety. <i>Advocacy Areas: Infrastructure funding, Family physician shortages, Indigenous relations, Support for the post-secondary community, Support for the health care community, and Community wellbeing support services.</i>
Municipal Development Plan (2021)	Establishes the long-term development vision for Lethbridge (MDP). <i>Outcomes: A Healthy and Diverse City, A Culturally Vibrant City, and a City that Supports the Entire Region; and Policies 38-72.</i>
Land Use Bylaw (2020)	Regulates all land uses within the City of Lethbridge, including what types of land uses can be located where.
Municipal Housing Strategy (2024)	Establishes outcomes, objectives, and actions to direct City Council, City Administration, and community organizations to address housing needs in Lethbridge across the housing continuum over a five-year period (2024-2029). <i>Outcomes 1-5.</i>
Reconciliation Implementation Plan, 2017 - 2027	Outlines how the City of Lethbridge is making organization-wide efforts to advance reconciliation with Indigenous peoples and how to advance several Truth and Reconciliation Commission Calls to Action. Provides a framework for approaching relationship building with Indigenous communities in Lethbridge. <i>Priority Population: Indigenous peoples.</i>
Encampment Strategy, 2023	Establishes an encampment response process for the City of Lethbridge and Lethbridge Police Services in order to triage an encampments risk to public health or safety and to connect individuals to essential resources and services. <i>Priority Population: homeless and housing insecure individuals.</i>
Shelter Development Strategy, 2023	Clarifies the City’s role in shelter development and seeks to identify opportunities to ensure that there is both adequate shelter capacity, appropriate spaces to meet needs, and that there is adequate land available to accommodate shelter uses in Lethbridge. <i>Priority Population: homeless and housing insecure individuals.</i>

Table 2: Provincial and Federal Strategy and Plan Alignment

Plan or Strategy	How does this document inform the Community Wellbeing and Safety Strategy?
<p>Family and Community Support Services (FCSS) Accountability Framework, 2022 (Provincial)</p>	<p>The Government of Alberta’s FCSS program provides an 80/20 funding split to design and deliver preventative social services to Albertans. City of Lethbridge FCSS programs and services must fall into primary or secondary prevention categories, including homelessness, housing insecurity, mental health and addictions, employment, family and sexual violence, and aging well in the community. The FCSS Accountability Framework directly intersects with CWSS outcomes and actions.</p>
<p>Towards an Alberta Model of Wellness, Recommendations from the Alberta Mental Health and Addictions Advisory Council, 2022 (Provincial)</p>	<p>Presents the Government of Alberta’s vision for a recovery-oriented system of addiction and mental health care in the province. Focuses on improving foundational supports by directing investment towards addiction treatment spaces, creating Recovery Communities, and partnering with municipalities and Indigenous communities to support addiction recovery. Mental health and addictions are important social issues in Lethbridge and a key focus of the CWSS.</p>
<p>National Housing Strategy: A Place to Call Home, 2017 - Federal</p>	<p>The National Housing Strategy is Canada’s first, and the first large scale federal investment in the housing system since the 1990s. It commits to \$55 billion over 10 years to help improve housing affordability, including such targets as cutting chronic homelessness in half, removing 530,000 families from housing need, investing in the construction of 125,000 new affordable homes, and renovating 300,000 existing homes.</p> <p>Reaching Home is a federal program that supports the goals of the National Housing Strategy by focusing specifically on reducing chronic homelessness across the country. Integrated coordinated access is a major focus of Reaching Home and is also a key component of the CWSS.</p>

6 COMMUNITY WELLBEING AND SAFETY FOUNDATIONS

The CWSS is focused on implementation and taking tangible steps forward to improving community safety and wellbeing in Lethbridge. While some progress has been made to advance the CWSS to date, a lack of integration across the system and need for new relationships has hindered implementation. The CWSS seeks to address these challenges by clearly articulating outcomes and actions (see the following section), establishes in clear terms how and why actors in the community safety and wellbeing system should work together, and identifies related roles and responsibilities for driving this Strategy forward.

- At the core of this Strategy is a **systems-based approach** to understanding challenges and how the City and community organizations work together to address them. A change to one component of a system will affect outcomes in other areas beyond the intended focus. A systems-based approach means thinking about how upstream interventions may affect downstream outcomes (prevention over intervention).
- To work together successfully, all actors within Lethbridge's community safety and wellbeing community must work towards achieving **collective impact**. Collective impact is about actors from different sectors working together on a common agenda to address complex social problems that often intersect in unexpected ways. Collective impact requires resources and a backbone structure that has commitment from participating partners, as well as agreement and shared participation in the five key conditions required for collective impact.
- To achieve collective impact, however, it is also important that actors within the system are viewing challenges and opportunities through the same lens. In this regard, this Strategy refers to the **social determinants of health** to establish a common language and framework for engaging with complex social challenges.
- Finally, it is critical that all actors understand the **roles and responsibilities** of the City, other levels of government, and community organizations to work together effectively and to build trusting, collaborative relationships.

6.1 Systems-Based Approach

A systems-based approach means having a deep and dynamic understanding of the various social challenges that exist within the community and how organizations, plans, strategies, and service delivery models intersect with one another. A primary goal is to ensure that Lethbridge's social safety net ecosystem is integrated and brings key decision makers together with community members and organizations to ensure that response efforts are aligned, effective, and work towards achieving shared objectives.

Elements of a systems-based approach include developing shared objectives and actions, integrated strategic planning and information sharing, and striving for continuous improvement.

The social health and wellbeing of Lethbridge residents requires systems-level responses and strategic coordination. Often there may be areas of overlap in roles and responsibilities between stakeholders and organizations, but each organization can and does make unique and positive contributions that benefit the whole system. Generally, local governments play a key role in convening various actors across systems. Examples of actions taken by local governments include creating clear communications channels between diverse organizations, advocating to other levels of government for support, and providing space and logistical support to community groups where required. Municipalities also play a role in regulation of systems, including developing and enforcing bylaws and policies related to people, land use, and what types of uses and activities are permitted when and where throughout the City.

A systems-based approach for the CWSS means seeking to understand how actions taken by one organization to address a specific need in the community may affect the entire system of social health and wellbeing supports and programs, seeking to align efforts across organizations, and striving to address upstream causes of social need. Coordination, communication, and collaboration are key.

6.2 Collective Impact

Collective impact refers to a committed group of actors from different sectors working together on a common agenda for solving complex social problems. To create lasting solutions to social problems on a large-scale, organizations need to coordinate their efforts around a clearly defined goal. The underlying premise of collective impact is that no single organization can create large-scale, lasting social change on its own. There are no simple solutions to systemic social problems and issues cannot be addressed by replicating or scaling programs or services from one organization to another. Collective impact is a data-driven systems change approach that focuses on strategic partnerships, shared accountability, and both collective and independent actions aligned with shared goals.

