

# Action Plan

## PURPOSE

The Resilient and Inclusive Community Task Force is dedicated to developing and collaboratively implementing strategies that enhance community safety, build social cohesion, and strengthen Medicine Hat's capacity to address the root causes and visible impacts of crime, homelessness, and addiction. Through evidence-based approaches and cross-sector partnerships, the Task Force aims to create a vibrant, inclusive, and supportive community for all residents.

## OBJECTIVES

- To develop and recommend strategies and actions within six months to reduce the impacts of homelessness, mental health, addiction and poverty, balancing individual, and community needs.
- To coordinate collaborative implementation of strategies among various interest parties, including various levels of government, law enforcement, non-profits, and private and community organizations.
- To inform action plans through data, best practice, and engagement, with a willingness to be innovative in creating made-in-Medicine Hat solutions.
- To monitor and evaluate the effectiveness of implemented strategies.
- To engage with the community to raise awareness and foster cooperation

## STRATEGIC GOALS

### 1. Enhance Safety and Cleanliness in Downtown Core

*Inspired by: Brantford's Mobile Security Team, Calgary's Downtown Safety Table, and Lethbridge's Clean and Safe Strategy.*

- Launch a Clean Sweep Program using community partners (e.g., Casual Cash, volunteer groups).
- Expand Crime Prevention Through Environmental Design (CPTED) initiatives through grant funding for implementation and focused efforts on safety cameras and lighting improvements.
- Explore creation of a Downtown Washroom Strategy with monitored facilities to reduce public health incidents and promote dignity.

### 2. Strengthen Support Systems for Homelessness, Addiction, and Mental Health

*Inspired by: Kelowna's Multi-Care Sites, Calgary's Daytime Resource Centres, and Red Deer's Lived Experience Council.*

- Assist in establishing a 24-hour consolidated emergency shelter with wraparound services.
- Create Community Volunteer Task Forces to assist with outreach, clean-up, and peer support (lived experience).

### 3. Build Community Awareness, Engagement, and Inclusion

*Inspired by: Red Deer's education toolkit, Kelowna's Block Connector Program, and Calgary's strategic communications.*

- Launch a public awareness campaign to promote available resources such as through a MedicineHatHelps.ca vanity domain.
- Develop a centralized online resource hub for services, events, and safety updates
- Support community vibrancy initiatives such as Shop Local campaigns, free parking, and downtown event

## ADVOCACY TO PRIORITIZE

- Funding for increased police and community patrol presence, especially during early morning and late-night hours
- Accelerate and/or expand funding for a second high-visibility safety camera
- Expanded detox and treatment beds, and timely access to mental health supports.
- Legislative changes and barrier reductions for affordable housing development, while providing incentives to promote development
- Legislative changes for justice reform
- Education Toolkits and Healthy Family Education
- Transition housing (hospital/detox/recovery)
- Integrated Support Systems for Homelessness, Addiction, and Mental Health
- Transportation supports

## CONTINUED FOCUS

- PEACE Team and Downtown Patrols
- Implementation of cameras and CCTV
- Downtown Vibrancy Initiatives
- Support and advocacy for existing organizational work in the community (MHCH, Root Cellar, PCN, Our Collective Journey, MHFS)

## APPENDICES

Appendix A: Summary of 2023-2024 Homeless & Housing Summit Sessions

Appendix B: June 24, 2025 Break-Out Session Summary

Appendix C: Downtown Business Owners Survey Results (June 2024)

