



City of Lethbridge

Building Safer Communities Fund Youth Needs Assessment
Implementation Plan

March 2024

1. Document Purpose

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The City of Lethbridge received funding from the Government of Canada's Building Safer Communities Fund (BSCF) to implement new community-based initiatives to prevent youth from entering gang and gun activity.

A Youth Needs Assessment was conducted to explore how youth could be best prevented from gang and gun involvement in Lethbridge. Additional themes were also explored through the assessment, such as: the barriers youth and their parents/caregivers can experience when seeking access to support services; youth engagement in criminal activity in Lethbridge, including gun and gang violence; existing efforts to support youth rehabilitation; and cross-sector collaboration to support youth. Research findings were summarized and consolidated in the BSCF Final Report. The Report includes 13 recommendations to prevent youth from entering gang and gun activity.

This document is intended to guide the implementation of recommendations from the BSCF Youth Needs Assessment. It details:

- Recommended activities to prevent youth from entering gang and gun activity;
- Supporting actions required for the implementation of each recommended activity;
- The individuals/teams with the primary accountability for supporting actions;
- The resources required to implement each recommended activity; and
- Measures through which to evaluate the success in achieving each recommended activity.

This document should be actively used and regularly referenced by the City of Lethbridge to help it monitor and report on its progress implementing recommendations from the BSCF Youth Needs Assessment. It should be viewed as a living document and regularly updated by the City of Lethbridge based on changing youth needs within the community.

2. BSCF Youth Needs Assessment Implementation Planning

Partner with youth community groups to co-design comprehensive educational campaigns (1/2)

Recommended Activity: Partner with youth community groups to co-design comprehensive educational campaigns.

Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
<p>Collaborate with youth community groups to co-design multifaceted educational campaigns that:</p> <ul style="list-style-type: none"> • Highlight the lethal nature of prevalent drugs (e.g., fentanyl, methamphetamines, opioids, etc.) and promote awareness of available resources and supports aimed at preventing and addressing substance use among youth; • Emphasize the severe legal and other consequences of engaging in criminal activities, including the impact on the lives of both victims and offenders; and • Educate youth regarding their wellness and online safety (e.g., online bullying, mental health, sexual exploitation). 	<ul style="list-style-type: none"> • Engage school representatives and youth-serving community service providers to determine appropriate incentives for youth recruitment. 	<ul style="list-style-type: none"> • BSCF Educators with support of the Safer Community Specialist
	<ul style="list-style-type: none"> • Identify potential youth participants in collaboration with school representatives and youth-serving community service providers. 	<ul style="list-style-type: none"> • BSCF Educators, school staff, front-line workers
	<ul style="list-style-type: none"> • Develop promotional material to raise youth awareness of the opportunity to participate in the co-design of youth-focused educational campaigns. 	<ul style="list-style-type: none"> • BSCF Educators will develop, deliver, partner, convene
	<ul style="list-style-type: none"> • Co-design a plain-language Terms of Reference alongside youth to guide youth participation. 	<ul style="list-style-type: none"> • BSCF Educators with support from the Safer Community Specialist and the CSD Team to research, develop, partner
	<ul style="list-style-type: none"> • Create a Youth Digital Wellness campaign in partnership with school divisions (e.g., their Digital Wellness Team and Student Wellness Team). 	<ul style="list-style-type: none"> • BSCF Educators will work with the school division wellness teams

Partner with youth community groups to co-design comprehensive educational campaigns (2/2)

Recommended Activity: Partner with youth community groups to co-design comprehensive educational campaigns.

Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
<p>Collaborate with youth community groups to co-design multifaceted educational campaigns that:</p> <ul style="list-style-type: none"> • Highlight the lethal nature of prevalent drugs (e.g., fentanyl, methamphetamines, opioids, etc.) and promote awareness of available resources and supports aimed at preventing and addressing substance use among youth; • Emphasize the severe legal and other consequences of engaging in criminal activities, including the impact on the lives of both victims and offenders; and • Educate youth regarding their wellness and online safety (e.g., online bullying, mental health, sexual exploitation). 	<ul style="list-style-type: none"> • FTE support (e.g., BSCF Educators, City Communications & Engagement Department staff) to lead engagement with community partners and youth and develop campaign materials. • Collaboration with Alberta Health Services Health Promotion Coordinators working in school divisions. • Collaboration with community partners – especially schools and the Lethbridge Police Service – to support content development (e.g., related to crime prevention). 	<ul style="list-style-type: none"> • Number of youth participating in the campaign co-design process. • Youth satisfaction with campaign co-design process (e.g., % of youth satisfied with the campaign co-design process). • Number of unique community members who access and interact with educational campaigns (e.g., the number of individuals who see digital campaign content, the number of likes, comments, shares). • Campaigns are created. • Number of events where information is available for the public. • Number of campaign presentations delivered publicly or in classrooms. • Decrease in the number of online bullying reports and sexual exploitation. • Decrease in the number of arrests related to drug offenses amongst youth / school suspensions or expulsions due to drug-related incidents.