Collective impact is most effective in addressing problems that are complex and systemic in nature, rather than technical. Examples of complex issues being tackled through collective impact include poverty, homelessness, youth engagement in education, and inter-generational unemployment.

There are five key elements for collective impact to be successful in addressing complex challenges:

1. A common agenda: all participants involved in addressing the challenge must have a shared vision for change and a common understanding of how to address it. Primary goals should be agreed to by all participants.
2. Shared measurements: ensuring that all participants are using the same measurement systems and focusing on the same indicators is critical for determining progress and reporting on outcomes. Data collection is integral and identifying where data and information can be sourced is key. Having common systems for sharing, reporting and measuring outcomes can reinforce shared measurement processes.
3. Mutually reinforcing activities: in successful collective impact initiatives there are diverse partners working together to coordinate actions and working to support one another across sectors and systems, while being coordinated to be mutually reinforcing. It is important that partners work in areas where they excel, providing support and capacity for their partners who have expertise and influence in other areas.
4. Communication: consistent communication is integral to building trust amongst participants, including non-profits, corporations, and government bodies. Monthly or biweekly meetings, in person or virtual, provide regular platforms for communication and check-ins between participants and for building relationships of trust. Patience and time are two integral elements for effective communication building trust.
5. Backbone Organization: collective impact requires supporting infrastructure and organization, often achieved through a single backbone organization with a dedicated staff with skillsets in facilitation, communications, data collection and reporting, and administration.

Previously, it was proposed that City of Lethbridge act as this backbone organization. However, the preconditions for collective impact approaches to be effective have yet to be achieved. Rather than propose the creation of a backbone organization to coordinate collective impact, the CWSS focuses instead on the first four elements of collective impact identified above. Over time, a backbone organization can emerge organically that builds off momentum generated by focusing on common agendas, shared measurements, improving communication, and inviting more participants to the table to tackle issues. An important action for the City, Council, and community partners is to identify and establish a governance model for implementation and monitoring the CWSS.

6.3 Social Determinants of Health

Many factors affect the health and wellbeing of individuals and communities. Determinants of health are broad personal, social, economic, and environmental factors that determine individual and community health. These determinants include:

Income and social status	Healthy behaviors	Childhood experiences	Gender
Employment and working conditions	Access to health services	Physical environments	Culture
Education and literacy	Biology and genetic endowment	Social supports and coping skills	Race / racism Social inclusion

Social determinants of health refer to specific factors within these broader determinants of health. They relate to an individual's place in society, including income, education, and employment. Discrimination, racism, and historical trauma are important social determinants of health for groups including Indigenous peoples, 2SLGBTQIA+ communities, and visible minorities. Economic stability, access to quality education and healthcare services, food security, neighbourhood and built environments, and social and historical contexts all affect the health and wellbeing of communities.

Viewing community wellbeing and safety through the lens of social determinants of health helps to reveal that many challenges faced by individuals and communities are also a result of the living conditions that they experience, rather than personal choices that they make, creating the conditions for empathy, understanding, collective action and impact, and a systems based approach to change.

6.4 Roles and Responsibilities

The City cannot and is not authorized to respond to many wellbeing and safety challenges that manifest themselves at the community level in Lethbridge. Community organizations are often much better positioned to deliver programs and services at the front-line and should be empowered to do so, as they are more aware of and adaptive to changing community need. For example, the Lethbridge Police Service can only enforce the laws that they have authority over and must also rely on dozens of other organizations to ensure that any enforcement actions that impact vulnerable populations can be done so in a way to minimize harm and ensure that individuals are connected into the social support system in the City. Federal and Provincial legislation and policies have profound impacts at the community scale. Organizational capacity varies significantly.

Establishing clear roles and responsibilities for the City and organizations involved in Lethbridge's community wellbeing and safety system can help to set expectations, identify what each entity is and can be responsible for, support collaboration, and understand what sort of actions are feasible depending on role. By positioning outcomes and actions according to the roles and responsibilities outlined below, implementation efforts will be more effective.

Table 3: Wellbeing and Safety Strategy Roles

		LEVEL OF GOVERNMENT AND/OR COMMUNITY ORGANIZATION					
		Municipality	Indigenous Governments	Provincial & Federal Government	Community Based Organization	Non-profits & Other Community Organizations/ Service Providers	
ROLES IN CWSS IMPLEMENTATION	Regulate	Facilitate planning approvals processes for housing.	✓	✓			
	Incentivize	Support proactive programs to encourage outcomes that align with municipal priorities.	✓	✓	✓		
	Invest & Fund	Provide financial or non-monetary compensation to support initiatives that align with municipal priorities.	✓	✓	✓	✓	✓
	Monitor	Measure and evaluate progress made towards objectives.	✓	✓	✓	✓	✓
	Educate	Build awareness about important community issues to enhance understanding and foster empathy.	✓	✓	✓	✓	✓
	Partner	Collaborate with other levels of government and/or community organizations to achieve common objectives.	✓	✓	✓	✓	✓
	Build & Construct	Coordinate and drive the construction of facilities.		✓		✓	✓
	Deliver & Operate	Serve as a provider of services to the community.		✓		✓	✓
	Convene	Lead the organization and coordination of other levels of government and/or community organizations in order to encourage organizations to act and achieve common objectives.	✓			✓	
	Advocate	Recommend and support a position or outcome to other levels of government.	✓	✓		✓	✓
	Research & Innovate	Collect, share, and test new ideas.	✓		✓		

7 COMMUNITY WELLBEING AND SAFETY NEEDS IN LETHBRIDGE

7.1 Needs Assessment Overview

As part of the MHS/CWSS Strategies update process, the City completed a comprehensive, combined Needs Assessment and Priorities Update (Needs Assessment).

The purpose of the Needs Assessment was to review existing City documents, quantitative data, and qualitative input from engagement in order to understand changes in Lethbridge over the past five years, and identify current trends and issues impacting wellbeing, safety and housing in the community.

This section provides a high-level snapshot of the key themes and housing needs from the Needs Assessment. For a deeper analysis of need in the community, please refer to the Needs Assessment and What We Heard documents presented under separate cover.

For an overview of housing-specific key themes, please see the Municipal Housing Strategy.

7.1.1 Key Findings of Needs Assessment

The Key Themes are a consolidation of the data collected through quantitative analysis (e.g. population, income, ethnicity, housing, tenure, etc.) and the qualitative insights shared by key stakeholders, people with lived and living experience, City Administration, and City Council.