Appendix D: Jurisdictional Scan of Task Forces in other Municipalities

## ACTION PLAN ITEMS

#	Action Item	Date Added	Action/Notes	Organizations Most Responsible	Timeline/Priority/Status/Notes
1.	Enhanced deterrence through increased implementation of Crime Prevention Through Environmental Design	2025.06.24	<ul style="list-style-type: none"> <li>Allocate grant funding through the community enhancement grant pool for CPTED implementation</li> </ul>	Economic Development, Medicine Hat Police Services	In Progress: Policy and Briefing Note targeting Nov/Dec 2025 rollout
2.	Ensure timely clean-up of vandalism and garbage/debris downtown	2025.06.24	<ul style="list-style-type: none"> <li>Request City Council provide an allocation of funding from the Downtown Enhancement and Safety Grant pool for a clean sweep program using existing community partners such as Casual Cash and/or Needle Debris program staff, with a specific requirement for cleaning/pick up between 6-8 a.m.</li> <li>Submit proposal to Economic Development in the Fall, 2025, after Downtown Enhancement and Safety Grant program has been finalized.</li> <li>Create Community Task Force of Volunteers: provide opportunity, tools, and education for people to help people</li> <li>Utilize existing groups (Medicine Hat College nurses, Kookums, Bear squad type initiatives), to provide volunteer outlets and opportunities for community clean up and response.</li> </ul>	SafeLink Alberta, Economic Development, Chamber of Commerce, Medicine Hat Public Library	In Progress: Policy and Briefing Note targeting Nov/Dec 2025 rollout
3.	Increase Community Awareness and Promotion of Resources and Initiatives: <ul style="list-style-type: none"> <li>Positive downtown/ community narrative</li> <li>Support for those seeking help</li> </ul>	2025.06.24	<ul style="list-style-type: none"> <li>Explore possibility of central online domain landing page (ex: MedicineHatHelps.ca) to highlight community resources and raise awareness, positive community messaging around safety, parks, parking for community resources such as 211.ca, Palliser PCN and others.</li> <li>Public Education/Awareness campaigns and/or training session.</li> <li>Follow up with 211 to learn whether there is more awareness building they could do.</li> <li>Advocate for City to create public awareness campaign on social media &amp; place resources on City website (or includes a link to the 211.ca website).</li> <li>Consider hosting symposium for service providers, users, and community at large to raise awareness</li> </ul>	SafeLink Alberta, Community Housing, City of Medicine Hat, Chamber of Commerce	In Progress: Community Inventory Marketing budget TBD

4.	Increase support for community events/activations downtown	2025.07.15	<ul style="list-style-type: none"> <li>Create opportunities to streamline event planning and reduce barriers to event activation downtown (permits, parking, approvals, costs)</li> </ul>	Economic Development, Public Services Division	In Progress
5.	Downtown Washroom Strategy	2025.07.15	<ul style="list-style-type: none"> <li>Complete jurisdictional scan of what other municipalities do.</li> <li>Revisit discussion related to exploring creation of downtown washroom strategy after new emergency shelter solution has been in place for one-years' time.</li> </ul>	Public Services Division	<p>Complete: Jurisdictional scan accepted for information by Task Force on Aug 26, 2025.</p> <p>Paused: Explore creation of downtown washroom strategy.</p>
6.	Survey whether there are other groups in the community already doing things the Task Force can support	2025.06.24	<ul style="list-style-type: none"> <li>Identify which groups are missing, what information is sought (using a survey, what types of services may be provided and at what level).</li> </ul>	Stuart Young (Public Member)	Started: Mr. Young to create a proposed strategy/approach for Task Force review. If supported, Mr. Young will action accordingly.
7.	Create an Advocacy Plan for: <ul style="list-style-type: none"> <li>Shelter</li> <li>Treatment</li> <li>Legislative Changes</li> <li>Unified Voice &amp; Collaboration</li> </ul>	2025.06.24	<ul style="list-style-type: none"> <li>Create a coordinated and collaborative response to advocacy priorities between government, community-based organizations and business stakeholders with the goal of establishing a 24-hour consolidated emergency shelter. Emergency shelter, in this case, is defined as a space that provides short-term, immediate accommodation to people experiencing homelessness or housing loss.</li> <li>Treatment for mental health and substance abuse should be accessible in a timely fashion.</li> <li>Letter to Province in support of McMan Youth Shelter</li> </ul>	Community Housing, Chamber of Commerce, Task Force at Large	Once started, estimated completion timeline of 6 months.
8.	Create financial and non-financial incentives to promote expedited permits and building of affordable and transitional housing	2025.06.24	<ul style="list-style-type: none"> <li>Advocate for updating Building Code requirements and permitting for affordable and transitional housing</li> <li>Work with Development &amp; Infrastructure (D&amp;I) along with the City Land Department (in conjunction with BILD and UDI) to determine key roadblocks in planning requirements that prevent building reforms.</li> <li>Reconsideration to non-conforming suites</li> <li>Send a letter to D&amp;I with proposed ideas. Based on response, update this Action Plan</li> <li>Work with Economic Development to ensure residential tax incentives for small scale/multi-unit development <a href="https://www.medicinehat.ca/en/mhed-incentives.aspx">https://www.medicinehat.ca/en/mhed-incentives.aspx</a>.</li> <li>Insurance for landlords for housing higher needs tenants.</li> </ul>	City Development & Infrastructure, Community Housing, Economic Development, Chamber of Commerce	Once started, estimated completion timeline of 6 months.