Increase youth justice supports in Lethbridge (1/2)

Recommended Activity: Increase youth justice supports in Lethbridge.		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
Collaborate with local criminal justice partners to enhance the provision of youth justice supports that address risk factors associated with gang/gun violence and general criminal activity.	<ul style="list-style-type: none"> Collaborate with local criminal justice partners, (e.g., Lethbridge Community Corrections and the Lethbridge Police Service), to explore opportunities to expand the provision of youth justice supports, such as the Youth Justice Committee. Explore the feasibility of launching pilot program(s) to determine the viability and efficacy of enhanced supports. 	<ul style="list-style-type: none"> BSCF Safer Community Specialist & Educators, will partner with , Lethbridge Police and Probation, to deliver, educate, and research
	<ul style="list-style-type: none"> Engage in discussions with local Indigenous criminal justice partners, (e.g., Kainai Community Corrections and the Blood Tribe Police Service), to explore further opportunities for providing culturally sensitive and community-based restorative justice programs to benefit young offenders in Lethbridge. 	<ul style="list-style-type: none"> BSCF Educators, Case Managers, and Safer Community Specialist will research, collaborate, partner, and develop

Increase youth justice supports in Lethbridge (2/2)

Recommended Activity: Increase youth justice supports in Lethbridge.		
Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
<p>Collaborate with local criminal justice partners to enhance the provision of youth justice supports that address risk factors associated with gang/gun violence and general criminal activity.</p>	<ul style="list-style-type: none"> • Funding source(s) for new youth justice initiatives (e.g., Alberta Community Restorative Justice grant) and additional Youth Justice Committee resources (e.g., volunteers). • Ongoing collaboration with LPS, the Youth Justice Committee, culturally appropriate restorative justice program leads (e.g., healing circles), and other restorative justice program leads. 	<ul style="list-style-type: none"> • Youth satisfaction with youth justice supports. • Number of referrals / increase in referrals. • Recidivism rates. • Data from LPS

Assemble a dedicated youth wellness collaborative alongside community partners (1/2)

Recommended Activity: Assemble a dedicated youth wellness collaborative alongside community partners		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
<p>Convene a strategic working group / table with key community partners, (e.g., LPS, school divisions, and community / provincial agencies), focused on co-creating and implementing initiatives to improve youth wellness as well as exploring collaborative approaches for improving access to services (e.g., resource sharing, collective advocacy, development of integrated support hubs, etc.).</p>	<ul style="list-style-type: none"> • Explore opportunities to create a youth well-being collaborative within Lethbridge. For example, through the operationalization of a holistic, solutions-focused Youth Case Conference Table. <ul style="list-style-type: none"> • Table to mobilize community agencies and professionals from varied social service institutions as well as other stakeholders (e.g., the City of Lethbridge, the Lethbridge Police Service, Lethbridge School District 51, etc.). • Ensure all relevant stakeholders are engaged to support with sustainability of Youth Case Conference Table. 	<ul style="list-style-type: none"> • BSCF staff and youth serving organization: Research, Develop, Partner
	<ul style="list-style-type: none"> • Co-design a plain-language Terms of Reference and / or other collaborative governance materials alongside youth well-being collaborative participants. 	<ul style="list-style-type: none"> • BSCF will work in collaboration with partners to develop

Assemble a dedicated youth wellness collaborative alongside community partners (2/2)

Recommended Activity: Assemble a dedicated youth wellness collaborative alongside community partners		
Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
<p>Convene a strategic working group / table with key community partners, (e.g., LPS, school divisions, and community / provincial agencies), focused on co-creating and implementing initiatives to improve youth wellness as well as exploring collaborative approaches for improving access to services (e.g., resource sharing, collective advocacy, development of integrated support hubs, etc.).</p>	<ul style="list-style-type: none"> • Sustainable funding to continue youth well-being collaborative post-BSCF funding expiry in two years. • Sustainable partnerships to continue BSCF initiated activities post-BSCF funding expiry in two years. • FTE support for “backbone” collaborative activities (e.g., facilitating dialogue amongst collaborative participants, coordinating collaborative activities, etc.). 	<ul style="list-style-type: none"> • Participant satisfaction with collaborative involvement. • Term of reference has been developed collaboratively with partners • Number of collaborative meetings. • Number of cases brought before the committee to support with referrals, or number of referrals made from the table.