Key Finding 1: Lethbridge has an aging population living in older homes.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • 18% of Lethbridge’s population is over the age of 65 • More than 12,500 Lethbridge households are maintained by someone over age 65 • 55% of dwellings in Lethbridge are more than 30 years old • 70% of dwellings in Lethbridge have 3 or more bedrooms, creating a situation where seniors may be living in homes that are too big for their needs 	<ul style="list-style-type: none"> • Seniors and senior-supporting organizations participating in engagements noted challenges related to housing affordability, particularly for those with fixed incomes or with limited financial supports 	<ul style="list-style-type: none"> • Affordability • Aging-in-place • Social isolation 	<ul style="list-style-type: none"> • Seniors

Key Finding 2: Young people in Lethbridge are facing complex challenges.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • 14% of Lethbridge’s population are youth and young adults aged 15-24, or 13,245 people • The percentage of youth and young adults living in Lethbridge has declined from 17% in 2001 • High school graduation rates and post-secondary enrolment have declined over time in Lethbridge 	<ul style="list-style-type: none"> • Youth participants in engagement identified challenges related to finding affordable housing, gaining work experience, and lack of resources for youth in the community • Indigenous youth in Lethbridge struggle with ways to connect to their culture and community 	<ul style="list-style-type: none"> • Affordability • Education, employment and training • Coordinating support services • Social isolation 	<ul style="list-style-type: none"> • Youth and young adults • Indigenous peoples

Key Finding 3: Lethbridge is becoming more diverse.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • 3,155 people have arrived as newcomers in Lethbridge since 2016 • 15.3% of Lethbridge’s population identifies as a member of a visible minority, or more than 15,000 people • Lethbridge’s Indigenous population grew by more than 1,200 people between 2016 and 2021, with 6,500 people identifying as Indigenous • The number of refugees living in Lethbridge increased from 2,640 to 3,025 in 2021 • There are approximately 390 people living in Lethbridge that identify as non-binary as of 2021 	<ul style="list-style-type: none"> • Immigrant and refugee focus group participants indicated that government income supports are insufficient to meet basic needs, requiring them to navigate other social services in Lethbridge • Employment is a major challenge for newcomers and refugees, including finding suitable employment, having credentials recognized, etc. Racism is also a challenge. • Participants note that existing social services have been crucial to integration and community connections 	<ul style="list-style-type: none"> • Affordability • Enhancing resilience and coping skills • Coordinating support services • Education, employment, and training • Racism and stigma 	<ul style="list-style-type: none"> • Immigrants and refugees • Indigenous peoples • 2SLGBTQI+ individuals

Key Finding 4: Neighbourhoods in Lethbridge are unique and require housing options and place based social services that support resident needs.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • Core, mature and established neighbourhoods in South and North Lethbridge are experiencing low or declining population growth • Community assets are generally located in the downtown or core neighbourhood's in Lethbridge's South and North • Population growth is occurring primarily in developing neighbourhoods that may not have community services located within them • Lethbridge's neighbourhoods are unique in terms of demographics, incomes, and housing stock 	<ul style="list-style-type: none"> • Engagement participants identified some areas of Lethbridge as in higher need for services based on perceived low incomes • Participants suggested the City take a 'node' approach to delivering social supports and resources to ensure services available at the neighbourhood level are tailored to the population's needs 	<ul style="list-style-type: none"> • Coordinating support services 	<ul style="list-style-type: none"> • All

Key Finding 5: People living alone and roommate households are a growing proportion of the community.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • 7.2% of Lethbridge households (2,910) are two or more unrelated people living together (i.e. roommates) in 2021 • 28.7% of Lethbridge households (11,530) are one person households • 66% of Lethbridge households are one- or two-person households, above the Alberta rate (60%) • When compared with the city's housing stock (70% of housing units have 3+ bedrooms), many houses in Lethbridge likely have more bedrooms than people living in them • 44% of household maintainers are over the age of 55 and many of these are one- or two-person households 	<ul style="list-style-type: none"> • Several engagement participants noted living with roommates in order to afford housing costs • Many seniors, individuals living in social housing, and people with disabilities reported living alone, creating affordability challenges for those on fixed incomes • There are no vacancies for on-campus housing, meaning students are searching for housing in the community, often with roommates 	<ul style="list-style-type: none"> • Affordability • Poverty and inequality • Social isolation 	<ul style="list-style-type: none"> • Seniors • Students • Youth and young adults • People with disabilities • Immigrants and refugees • Low-income households

Key Finding 6: Indigenous people in Lethbridge are facing intersecting challenges in the community.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> Lethbridge’s Indigenous population has increased by 70% between 2011 and 2021, with 6,395 people now identifying as Indigenous in Lethbridge Lethbridge is the closest major service centre for members of Blood Tribe / Kainai Nation and Piikani Nation and both of these Nations are important service delivery partners for the City of Lethbridge Indigenous people disproportionately make up over half of all individuals counted in the city’s 2022 Point in Time (PiT) homeless count. 72% of unsheltered individuals identified as Indigenous. Indigenous communities have been disproportionately affected by the opioid crisis, both in terms of use of opioids and harms resulting Lethbridge’s Indigenous population have unique needs, histories, backgrounds, and lived experiences that all impact how individuals access support and seek assistance 	<ul style="list-style-type: none"> Engagement participants identifying as Indigenous noted having challenges navigating life off-reserve, with several reporting having experienced homelessness, encountering human trafficking situations, and violence against women There is need for housing that encourages social and cultural connection to the broader Indigenous community (e.g. allows friends to visit, amenity areas, shared kitchens) Focus group participants shared experiences of racism when trying to access housing in the community, including landlords blacklisting them based on having an Indigenous sounding last name and feelings of being stereotyped when applying for housing 	<ul style="list-style-type: none"> Affordability Poverty and inequality Homelessness response Interpersonal violence prevention / intervention Enhancing resilience and coping skills Education, employment and training Racism and stigma Mental health and addictions supports Social isolation 	<ul style="list-style-type: none"> Indigenous peoples

Key Finding 7: Income has not kept pace with the rising cost of living, particularly for middle and low income households.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • Median household incomes have increased by 11% in Lethbridge between 2016 and 2021. However, Lethbridge’s median income is \$14,000 lower than the provincial median • Even though the rate of median household income growth is higher than provincial averages in Lethbridge, the rate of increase has not kept pace with the rising cost of living that many residents are struggling with • Roughly 50% of Lethbridge households earn less than \$82,000 per year, meaning the most affordable forms of housing for ownership are apartments or row/townhouses, rather than single-detached homes – which comprise 63% of the city’s existing housing stock • Individuals on fixed incomes, including pensions and AISH, receive modest monthly incomes that are being eroded by inflation and rising cost of living in housing, food, and transportation 	<ul style="list-style-type: none"> • Engagement participants frequently brought up cost of living as a significant housing, wellbeing and safety challenge • Interest rates and rising costs of rent were also identified as factors affecting housing affordability • Many participants indicated that they are struggling to meet basic needs, particularly if homeless, not receiving income supports, or on fixed incomes • Some participants noted that they must choose between eating, paying rent, mortgage, or utilities, and transportation costs 	<ul style="list-style-type: none"> • Affordability • Poverty and inequality • Homelessness response 	<ul style="list-style-type: none"> • Indigenous peoples • Seniors • Students • Families with children • People with disabilities • Low income households