9.	Promote youth education and awareness	2025.07.15	<ul style="list-style-type: none"> <li>Survey the work currently being done and any gaps in early prevention in schools and family wellness that would address rising homelessness in youth.</li> <li>Possible questionnaire through school boards to include question(s) related to this in survey.</li> </ul>	Stuart Young (Public Member)	Once started, estimated completion timeline of 6 months.
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## ACCOMPLISHMENTS

1. Identified specific challenges being experienced in Medicine Hat and the impacts on community
  - Medicine Hat Community Housing Summits
  - Business Survey completed
2. Conduct an analysis of associated incidents and trends.
  - Medicine Hat police crime heat map
3. Community Inventory of existing programs, materials and resources
4. Develop an action plan with short-term and long-term goals, including consideration for a navigation centre.
5. Jurisdictional Scan completed for washrooms and community task force initiatives in other jurisdictions

## Advocacy and Policy Reform

Actions	Engagement With	Lead Organization
Access to addiction supports and/or mental health supports.	Recovery Alberta	City of Medicine Hat
Increase psychiatric and detox beds and decrease barriers and wait times for support.	Recovery Alberta	City of Medicine Hat
Fill the institutionalized gap in a responsible manner that appropriately balances individual freedom and individual and community safety.	Various ministries of GoA	City of Medicine Hat
Greater focus on mental health and addiction prevention services	Recovery Alberta	City of Medicine Hat

## Strategic Planning and Resource Allocation

Actions	Engagement With	Lead Organization
Insurance for landlords for housing higher needs tenants.		MHCHS
Updating and disseminating tenancy coaching materials.		MHCHS
Increasing staffing to accommodate smaller caseloads while still supporting the same number of people.		MHCHS
Dissuasion committee		MHPS, City of Medicine Hat
Focusing on getting more people downtown.		Downtown businesses, Chamber of Commerce, City of Medicine Hat
Identify shortfalls and gaps in existing housing.		MHCHS, City of Medicine Hat
Individual assessments, such that people design their own care.		Service Providers

## Education and Capacity Building

Actions	Engagement With	Lead Organization
Trauma-informed care and the difference of it to trauma-specific care	Service/health providers, health, law enforcement, education system, EMS	MHCHS

## Immediate Action and Resource Mobilization

Actions	Engagement With	Lead Organization
Landlord forum/landlord appreciation	Landlords, rental agencies	MHCHS
“When you need help” – Communication campaigns	Vulnerable populations, community	MHCHS
Waste removal and clean up of the downtown		City of Medicine Hat
Sharing positive experiences of the downtown core	Community	Businesses, City of Medicine Hat

## SUMMIT 2- HOMELESS & HOUSING: BUILDING UP AND BUILDING ON – FEBRUARY 2024

### Advocacy and Policy Reform

Actions	Engagement With	Lead Organization
Advocate for legislative changes to address housing issues (rental controls & landlord registries).	Various ministries of GoA	City of Medicine Hat
Engage policymakers, community leaders, and stakeholders to prioritize housing on the political agenda.	Various ministries of GoA and GoC	City of Medicine Hat & MHCHS
Raise public awareness about the importance of affordable housing and the need for policy reform to address homelessness and housing insecurity.	Business, non-profit sector and community	MHCHS & City of Medicine Hat Community Development

### Strategic Planning and Resource Allocation

Actions	Engagement With	Lead Organization
Develop comprehensive plans and strategies to increase affordable housing supply, including the promotion of "missing middle" housing options.	Various ministries of GoA and GoC	City of Medicine Hat & MHCHS
Allocate resources effectively by investing in housing programs and initiatives that target the most vulnerable.	Various ministries of GoA	MHCHS
Support the implementation of housing initiatives through partnerships with government agencies, non-profit organizations, and private sector stakeholders.	Various ministries of GoA, City of Medicine Hat and social serving agencies	MHCHS

### Education and Capacity Building

Actions	Engagement With	Lead Organization
Provide education/training to stakeholders, including landlords, tenants, and service providers, on topics such as the Residential Tenancy Act and safety protocols.	Stakeholders, business and building development community, service providers	MHCHS
Enhance stakeholder knowledge and skills through workshops, seminars, and certification programs focused on housing-related issues.	Service providers, non-profits, business community,	MHCHS & City of Medicine Hat
Build capacity for housing delivery by supporting organizations and agencies with the tools and resources needed to effectively address housing challenges.	Business community, City of Medicine Hat, service providers	MHCHS & City of Medicine Hat