Increase in-school youth supports in Lethbridge (1/2)

Recommended Activity: Increase in-school youth supports in Lethbridge.		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
<p>Collaborate with the Lethbridge Police Service and Lethbridge school representatives to explore feasible options for providing enhanced in-school support for youth.</p>	<ul style="list-style-type: none"> Engage the Lethbridge Police Service and school representatives to evaluate options for enhancing in-school support for youth in light of a reduced presence from LPS Youth Engagement Officers. For example, could a recommendation be provided to the Lethbridge Police Commission to support consistent and proactive LPS officer engagement with youth in schools? How could BSCF Educators and Case Managers support LPS officer engagement with youth in schools? Identify if FCSS preventative services would be applicable within school districts 	<ul style="list-style-type: none"> BSCF staff: Research, Advocate, and Convene

Increase in-school youth supports in Lethbridge (2/2)

Recommended Activity: Increase in-school youth supports in Lethbridge.		
Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
Collaborate with the Lethbridge Police Service and Lethbridge school representatives to explore feasible options for providing enhanced in-school support for youth.	<ul style="list-style-type: none">• Identify what supports schools are open to and areas they would like more support in.• Identify gaps, and research strategies and best practices at addressing needs	<ul style="list-style-type: none">• Reduction of LPS calls to schools.• Better outcomes of student-police interactions.

Continue community mobilization and capacity building to address youth safety and wellbeing in Lethbridge (1/2)

Recommended Activity: Continue community mobilization and capacity building to address youth safety and wellbeing in Lethbridge.		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
Continue integrating BSCF Case Managers within existing youth safety and well-being collaboration and governance structures in Lethbridge.	<ul style="list-style-type: none"> Connect with existing members of the High-Risk Youth meeting to introduce BSCF Case Managers and their role and identify opportunities for further collaboration. 	<ul style="list-style-type: none"> Safer Community Specialist
	<ul style="list-style-type: none"> Attend relevant community meetings/tables and report back to BSCF Educators. 	<ul style="list-style-type: none"> Safer Community Specialist and BSCF Case Managers
	<ul style="list-style-type: none"> Work with community agencies to identify new trends/gaps related to youth safety and wellbeing. 	<ul style="list-style-type: none"> BSCF Educators
	<ul style="list-style-type: none"> Build presentations to address the needs of the community. 	<ul style="list-style-type: none"> BSCF Educators

Continue community mobilization and capacity building to address youth safety and wellbeing in Lethbridge (2/2)

Recommended Activity: Continue community mobilization and capacity building to address youth safety and wellbeing in Lethbridge.		
Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
Continue integrating BSCF Case Managers within existing youth safety and well-being collaboration and governance structures in Lethbridge.	<ul style="list-style-type: none"> FTE support from BSCF Case Managers, and on-going funding exploration 	<ul style="list-style-type: none"> Number of presentations / updates provided by BSCF Case Managers to relevant groups. Number of community agencies actively engaged. Number of presentations made. Number of updates received from relevant groups.

Evaluate the feasibility of enhancing existing free-transit support to at-risk youth in Lethbridge (1/2)

Recommended Activity: Evaluate the feasibility of enhancing existing free-transit support to at-risk youth in Lethbridge.		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
Determine whether barriers to accessing the Lethbridge Fee Assistance Program for bus passes could be reduced for at-risk youth in the community.*	<ul style="list-style-type: none"> Define “at-risk youth.” E.g., youth with Case Managers? Youth without Case Managers who are at-risk of gang and gun activity? 	<ul style="list-style-type: none"> CSD staff: Research, Develop
	<ul style="list-style-type: none"> Estimate the number of youth within Lethbridge who meet the at-risk youth definition. 	<ul style="list-style-type: none"> CSD staff, youth serving organizations, and school districts
	<ul style="list-style-type: none"> Engage at-risk youth to identify the specific transportation barriers they experience (e.g., limited awareness of the Lethbridge Fee Assistance Program, inability to pay for the 1/3 of the bus pass not covered through the Lethbridge Fee Assistance Program, limited public transit options for accessing prosocial activities). 	<ul style="list-style-type: none"> CSD and Transit: Engage, Convene
	<ul style="list-style-type: none"> Determine eligibility criteria for enhanced youth transit support (e.g., the extent to which at-risk youth need to be referred for enhanced free transit support and by whom). 	<ul style="list-style-type: none"> CSD and Transit: Research, Develop