Key Finding 8: Transit routes and reliability are a challenge for those using transit as their primary mode of transportation.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • Spatial data indicates that community services are largely concentrated in core, mature and established neighbourhoods, with these areas having generally higher volumes of transit access • However, in contrast, population growth is occurring in developing neighbourhoods and urban growth areas on the edge of the city, areas which often have more limited access to transit routes • Several neighbourhoods in Lethbridge are on limited transit schedules • The CityLINK Ride-on-Demand program provides service to zones where fixed transit routes may not be available, but accessing the program for individuals without smartphones or access to a telephone may be difficult 	<ul style="list-style-type: none"> • Participants in all focus groups noted challenges experienced with transit in Lethbridge, including safety, availability of and access to service • Participants with developmental disabilities and immigrants and refugees noted that it can be hard to navigate the transit system due to struggling with reading and understanding maps, schedules, and directions • Immigrant and refugee focus groups noted there is limited transit access to industrial employment areas of the city, making it difficult to get to and from work 	<ul style="list-style-type: none"> • Affordability • Poverty and inequality • Homelessness response 	<ul style="list-style-type: none"> • Indigenous peoples • Seniors • Students • Families with children • People with disabilities • Low income households

Key Finding 9: There is growing reliance on housing and social service providers to help people meet their basic needs.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • More than 1,600 residents accessed the Fee Assistance Program (FAP) in 2022. The FAP was enhanced to include recreation and culture activities, as well as transit passes • More than 8,100 children were supported by Lethbridge Interfaith Food Bank in 2022, an increase of 71% from 2021 • The ending of COVID-19 relief benefits have resulted in a 'boomerang' effect on child poverty rates, with many households as more financially vulnerable with these benefits concluding • Food insecurity is increasing, with the average family of 4 in Canada now estimated to spend \$16,300 per year on food alone • Lethbridge's child poverty rate (low-income households) for children and youth aged 0 - 17 was 15.2% in 2019, of which nearly half (47%) live in single-parent households. Indigenous youth are disproportionately affected, with 42% aged 0-17 living in a low-income household 	<ul style="list-style-type: none"> • Participants in all focus groups expressed gratitude for service providers in the community that help them navigate systems in the community; participants indicated long waitlists for housing, limited spaces for detox and treatment programs, and limited access to programs for women and families fleeing violence • Many participants indicated accessing food bank programs regularly, including individuals with disabilities and seniors, and families with children 	<ul style="list-style-type: none"> • Affordability • Poverty and inequality • Balancing prevention and crisis response • Interpersonal violence prevention / intervention • Coordinating support skills • Enhancing resilience and coping skills 	<ul style="list-style-type: none"> • Youth and young adults • Seniors • Students • Families with children • People with disabilities • Low income households • Women fleeing violence • Those with mental health challenges and addictions

Key Finding 10: People are experiencing stigma and discrimination when trying to find housing and employment in Lethbridge.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> No data is currently available or tracked related to this finding. 	<ul style="list-style-type: none"> Engagement participants shared experiences of stigma associated with reaching out for social and health supports, including stigma associated with drug and alcohol use, mental health, and discrimination on the basis of age, race, and sexual orientation Individuals face daily challenges in accessing housing and social supports, including restrictive criteria for accessing housing (e.g. mailing address, references, pets, age, household type) With the dissolution of the Coalition of Municipalities Against Racism and Discrimination (CMARD) Committee and Lethbridge Diversity and Inclusion Alliance (LIDA) participants identified there is no dedicated organization or committee focused on addressing racism and discrimination in Lethbridge 	<ul style="list-style-type: none"> Poverty and inequality Racism and stigma Mental health and addictions supports 	<ul style="list-style-type: none"> Seniors Indigenous people Immigrants and refugees Those with mental health challenges and addictions People with disabilities 2SLGBTQI+ individuals

Key Finding 11: Opioid related overdoses and deaths in Lethbridge have increased significantly.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • There were 111 opioid drug poisoning deaths in Lethbridge between January and October 2023, compared to 77 for the entirety of 2022 and 65 in 2021 • Lethbridge has the highest rate of drug poisoning deaths of any municipality in Alberta being monitored • Nearly half of opioid poisoning deaths in Lethbridge occurred in public in 2023, compared to 24% in 2022 and 20% in 2021. The visibility of the opioid crisis has increased in the community. • AHS Overdose Prevention Service (OPS) is not a direct replacement for supervised consumption services that were available in Lethbridge until 2022; the OPS is seeing more than 475 unique visits for service per quarter as of 2023 	<ul style="list-style-type: none"> • The Government of Alberta is shifting its approach to addressing addiction support, moving toward a recovery-oriented system of care • This shift to a recovery-oriented system of care has seen investment in a new 50-bed recovery facility east of Lethbridge operated by Fresh Start Recovery Centre, and construction of a 75 bed Recovery Community near Cardston operated by the Blood Tribe • Stigma surrounding homelessness, poverty, and accessing social services was identified as a barrier to seeking help and accessing housing and wellbeing resources 	<ul style="list-style-type: none"> • Poverty and inequality • Racism and stigma • Mental health and addictions supports 	<ul style="list-style-type: none"> • Indigenous people • Those with mental health challenges and addictions

Key Finding 12: There is a growing perception in the community that Lethbridge is unsafe.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • Crimes against people and property have increased steadily between 2020 and 2022, with climbing counts of sexual assault, assault, theft, theft of vehicles, and mischief • LPS Crime Data reports higher incidences of crime occurring in downtown and pockets of neighbourhoods in South and North Lethbridge, often along major roadways, key transit routes, and areas with higher proportions of individuals experiencing homelessness 	<ul style="list-style-type: none"> • Engagement participants noted several locations in Lethbridge that feel unsafe, many of which are located downtown: Galt Gardens, public library, emergency shelter • Participants living in social housing downtown noted an increased presence of patrol and outreach efforts to support high-acuity individuals and people experiencing homelessness • Many participants shared experiences of having property stolen, particularly when sleeping rough or while accessing temporary shelters 	<ul style="list-style-type: none"> • Community safety measures • Poverty and inequality • Mental health and addictions supports • Social isolation 	<ul style="list-style-type: none"> • All

Key Finding 13: Relationship building is required between City Council, City Administration, and housing and social service providers to improve trust and collaboration.

Quantitative Analysis	Qualitative Analysis	Social Issues	Priority Populations
<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Some engagement participants expressed frustration with City Council and City Administration, with a lack of trust and authentic working relationships noted • The City is viewed as taking a supervisory and directive approach, rather than working as partners, resulting in an ‘us versus them’ mentality • Participants from City Departments noted there is an opportunity for more awareness, relationship building, and alignment between Departments to improve implementation efforts 	<ul style="list-style-type: none"> • Balancing prevention and crisis responses • Coordinating support services 	<ul style="list-style-type: none"> • All

7.2 Priority Populations

As the CWSS was first released only five (5) years ago, social issues and priority populations identified in 2019 remain relevant as of 2024. However, it is important to recognize the significant impact that the COVID-19 pandemic has and continues to have at a community level. In addition, newer datasets (e.g. Statistics Canada 2021 Census) are available that can shed light on the current context of social need in Lethbridge.