*For example, could the remaining 1/3 of funding for a Lethbridge Transit bus pass be covered through an alternative funding source for at-risk youth? Could the three-month reapplication requirement be reduced to minimize the administrative burden for at-risk youth and their families? Could the bus pass cost for at-risk youth be lowered to align with the cost for seniors' bus passes?

Evaluate the feasibility of enhancing existing free-transit support to at-risk youth in Lethbridge (2/2)

Recommended Activity: Evaluate the feasibility of enhancing existing free-transit support to at-risk youth in Lethbridge.		
Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
Determine whether barriers to accessing the Lethbridge Fee Assistance Program for bus passes could be reduced for at-risk youth in the community.	<ul style="list-style-type: none"> Sustainable funding to enhance transit support for at-risk youth. Ongoing collaboration with the City of Lethbridge Transit Department. 	<ul style="list-style-type: none"> Receipt of additional funding (e.g., from the Government of Alberta). If no additional grant funding and/or funding from other levels of government is identified, Lethbridge Council approval of enhanced transit support funding for at-risk youth. Number of Lethbridge Transit bus passes provided to eligible youth.

Explore the feasibility of a transit pass pilot program for eligible youth (1/2)

Recommended Activity: Explore the feasibility of a transit pass pilot program for eligible youth.		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
<p>Consider the implementation of a pilot program, offering free transit passes to eligible youth in the community during the summer months and/or evenings to support greater access to prosocial activities and other necessary destinations, (e.g., social service appointments), during non-school hours. If a free transit pilot program for eligible youth is not possible, explore alternatives for enhancing youth transit options.</p>	<ul style="list-style-type: none"> Determine eligibility criteria for transit pass pilot program (e.g., the extent to which at-risk youth need to be referred to the program and by whom). 	<ul style="list-style-type: none"> CSD and Transit: Develop
	<ul style="list-style-type: none"> Evaluate the extent to which other funding could support with a transit pass pilot program.* 	<ul style="list-style-type: none"> CSD and Transit: Evaluate
	<ul style="list-style-type: none"> Engage the City of Lethbridge Transit Department to determine potential options for increasing youth access to prosocial activities (e.g., modifying transit routes, a youth shuttle like the Go Friendly Shuttle for older adults, etc.). 	<ul style="list-style-type: none"> CSD and Transit: Engage

*For example, the “development and delivery of prevention intervention initiatives addressing risk factors associated with gun and gang violence, including but not limited to mentoring, counselling, skills development and recreational opportunities” [BSCF activity](#).

Explore the feasibility of a transit pass pilot program for eligible youth (2/2)

Recommended Activity: Explore the feasibility of a transit pass pilot program for eligible youth.		
Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
<p>Consider the implementation of a pilot program, offering free transit passes to eligible youth in the community during the summer months and/or evenings to support greater access to prosocial activities and other necessary destinations, (e.g., social service appointments), during non-school hours. If a free transit pilot program for eligible youth is not possible, explore alternatives for enhancing youth transit options.</p>	<ul style="list-style-type: none"> • Sustainable funding to provide enhanced transit support for at-risk youth. • Ongoing collaboration with the City of Lethbridge Transit Department and youth-focused community providers. 	<ul style="list-style-type: none"> • Receipt of additional funding (e.g., from the Government of Alberta). • Number of free transit passes provided to eligible youth.

Improve youth access to prosocial activities across different parts of the City (1/2)