Priorities for the CWSS are identified below, with new priorities identified in **bold**.

Social Issues:

- Mental health and addictions supports
- Balancing prevention and crisis responses
- Community safety measures
- Interpersonal violence prevention / intervention
- Homelessness
- Poverty and inequality
- Enhancing resilience and coping skills
- Coordinating support services
- Education, employment, and training
- **Affordability**
- **Aging in place**
- **Racism and stigma**
- **Social isolation**

Priority Populations:

- Indigenous peoples
- Youth and young adults
- Seniors
- Immigrants and refugees
- Women fleeing violence
- Families with children, especially lone-parent households
- People with disabilities
- Those facing mental health challenges and substance use addictions
- Low-income households
- **2SLGBTQI+ individuals**
- **Students**

8 OUTCOMES AND IMPLEMENTATION

8.1 Outcomes Overview

The CWSS focuses on broad, system-wide outcomes that encompass all these Strategic Directions, with clear actions, roles and responsibilities, timing, and potential measures identified. This shift in approach comes from insights gathered through engagement that suggested many community organizations and the City of Lethbridge struggled with identifying where to start taking action, with a lack of clear expectations for roles/responsibilities.

Data reviewed as part of this work suggests that the social issues and priority populations identified previously remain relevant, but that overall level of need across the community has increased. It is important to recognize that taking action to address social challenges is difficult, takes time, and requires significant resourcing and community buy-in. This CWSS Update focuses efforts on what can be advanced by the City and its partners over the next five years, while also recognizing the need for flexibility and adaptation to ensure actions are responsive to emergent needs and other changes in the community.

Outcome 1: The City and Indigenous organizations work together to build trust and ensure equitable access to services for Indigenous people

Outcome 2: Diverse populations thrive in Lethbridge

Outcome 3: Lethbridge residents can afford to meet their basic needs

Outcome 4: Lethbridge residents can access the programs and services they need

Outcome 5: Everyone in Lethbridge is housed

Outcome 6: Lethbridge residents are empowered and engaged

Outcome 7: People living in Lethbridge have an increased sense of safety

Outcome 8: The City and community partner organizations have trusting, collaborative, and productive working relationships

8.2 Outcome Implementation Tables

How to Understand Outcomes and Actions

- Outcomes describe a desired state or condition that will result from acting.
- Actions are the steps that can be taken to help to realize the desired outcome.
- Timing is about when this action should occur, based on relative level of need or priority, and organized into short (1-2 years), medium (3-4 years), and long (5 or more year) timelines.
- Roles of City and Community are based on delineated roles and responsibilities presented below.
- Indicators of Progress are example initiatives or key steps that may illustrate implementation progress; these are not prescriptive, but rather, provide examples of what steps could be taken to advance the action.

8.2.1 Outcome 1: The City and Indigenous organizations work together to build trust and ensure equitable access to services for Indigenous people.

Reconciliation plays an important part in building an equitable future for Indigenous peoples. Ongoing impacts of colonialism, capacity challenges, entrenched racism, and stigma have created inequities in the community. Government policies have historically worked to suppress Indigenous cultures, languages, and systems of government. Despite these systemic barriers, Indigenous communities in Lethbridge remain strong and resilient. Indigenous experiences with poverty, substance use, racism, and stigma in Lethbridge are more frequent and acute than what data suggests is the case for other populations. Reconciliation is about working as partners with Indigenous communities and community members to understand the unique issues being faced, co-creating creative solutions, and working as partners to ensure Indigenous community members can thrive in Lethbridge.

Connection to Need in Community:

- Key Finding 6: Indigenous people in Lethbridge are facing intersecting challenges in the community
- Key Finding 13: Relationship building is required between City Council, City Administration, and housing and social service providers to improve trust and collaboration

Priority population: Indigenous peoples

Action	Timing	Role of City	Role of Community
1.1 Establish a Joint Committee with Blood Tribe and Piikani Nation governments to understand shared priorities and opportunities for collective action.	Short-term	Convene Partner	Convene Partner Deliver
1.2 Continue to implement the Reconciliation Action Plan and explore partnerships with urban Indigenous organizations, Blood Tribe and Piikani Nation to increase supply of Indigenous-appropriate programs and supports for Indigenous people who live in Lethbridge, as well as support implementation of the MOU signed between the City of Lethbridge and the Blood Tribe.	Short - Medium - Long-term	Convene Partner Invest	Educate Partner
1.3 Work with Indigenous partners, including Blood Tribe and Piikani Nation, to understand unique Indigenous needs and supports available to address the healing needs of Indigenous people, and how to provide supports for those living in Lethbridge.	Short - Medium-term	Partner Research	Educate Partner Research
1.4 Work with Indigenous partners locally and regionally to support inclusion and cultural recognition of Indigenous people in our community, and celebrate their contributions, cultures, languages, and systems of governance.	Long-term	Advocate Partner Educate Research	Educate Partner Advocate

8.2.2 Outcome 2: Diverse populations thrive in Lethbridge.

Lethbridge's population is becoming more and more diverse over time. Immigration is a key driver of population growth, with more than 3,200 newcomers arriving in Lethbridge between 2016 and 2021. More than 15,000 residents of Lethbridge identify as a visible minority. The City's Indigenous population has reached more than 6,500 people and continues to grow. Lethbridge also has close to 400 people living in the city that identify as non-binary as of 2021. The City has welcomed refugees with open arms and the current international political context suggests that more refugees will be looking to relocate to Canada moving forward. Increasing diversity brings along new opportunities and challenges to navigate, with dynamic community need. This outcome is about supporting an increasingly diverse population to thrive in Lethbridge.