Recommended Activity: Improve youth access to prosocial activities across different parts of the City.		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
Engage City partners to assess the feasibility of providing existing prosocial programming in different City facilities or City partner facilities on a rotating basis to enhance youth access to activities that are typically concentrated in specific locations.	<ul style="list-style-type: none"> Leveraging existing resources (e.g., youth and community services spatial analysis), plot existing prosocial programming at City and partner facilities across different neighbourhoods. Determine the number of pre-existing youth-focused prosocial activities / programming offered in Lethbridge. 	<ul style="list-style-type: none"> CSD and Opportunity Lethbridge: Research, Partner, and Convene
	<ul style="list-style-type: none"> Confirm which neighbourhoods have limited access to prosocial activities and apply other analytical lenses (e.g., neighbourhood-specific community safety and well-being risk factors). 	<ul style="list-style-type: none"> CSD, Opportunity Lethbridge, and Planning and Development: Research
	<ul style="list-style-type: none"> Engage City partners to assess the feasibility of providing existing prosocial programming in different City facilities or City partner facilities on a rotating basis to enhance youth access to activities that are typically concentrated in specific locations. 	<ul style="list-style-type: none"> CSD: Advocate and Partner
	<ul style="list-style-type: none"> If existing prosocial activities cannot be offered in underserved neighbourhoods, engage the City of Lethbridge Transit Department to determine potential options for increasing youth access to prosocial activities (e.g., modifying transit routes, a youth shuttle like the Go Friendly Shuttle for older adults, etc.). 	<ul style="list-style-type: none"> CSD: Research and Advocate
	<ul style="list-style-type: none"> Determine whether existing funding (e.g., Family and Community Support Services (FCSS) funding) could be leveraged for youth transit to prosocial activities. 	<ul style="list-style-type: none"> CSD and CWSS Governance
	<ul style="list-style-type: none"> Identify which specific programs within funded organizations are considered 'prosocial' and enhance data collection on these programs via Schedule D's. 	<ul style="list-style-type: none"> CSD: Research

Improve youth access to prosocial activities across different parts of the City (2/2)

Recommended Activity: Improve youth access to prosocial activities across different parts of the City.		
Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
<p>Engage City partners to assess the feasibility of providing existing prosocial programming in different City facilities or City partner facilities on a rotating basis to enhance youth access to activities that are typically concentrated in specific locations.</p>	<ul style="list-style-type: none"> • Ongoing collaboration with the City of Lethbridge Transit Department, other Infrastructure Services Departments, and youth-focused community providers (e.g., Building Brains Together). • Community of Practice for Coordinated Access. 	<ul style="list-style-type: none"> • The number of youth-focused prosocial activities offered in new locations. • The number of youth participants attending prosocial activities in new locations. • Increased access to activities in areas experiencing barriers • % of positive change experienced by participants per specific program (by leveraging FCSS data). (how many locations they can offer their services – Ivan)

Use existing funding sources to provide grant opportunities to expand youth access to prosocial activities and cultural programming (1/2)

Recommended Activity: Use existing funding sources to provide grant opportunities to expand youth access to prosocial activities and cultural programming within Lethbridge.		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
Offer a grant to community organizations interested in providing prosocial programming in underserved areas of the City. Offer a grant to community organizations interested in providing culturally appropriate opportunities for youth to connect with their cultural heritage.	<ul style="list-style-type: none"> Determine eligibility criteria for grantees and programming parameters (e.g., one-time event vs. continuous programming, on-site vs. off-site programming, ability to serve priority youth populations, etc.). 	<ul style="list-style-type: none"> CSD: Explore
	<ul style="list-style-type: none"> Develop grant application guide / new communications assets to support grant applicants. 	<ul style="list-style-type: none"> CSD: Develop
	<ul style="list-style-type: none"> Incorporate criteria related to supporting at-risk youth in Lethbridge into other City grant opportunities (e.g., grants related to FCSS funding). 	<ul style="list-style-type: none"> CSD/CWSS Governance, building evaluative criteria
	<ul style="list-style-type: none"> Review existing grant application processes (e.g., the City's Community Event Support Grant) to determine if applicant barriers could be reduced. 	<ul style="list-style-type: none"> CSD: Review, Evaluate
	<ul style="list-style-type: none"> Review the City's Fee Assistance Program processes and determine whether resident barriers could be reduced. 	<ul style="list-style-type: none"> CSD: explore barriers
	<ul style="list-style-type: none"> Engage youth-focused community service providers, other stakeholders, and residents to deepen understanding of challenges experienced by different subsets of youth (e.g., youth whose first language is not English). 	<ul style="list-style-type: none"> BSCF Educators: Convene, Research

Use existing funding sources to provide grant opportunities to expand youth access to prosocial activities and cultural programming (2/2)

Recommended Activity: Use existing funding sources to provide grant opportunities to expand youth access to prosocial activities and cultural programming within Lethbridge.

Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
<p>Offer a grant to community organizations interested in providing prosocial programming in underserved areas of the City. Offer a grant to community organizations interested in providing culturally appropriate opportunities for youth to connect with their cultural heritage.</p>	<ul style="list-style-type: none"> • Sustainable funding to continue providing grant opportunities for prosocial activities and cultural programming in Lethbridge for at-risk youth. 	<ul style="list-style-type: none"> • The number of new prosocial activities offered by grant recipients. • Criteria related to supporting at-risk youth is incorporated into relevant City grant opportunities.

Advocate for the expansion of youth mental health services in Lethbridge (1/2)

Recommended Activity: Advocate for the expansion of youth mental health services in Lethbridge.		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
Advocate to provincial and federal government bodies for the scaling up of youth mental health services in Lethbridge, emphasizing the critical need for additional youth-serving mental health professionals (e.g., Child Psychiatrist, ect).	<ul style="list-style-type: none"> Gather existing City of Lethbridge data regarding mental health services (e.g., from Community Wellbeing and Safety Strategy research, partnership with the Canadian Mental Health Association, etc.). 	<ul style="list-style-type: none"> CSD/ CWSS Governance
	<ul style="list-style-type: none"> Engage youth-serving mental health providers in the community to gather additional data regarding youth mental health services in Lethbridge (e.g., service utilization rates, wait times, etc.). 	<ul style="list-style-type: none"> City of Lethbridge: Advocacy
	<ul style="list-style-type: none"> Develop a baseline of existing mental health providers / services available to youth in Lethbridge. 	<ul style="list-style-type: none"> City of Lethbridge: Advocacy
	<ul style="list-style-type: none"> Evaluate data and quantify gaps / barriers to mental health services for youth and whether existing funding could be used for mental health professional recruitment (e.g., FCSS counselling funding). 	<ul style="list-style-type: none"> City of Lethbridge: Advocacy
	<ul style="list-style-type: none"> Develop data-informed supporting materials for consideration by City Council. 	<ul style="list-style-type: none"> CSD: Explore, Develop
	<ul style="list-style-type: none"> Explore how barriers could be reduced for at-risk youth and their families in accessing Integrated Coordinated Access (ICA) services. 	<ul style="list-style-type: none"> CSD/ CWSS Governance
	<ul style="list-style-type: none"> Prioritize youth access to counselling resources through the ICA. 	<ul style="list-style-type: none"> CSD/ CWSS Governance
	<ul style="list-style-type: none"> Launch a campaign to have more youth-serving counsellors as part of the ICA system. 	<ul style="list-style-type: none"> CSD/ CWSS Governance

Advocate for the expansion of youth mental health services in Lethbridge (2/2)

Recommended Activity: Advocate for the expansion of youth mental health services in Lethbridge.		
Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
<p>Advocate to provincial and federal government bodies for the scaling up of youth mental health services in Lethbridge, emphasizing the critical need for additional youth-serving mental health professionals (e.g., Child Psychologists).</p>	<ul style="list-style-type: none"> • City FTE support for data collection, analysis, and presentation. • City Council support (due to advocacy with other levels of government). 	<ul style="list-style-type: none"> • Extent to which relevant, high-quality data is gathered from City partners (e.g., Canadian Mental Health Association). • Increase youth access to preventative mental supports inline with FCSS funding

Collaborate with regional partners to secure funding for better housing options for vulnerable youth (1/2)

Recommended Activity: Collaborate with regional partners to secure funding for better housing options for vulnerable youth.		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
<p>Explore forming a coalition with regional partners to collectively advocate for dedicated funding within the Government of Alberta's Stronger Foundations Affordable Housing Strategy to specifically address the housing needs of vulnerable youth; the Strategy explicitly specifies 'youth exiting government care' as a target population requiring enhanced support.</p> <p>Campaign for the Province to officially acknowledge and include additional vulnerable youth groups – such as emancipated, unhoused and/or formerly incarcerated youth, and Indigenous youth transitioning from reserves to urban centres – as designated target populations within the Strategy.</p>	<ul style="list-style-type: none"> Evaluate existing data regarding the housing needs of vulnerable youth and potential information gaps (e.g., Point-In-Time counts, By-Names List). 	<ul style="list-style-type: none"> CSD: Explore, Evaluate
	<ul style="list-style-type: none"> Engage youth-focused community service providers to develop a deeper understanding of Lethbridge's current state regarding youth homelessness and housing insecurity (e.g., youth under the care of Children and Family Services). 	<ul style="list-style-type: none"> CSD: Explore, Advocacy
	<ul style="list-style-type: none"> Engage community partners regarding existing data collection capabilities and opportunities to gather more comprehensive data regarding the housing needs of different types of youth (e.g., unhoused and/or formerly incarcerated youth, and Indigenous youth transitioning from reserves to urban centres). 	<ul style="list-style-type: none"> CSD: Evaluate
	<ul style="list-style-type: none"> Research leading practices for gathering data on vulnerable youth (e.g., regarding hidden homelessness in youth). 	<ul style="list-style-type: none"> CSD: Research