Connection to Need in Community:

- Key Finding 2: Young people in Lethbridge are facing complex challenges.
- Key Finding 3: Lethbridge is becoming more diverse.
- Key Finding 4: Neighbourhoods in Lethbridge are unique and require housing options and place based social services that support resident need.
- Key Finding 8: Transit routes and reliability are a challenge for those using transit as their primary mode of transportation.
- Key Finding 10: People are experiencing stigma and discrimination when trying to find housing and employment in Lethbridge

Priority populations: All

Action	Timing	Role of City	Role of Community
2.1 Work with the Lethbridge Local Immigration Partnership to understand newcomer needs and expedite opportunities to enhance the newcomer experience in Lethbridge.	Short - Medium-term	Convene Advocate Partner	Educate Advocate
2.2 Work with newcomer communities and services to identify and support the mental health and other support needs of immigrants, refugees and other newcomers, particularly those who experienced trauma and violence, and ensure that newcomer children and youth in schools feel welcomed and integrated.	Short - Medium-term	Convene Advocate Invest Partner	Educate Advocate Deliver
2.3 Work with local school boards and post-secondary institutions to support LGBTQ2S+ children, youth and students in Lethbridge and develop additional supports where needed.	Medium - Long-term	Advocate Research Partner	Educate Advocate Deliver
2.4 Support the creation of an anti-racism / anti-stigma organization to help fill the gap created by the dissolution of CMARD / LIDA, tell community lived experience stories, and promote positive outcomes in Lethbridge when it comes to tackling racism, building off of work underway through the Missing and Murdered Indigenous Women and Girls Work Plan.	Medium-term	Convene Advocate Invest Educate	Convene Partner Educate Advocate
2.5 Support Lethbridge Police Service in their efforts to advance initiatives related to equity, diversity, and inclusion, including officer training and continuing education opportunities.	Medium - Long-term	Convene Invest Research Partner	Partner Deliver
2.6 Share updated needs of priority populations with Internal departments at the City of Lethbridge, other levels of government, and community organizations to build	Short-term	Educate Advocate Research	Educate Advocate Research

Action	Timing	Role of City	Role of Community
awareness, advocate for relevant policy change, and potential funding opportunities.			
2.7 Develop regular reporting expectations for CWSS actions in order to demonstrate progress made towards addressing needs of priority populations.	Short-term	Advocate Monitor	Educate Advocate

8.2.3 Outcome 3: Lethbridge residents can afford to meet their basic needs.

Affordability is about making sure that people can meet their basic needs while living in Lethbridge and are able to build resilience to respond to challenges that may be faced in the future. Key components of affordability include the cost of living, housing affordability, and access to income. Wellbeing is a complex concept that requires individuals be able to meet their individual needs, such income, food, and shelter, as well as education, socialization, childcare, recreation, transportation, safety, and access to information. By prioritizing affordability and access, the City and its partners can work to make it easier for residents to meet their basic needs, understand where to go when in need of support, and how to give back to the community when empowered to do so. While the City cannot directly ensure affordability, it can work to enhance services that support those facing affordability challenges when it comes to meeting some of their basic needs.

Connection to Need in Community:

- Key Finding 7: Income has not kept pace with the rising cost of living, particularly for middle- and low-income households
- Key Finding 9: There is growing reliance on housing and social service providers to help people meet their basic needs

Priority Populations: All

Action	Timing	Role of City	Role of Community
3.1 Expand the City's Fee Assistance Program to include support for other City programs and services beyond recreation and transit and regularly evaluate eligibility criteria for applicability.	Short - Medium- term	Invest Regulate Monitor Deliver	Advocate Educate
3.2 Complete a Childcare Needs Assessment that identifies the current and projected need for childcare spaces in	Medium- term	Convene Advocate	Advocate Educate

Action	Timing	Role of City	Role of Community
Lethbridge, opportunity sites for new or expanded childcare facilities, potential development and education incentives, and City supports to help facilitate new childcare space creation and maintain current ones.		Invest Incentivize Regulate Monitor Partner	Deliver
3.3 Develop a Food Policy in partnership with food banks, soup kitchens, neighbourhood groups and businesses, that identifies innovative opportunities for food recovery and redistribution, urban agriculture, and social enterprise approaches to addressing food needs and improving food security in Lethbridge.	Medium-term	Research Incentivize Monitor Partner	Advocate Deliver Research
3.4 Support the implementation of the Municipal Housing Strategy and actions pertaining to supply of non-market and affordable housing options in Lethbridge.	Short-Medium-term	Invest Regulate Monitor Deliver Partner	Advocate Educate Deliver
3.5 Work with Volunteer Lethbridge, schools, other organizations, and local businesses to create new opportunities for youth, newcomers, and individuals with disabilities to gain meaningful employment experience.	Medium-term	Convene Monitor Partner	Partner Educate Deliver Advocate Research

8.2.4 Outcome 4: Lethbridge residents can access the programs and services they need.

Lethbridge neighbourhoods are unique and residents have diverse needs for a variety of services to address the challenges in their lives. Access is about where programs are offered in relation to where people who need them live, whether residents can get to the services when they need them, and that the services meet the needs of the people they are intending to serve. This means being accessible by reliable transit systems, flexible and equitable eligibility criteria, and support for triaging of needs and navigating services. It also means prioritizing upstream prevention supports in addition to crisis response-based services, as well as ensuring that services align with needs.

Connection to Need in Community:

- Key Finding 1: Lethbridge has an aging population living in older homes.
- Key Finding 2: Young people in Lethbridge are facing complex challenges.
- Key Finding 4: Neighbourhoods in Lethbridge are unique and require housing options and place based social services that support resident needs.
- Key Finding 8: Transit routes and reliability are a challenge for those using transit as their primary mode of transportation.
- Key Finding 11: Opioid related overdoses and deaths in Lethbridge have increased significantly

Priority Populations: All

Action	Timing	Role of City	Role of Community
4.1 Coordinate with Service Providers, Lethbridge Transit, and other transportation providers to align services with community need by identifying where and when services and programs are offered, including considerations for transit services to support access.	Medium-term	Convene Invest Monitor Deliver	Advocate Partner
4.2 Identify opportunity sites in the city that may be good locations for expanded community services, including youth and seniors supports and affordable non-market and supportive housing units. Include considerations for social needs in land use and community planning decisions.	Medium – Long-term	Incentivize Regulate Monitor Research	Advocate Deliver
4.3 Monitor changes to Alberta’s approach to addiction treatment (recovery-oriented) and advocate for investment in local facilities and programs, including recovery facilities. Address the spectrum of needs faced by individuals by developing a long-term solution to overdose support services in Lethbridge.	Short – Medium-term	Convene Advocate Regulate Monitor Educate Research Partner	Advocate Educate Deliver Research

Action	Timing	Role of City	Role of Community
4.4 Work with community and health partners to increase upstream prevention and early intervention initiatives such as prenatal and maternal health, initiatives to address child poverty, encouraging early screening and broad system-wide intervention approaches to increase positive childhood and parenting outcomes.	Long-term	Convene Advocate Invest Research Partner	Advocate Educate Partner Deliver Research
4.5 Advocate for greater Provincial and Federal investment in community mental health supports and programs, including monitoring implementation of structural changes to AHS and potential impacts on healthcare delivery in Lethbridge.	Medium - Long-term	Convene Advocate Monitor Educate Research	Advocate Deliver
4.6 Work to understand future need for long-term care spaces in Lethbridge and develop business cases where appropriate to expand services.	Medium - Long-term	Convene Advocate Regulate Partner Research	Advocate Educate Partner
4.7 Identify and map current community assets including their location, areas of focus, and the clientele they serve with the goal of understanding how the system works, identifying areas of the community that are underserved, and potential opportunities for the city to support common objectives.	Short-term	Invest Educate Research Partner	Advocate Research Partner

8.2.5 Outcome 5: Everyone in Lethbridge is housed.

Similar to other communities, the population of unhoused and housing insecure people has grown, and those living unsheltered or in temporary housing are disproportionately affected by mental health challenges, the opioid crisis, lack of access to basic needs, including health care, and the related harms, trauma and lack of safety. The majority of unhoused people identify as Indigenous, and culturally safe services are critical to meeting their needs. Supporting people who are unhoused means providing access to safe shelter or housing where possible, along with addressing a variety of additional and unique needs.