Collaborate with regional partners to secure funding for better housing options for vulnerable youth (2/2)

Recommended Activity: Collaborate with regional partners to secure funding for housing solutions for vulnerable youth		
Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
<p>Explore forming a coalition with regional partners to collectively advocate for dedicated funding within the Government of Alberta's Stronger Foundations Affordable Housing Strategy to specifically address the housing needs of vulnerable youth; the Strategy explicitly specifies 'youth exiting government care' as a target population requiring enhanced support.</p> <p>Campaign for the Province to officially acknowledge and include additional vulnerable youth groups – such as emancipated, unhoused and/or formerly incarcerated youth, and Indigenous youth transitioning from reserves to urban centres – as designated target populations within the Strategy.</p>	<ul style="list-style-type: none"> Enhanced data collection capabilities. For example, through collaboration agreements or Memorandums of Understanding with partners. 	<ul style="list-style-type: none"> The availability of more accurate data regarding youth homelessness and housing insecurity. Youth identified on the By-Names List are connected to resources

Use existing funding sources to provide grant opportunities to community service providers to expand support services geared towards parents / caregivers (1/2)

Recommended Activity: Use existing funding sources to provide grant opportunities to community service providers to expand support services geared towards parents / caregivers.

Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
Offer a grant to community organizations interested in providing programming for parents/caregivers to equip them with the knowledge and skills necessary to support their youth.	<ul style="list-style-type: none"> Engage parent- and caregiver-focused community service providers (e.g., Family Centre Lethbridge, Family Ties Association), other stakeholders, and residents to deepen understanding of challenges experienced by different subsets of parents / caregivers (e.g., grandparents, newcomers, single parent householders, etc.). 	<ul style="list-style-type: none"> BSCF Educators
	<ul style="list-style-type: none"> Determine eligibility criteria for grantees and programming parameters. 	<ul style="list-style-type: none"> CSD/ CWSS Governance
	<ul style="list-style-type: none"> Develop grant application guide / new communications assets to support grant applicants. 	<ul style="list-style-type: none"> CSD: Explore
	<ul style="list-style-type: none"> Incorporate criteria related to supporting parents and caregivers in Lethbridge into other City grant opportunities. 	<ul style="list-style-type: none"> CSD: Advocacy
	<ul style="list-style-type: none"> Engage parent- and caregiver-focused community service providers regarding key performance indicator collection and potential for tracking data related to parent/caregiver support services through existing data collection processes. 	<ul style="list-style-type: none"> CSD: Engage, Partner, Research

Use existing funding sources to provide grant opportunities to community service providers to expand support services geared towards parents / caregivers (2/2)

Recommended Activity: Use existing funding sources to provide grant opportunities to expand support services geared towards parents / caregivers.

Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
<p>Offer a grant to community organizations interested in providing programming for parents/caregivers to equip them with the knowledge and skills necessary to support their youth.</p>	<ul style="list-style-type: none"> • Sustainable funding to continue parent / caregiver support services post-BSCF funding expiry in two-years (FCSS). • Enhanced data collection capabilities. For example, through collaboration agreements or Memorandums of Understanding with partners. 	<ul style="list-style-type: none"> • The number of new support services offered by grant recipients to parents and caregivers. • Criteria related to supporting parents / caregivers incorporated into relevant City grant opportunities.

Highlight positive youth contributions in the community (1/2)

Recommended Activity: Highlight positive youth contributions in the community.		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
<p>Launch a marketing campaign through the City's Communications and Media Department, in partnership with local media outlets, to highlight positive contributions of youth in the community, showcasing stories of their achievements and the supportive roles of local agencies and businesses.</p>	<ul style="list-style-type: none"> Engage the Lethbridge Police Service and other community partners to determine how positive youth contributions could be best amplified/communicated, the types of youth contributions that should be featured, and how youth achievements could be selected. 	<ul style="list-style-type: none"> City of Lethbridge Internal Departments: Advocate, Convene, Partner, Invest
	<ul style="list-style-type: none"> Convene local partners (e.g., community agencies, school divisions, Downtown Lethbridge BRZ, etc.) to identify compelling stories of youth achievements and positive community involvement that meet youth achievement parameters. 	<ul style="list-style-type: none"> CSD: Convene, Advocate
	<ul style="list-style-type: none"> Identify new opportunities for youth-focused events in Lethbridge. 	<ul style="list-style-type: none"> CSD: Monitor

Highlight positive youth contributions in the community (2/2)

Recommended Activity: Highlight positive youth contributions in the community.		
Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
<p>Launch a marketing campaign through the City's Communications and Media Department, in partnership with local media outlets, to highlight positive contributions of youth in the community, showcasing stories of their achievements and the supportive roles of local agencies and businesses.</p>	<ul style="list-style-type: none"> Internal City resources support to develop and execute a marketing campaign (e.g., create shareable multimedia content, such as articles and videos). 	<ul style="list-style-type: none"> The number of unique community members who access and interact with related communications (e.g., through X, Instagram, City website, etc.). Number of positive youth contributions sentiments in the news and/or social media

Evaluate strategies / options to boost awareness of existing navigation resources (1/2)

Recommended Activity: Evaluate strategies / options to boost awareness of existing navigation resources.		
Recommended Activity Description	What specific actions can be taken to advance this activity?	Who should lead this action?
<p>Assess different tactics for the City to amplify awareness of existing system navigation resources (e.g., Community LINKS, Integrated Coordinated Access Network) to ensure youth and their families can access necessary tools and guidance. For example, organize and facilitate community workshops to educate youth and their parents / caregivers on using existing navigation systems to access a broad range of services tailored to young people.</p>	<ul style="list-style-type: none"> Leverage a presence at community events that involve youth to showcase available resources and supports (e.g., Community LINKS, Integrated Coordinated Access Network, Youth Navigators etc.). Target events such as Lethbridge Play Day, Summer Camps, Boo Bash, and other activities by groups like the Family Centre, Building Brains Together, BGC Lethbridge, etc. Utilize ICA partners (e.g., Volunteer Lethbridge, BBBS, BGC) to assist with logistics, registration, and other administrative tasks during presentations/workshops. 	<ul style="list-style-type: none"> Educators and Safer Community Specialist as tier 3 system navigators: Convene and Partner
	<ul style="list-style-type: none"> Design survey to gather participant feedback and insights and assess the effectiveness of the workshops. 	<ul style="list-style-type: none"> BSCF Educators: Develop, Implement
	<ul style="list-style-type: none"> Host and / or ensure resource / support representatives have completed Cultural Competency training to ensure inclusivity and understanding of diverse cultural backgrounds among the participants. Provide language interpreters to target newcomer demographics. 	<ul style="list-style-type: none"> CSD in partnership with service providers
	<ul style="list-style-type: none"> Lead targeted efforts aimed at facilitating better representation and engagement from youth-serving organizations within ICA system. 	<ul style="list-style-type: none"> Safer Community's Specialist, BSCF Educators, ICA Technician

Evaluate strategies / options to boost awareness of existing navigation resources (2/2)

Recommended Activity: Evaluate strategies / options to boost awareness of existing navigation resources.

Recommended Activity Description	To accomplish this activity, what do you need (e.g., human resources, equipment / materials, training, etc.)?	How should progress towards achieving this activity be measured?
<p>Assess different tactics for the City to amplify awareness of existing system navigation resources (e.g., Community LINKS, Integrated Coordinated Access Network) to ensure youth and their families can access necessary tools and guidance. For example, organize and facilitate community workshops to educate youth and their parents / caregivers on using existing navigation systems to access a broad range of services tailored to young people.</p>	<ul style="list-style-type: none"> • Support from the City’s Communications team. • Tool for collecting data on workshop attendance, demographics, participant satisfaction via testimonials, success stories, etc. • Marketing materials (e.g., flyers, posters/toolkits, digital graphics to promote the workshops through various channels). • Social media presence / access to spread the word about the workshops and engage with the community. • A dedicated webpage or online platform where participants can learn more about the workshops and register to attend (keeping this attached to ICA). • Promotional support from established tables and forums (e.g., COP, CART, community partners); partner promotion of the BSCF. • Printed materials (e.g., handouts, brochures, and informational materials about the navigation and referral systems for workshop participants to take home). 	<ul style="list-style-type: none"> • % increase in the utilization of existing digital navigation resources. • Number of referral to a youth serving organization within the ICA system • Post survey regarding information presented • Number of community events attended