Connection to Need in Community

- Key Finding 1: Lethbridge has an aging population living in older homes.
- Key Finding 4: Neighbourhoods in Lethbridge are unique and require housing options and place based social services that support resident needs
- Key Finding 9: There is growing reliance on housing and social service providers to help people meet their basic needs
- Key Finding 10: People are experiencing stigma and discrimination when trying to find housing and employment in Lethbridge
- Key Finding 11: Opioid related overdoses and deaths in Lethbridge have increased significantly
- Key Finding 13: Relationship building is required between City Council, City Administration, and housing and social service providers to improve trust and collaboration

Priority Populations: Indigenous peoples, women fleeing violence, families with children, people with disabilities, those facing mental health challenges and addictions, low-income households

Action	Timing	Role of City	Role of Community
5.1 Align homelessness services with and CWSS and MHS implementation priorities for housing accessibility, affordability, and diversity to respond to needs identified through Integrated Coordinated Access.	Short-term	Convene Invest Incentivize Regulate Monitor Partner	Advocate Educate Partner Deliver
5.2 Work with community partners to support integrated waitlists (e.g., By-Names List), triage and streamline matching of housing and support services to client needs and enhance flow-through across the housing spectrum.	Medium-term	Convene Invest Regulate Monitor Partner	Partner Deliver
5.3 Continue to lead the implementation of the Shelter Development Strategy to increase the diversity of shelter spaces, day programming, monitor progress and accomplishments, and ensure safe spaces for all priority populations in need of temporary, emergency shelter and transitional housing.	Short - Medium-term	Convene Invest Incentivize Regulate Educate Partner	Partner Deliver

Action	Timing	Role of City	Role of Community
5.4 Work with existing shelter, transitional, and supportive housing operators to identify organizational barriers and opportunities for capacity building (e.g. financing, operations, project management, funding applications, etc.)	Medium-term	Convene Invest Regulate Research Partner	Partner Advocate Educate Deliver Research
5.5 Monitor demographic trends at the neighbourhood level to identify areas with high areas of need and whether appropriate programs and services are accessible, including for aging in place.	Short - Medium - Long-term	Invest Incentivize Regulate Monitor Educate Research Partner	Advocate Partner

8.2.6 Outcome 6: Lethbridge residents are empowered and engaged.

Lethbridge residents will be key drivers of and beneficiaries of CWSS implementation. Services, policies, and processes should be grounded in what individual and households need. It is critical for residents to feel empowered and engaged to communicate what is needed, where, and when. Without an empowered and engaged community, City efforts to implement the CWSS Update and take a preventative approach to issues management will be of limited success. It is important for all Lethbridge residents to play a role in enhancing community wellbeing and safety. Volunteerism and creating meaningful opportunities for residents to be engaged in the community can help to combat social isolation.

Connection to Need in Community:

- Key Finding 2: Young people in Lethbridge are facing complex challenges
- Key Finding 3: Lethbridge is becoming more diverse
- Key Finding 10: People are experiencing stigma and discrimination when trying to find housing and employment in Lethbridge
- Key Finding 12: There is a growing perception in the community that Lethbridge is unsafe

Priority Populations: Youth and young adults, immigrants and refugees, 2SLGBTQI+ individuals, families with children

Action	Timing	Role of City	Role of Community
6.1 Work with local employers, Economic Development Lethbridge, the Youth Council, and post-secondary institutions to better connect youth and all residents with meaningful employment opportunities in Lethbridge and provide more work integrated learning opportunities, including through volunteering and experimental learning.	Medium - Long-term	Convene Invest Monitor Research Partner	Partner Deliver Monitor
6.2 Expand the City Scholars program by creating a City of Lethbridge Solutions Lab where students can identify and prototype solutions to complex social issues, with support to pilot solutions in the community.	Long-term	Invest Monitor Educate Research	Partner Research
6.3 Identify decision-making pathways and key decision-making points in City plans and policy development where the perspective of youth and students could be leveraged to understand potential impacts on children and youth in Lethbridge.	Medium-term	Convene Research Incentivize Regulate Monitor Research Partner	Advocate Educate Partner
6.4 Support community activities and initiatives that enhance residents' sense of belonging to and pride in Lethbridge, including volunteering, utilizing an inclusion/GBA+ lens to facilitate specific opportunities for priority populations.	Short - Medium-term	Convene Incentivize Educate Partner	Advocate Educate Partner Deliver
6.5 Work with community partners and other organizations to promote volunteerism in Lethbridge, create new volunteer opportunities, and support organizational capacity building to ensure volunteers thrive in their roles.	Medium-term	Partner Invest Incentivize	Partner Educate Deliver

8.2.7 Outcome 7: People living in Lethbridge have an increased sense of safety.

Safety is top of mind for many Lethbridge residents. While the overall crime severity index has declined in recent years, crimes against people and property have increased. Many individuals and organizations participating in engagement sessions noted feeling unsafe in several prominent locations in the city, including the downtown. Safety is both a real and perceived issue in Lethbridge and effort is needed to both manage and address existing safety issues and to dispel myths about and revitalize many of Lethbridge's most important neighbourhoods and public spaces.

Connection to Need in Community:

- Key Finding 11: Opioid related overdoses and deaths in Lethbridge have increased significantly
- Key Finding 12: There is a growing perception in the community that Lethbridge is unsafe
- Key Finding 13: Relationship building is required between City Council, City Administration, and housing and social service providers to improve trust and collaboration

Priority Populations: All

Action	Timing	Role of City	Role of Community
7.1 Work with community partners to implement the recommendations of the Building Safer Communities Strategy to support and address prevention needs for at risk youth, as well as to reduce potential fear of police.	Medium-term	Convene Invest Partner Monitor	Partner Deliver
7.2 In partnership with LPS, explore community-based policing initiatives that increase visibility of LPS officers at the community level, both in the downtown and other neighbourhoods.	Short – Medium-term	Convene Invest Monitor Educate Deliver Research	Partner Advocate Educate
7.3 Explore innovations in policing to better support high acuity individuals and expand opportunities for positive social connection with policing agencies and connecting vulnerable individuals to supports and services available.	Medium – Long-term	Convene Invest Educate Monitor Research Partner Deliver	Partner Advocate Educate Monitor
7.4 Develop an annual report to the public on the current state of safety and wellbeing in Lethbridge and highlight stories of success, learnings, emerging challenges, future directions, and course corrections.	Short-term	Convene Educate Monitor Research	Educate Monitor Advocate

8.2.8 Outcome 8: The City and community partner organizations have trusting, collaborative, and productive working relationships.

The social landscape and needs in Lethbridge are increasingly diverse and complex, and as such, a coordinated and system wide approach is critical to having a strategic response that maximizes the efficient use of resources. As identified in the engagement sessions, City Administration, Council, and partner organizations identified the need for revitalized relationships and to build trust on key shared priorities. Greater internal alignment across City Departments will improve overall organizational responsiveness to community partner and resident need in areas of safety and wellbeing. Many organizations engaged through this work indicated that they often see an ‘us versus them’ relationship dynamic with the City, but that they felt that greater integration and collaboration will help to address this perceived barrier. This outcome is focused on connection and trust, integration and cooperation, and establishing clear roles and responsibilities so that community partners and the City can come together to address needs. City Council plays an integral role in demonstrating leadership and building trusting relationships with community partners in Lethbridge.

Connection to Need in Community:

- Key Finding 3: Lethbridge is becoming more diverse.
- Key Finding 4: Neighbourhoods in Lethbridge are unique and require housing options and place based social services that support resident needs.
- Key Finding 9: There is growing reliance on housing and social service providers to help people meet their basic needs.
- Key Finding 13: Relationship building is required between City Council, City Administration, and housing and social service providers to improve trust and collaboration.

Priority Populations: All

Action	Timing	Role of City	Role of Community
<p>8.1 Continue to support and promote the Integrated Coordinated Access system and Coordinated Access Round Table in Lethbridge and work with key funders, system partners, and service providers to understand opportunities for expanding service integration and the overall network of supports.</p>	<p>Short, Medium, Long-term</p>	<p>Convene Advocate Invest Partner Deliver</p>	<p>Partner Advocate Deliver</p>
<p>8.2 Engage, encourage and support Council to approve a governance and integrated service delivery model to support CWSS implementation with clear transparent governance and community-based directives for funding. This would be based on a review of the current Social Policy and committee structure, as well as realignment and coordination of City led and funded initiatives.</p>	<p>Medium-term</p>	<p>Convene Advocate Monitor Partner Research</p>	<p>Advocate Educate Partner</p>
<p>8.3 Improve access to information within the City across Departments and with community organizations, including improving data collection, management, and distribution about needs of priority populations to foster a common understanding of need in Lethbridge with partners in the wellbeing system.</p>	<p>Short-term</p>	<p>Convene Invest Monitor Research Partner</p>	<p>Advocate Partner</p>

9 MEASURES OF SUCCESS

Successful implementation of the CWSS requires careful monitoring of key measures of success. As this is a living document, it is possible that measures of success identified below may require updating over time. In addition, measures of success presented are suggestions only and there may be other measures that the City and its partners may wish to consider as the CWSS is implemented.

Outcome 1: The City and Indigenous organizations work together to build trust and ensure equitable access to services for Indigenous people.

- Number of meetings held between the City and Indigenous community representatives within specified timelines.
- Number of Indigenous individuals and organizations participating regularly in meetings.
- Number of unique Indigenous needs identified.
- Percentage of identified needs for which supports are provided.
- Level of satisfaction among Indigenous partners with the support provided.
- Number of initiatives implemented to support inclusion and cultural recognition.
- Level of participation from Indigenous partners in cultural recognition events.
- Feedback from Indigenous communities on the effectiveness of inclusion efforts.

Outcome 2: Diverse populations thrive in Lethbridge.

- Number of meetings held with the Lethbridge Local Immigration Partnership.
- Number of mental health support programs implemented for immigrants, refugees, and newcomers.
- Percentage increase in utilization of mental health and other services by newcomers.
- Feedback from newcomer communities on feeling welcomed and integrated.
- Number of initiatives implemented by the anti-racism/anti-stigma organization.
- Number of hate or racism motivated crimes in Lethbridge.
- Percentage increase in officer training related to equity and diversity.
- Frequency of reports on CWSS action implementation progress.

Outcome 3: Lethbridge residents can afford to meet their basic needs.

- Number of additional City programs and services covered by the Fee Assistance Program.
- Percentage increase in the number of eligible individuals accessing the Fee Assistance Program.
- Number of identified childcare spaces needed in Lethbridge.
- Number of new childcare facilities developed or expanded.

- Percentage increase in accessibility to childcare services for families in need.
- Number of innovative food recovery and redistribution initiatives implemented.
- Percentage increase in employment rates among priority populations.

Outcome 4: Lethbridge residents can access the programs and services they need.

- Percentage increase in accessibility to services due to improved transit routes.
- Customer satisfaction with the accessibility and reliability of transit services.
- Number of identified opportunity sites for expanded community services.
- Number of opportunity sites identified for expanded community services, youth, and seniors supports, and affordable housing units.
- Number of addiction treatment facilities and programs established or expanded in Lethbridge.
- Percentage reduction in opioid-related overdoses and deaths.
- Number of upstream prevention and early intervention initiatives implemented, such as prenatal and maternal health programs and initiatives addressing child poverty.
- Dollar amount of Provincial and Federal investment secured for community mental health supports.
- Percentage increase in long-term care spaces in Lethbridge compared to baseline.
- Number of community assets identified and mapped, including underserved areas and potential opportunities for city support.
- Percentage increase in employment rates among targeted populations.

Outcome 5: Everyone in Lethbridge is housed.

- Number of diverse housing options created or supported to address the needs identified through Integrated Coordinated Access.
- Reduction in wait times for accessing appropriate housing and support services.
- Number of new shelter spaces and day programming initiatives implemented as part of the Shelter Development Strategy.
- Number of organizational barriers identified and addressed through capacity-building initiatives for shelter, transitional, and supportive housing operators.
- Point-in-Time counts.

Outcome 6: Lethbridge residents are empowered and engaged.

- Number of work-integrated learning opportunities created, including volunteering and experimental learning initiatives.
- Number of prototype solutions developed and piloted in the community as a result of the Solutions Lab.
- Number of key decision-making points where the impact on children and youth in Lethbridge is considered.
- Number of community activities and initiatives facilitated to enhance residents' sense of belonging.

- Percentage increase in volunteerism rates among Lethbridge residents.

Outcome 7: People living in Lethbridge have an increased sense of safety.

- Reduction in Crime Severity Index.
- Reduction in the number of at-risk youth involved in criminal activities or victimization.
- Percentage decrease in reported crimes and incidents in areas where community-based policing initiatives are implemented.
- Percentage of the community who are aware of the annual safety and wellbeing report.

Outcome 8: The City and community partner organizations have trusting, collaborative, and productive working relationships.

- Percentage increase in the number of service providers participating in the Integrated Coordinated Access system.
- Number of new services integrated into the overall network of supports as a result of collaboration and coordination efforts.
- Percentage of actions achieved according to proposed timelines.
- Number of data collection and management improvements
- Number of datasets available to or shared by/with CSD