### Immediate Action and Resource Mobilization

Actions	Engagement With	Lead Organization
Address urgent housing needs by implementing short-term solutions such as transitional housing and emergency shelters.	Various ministries of GoA, GoC, City of Medicine Hat	MHCHS & City of Medicine Hat
Mobilize resources from government, philanthropic organizations, and the private sector to fund housing initiatives and programs.	Various ministries of GoA, GoC, City of Medicine Hat	MHCHS
Implement pilot projects to test innovative approaches and demonstrate the feasibility of scalable solutions to homelessness and housing insecurity.	Service providers	MHCHS

## SUMMIT 3- HOMELESSNESS & HOUSING: LET'S TALK HOUSING – FEBRUARY 2024

### Advocacy and Policy Reform

Actions	Engagement With	Lead Organization
Engage in legislative advocacy to address systemic barriers and promote inclusivity.	Various ministries of GoA, GoC, City of Medicine Hat	Service Providers & MHCHS
Collaborate with stakeholders to influence decision-making processes and prioritize funding for critical support services.	Service providers, community	MHCHS
Mobilize community members and stakeholders to support legislative initiatives through grassroots organizing and public awareness campaigns.	Community, service providers, City of Medicine Hat	MHCHS & City of Medicine Hat

### Strategic Planning and Resource Allocation

Actions	Engagement With	Lead Organization
Develop strategic plans to optimize resource allocation and ensure effective delivery of support services.	Various service providers, including Alberta Health Services, MHPS	MHCHS
Enhance coordination between government agencies, non-profit organizations, and community groups to improve institutional care facilities and services.	Various ministries of GoA, Alberta Health Services	Alberta Health Services, MHCHS
Identify areas for program design and resource allocation based on needs assessments and data analysis.	Service providers	MHCHS, Alberta Health Services

### Education and Capacity Building

Actions	Engagement With	Lead Organization
Implement education and awareness programs to challenge stigmatizing attitudes and foster empathy and understanding.	Community, Business Community, various stakeholders	MHCHS, City of Medicine Hat
Provide training and capacity-building opportunities for professionals and community members to enhance service delivery and support systems.	Various service providers	MHCHS
Engage with communities to promote understanding and empathy, fostering a supportive environment for needy individuals.	Community	MHCHS, City of Medicine Hat & various service providers

### Immediate Action and Resource Mobilization

Actions	Engagement With	Lead Organization
Mobilize resources and deploy rapid response initiatives to address urgent mental health crises.	Various service providers and community	Alberta Health Services
Establish emergency protocols and support networks to assist individuals in distress or facing housing insecurity.	Various service providers and community	Alberta Health Services, MHCHS, MHPS
Implement scalable solutions that can be rapidly deployed as resources allow, focusing on initiatives with high impact and feasibility.	Various service providers	Alberta Health Services



## SUMMIT 4 – HOMELESS & HOUSING: A WAY FORWARD – APRIL 2024

### Advocacy and Policy Reform

Actions	Engagement With	Lead Organization
Advocate for legislative changes to address housing issues such as rental controls and landlord registries.	Various ministries within the GoA	MHCHS, Service providers, Private Developers, Business Community
Engage policymakers, community leaders, and stakeholders to prioritize housing on the political agenda.	Various ministries of the GoA, GoC, City of Medicine Hat	MHCHS, Service Providers
Raise public awareness about the importance of affordable housing and the need for policy reform to address homelessness and housing insecurity.	Various service providers, community, business sector	MHCHS, City of Medicine Hat, Social Service Organizations

### Strategic Planning and Resource Allocation

Actions	Engagement With	Lead Organization
Develop comprehensive plans and strategies to increase the supply of affordable housing, including promoting "missing middle" housing options.	City of Medicine Hat, GoA, GoC	MHCHS, City of Medicine Hat
Allocate resources effectively by investing in housing programs and initiatives that target the most vulnerable populations.	Various ministries of the GoA	MHCHS
Support the implementation of housing initiatives through partnerships with government agencies, non-profit organizations, and private sector stakeholders.	Various ministries of the GoA, GoC, City of Medicine Hat, and social serving agencies	MHCHS

### Education and Capacity Building

Actions	Engagement With	Lead Organization
Provide education and training to stakeholders, including landlords, tenants, and service providers, on topics such as the Residential Tenancy Act and safety protocols.	Stakeholders, business and building development community, service providers	MHCHS
Enhance stakeholder knowledge and skills through workshops, seminars, and certification programs on housing-related issues.	Service providers, non-profits, business community	MHCHS, City of Medicine Hat
Build capacity for housing delivery by supporting organizations and agencies with the tools and resources needed to address housing challenges.	Business community, City of Medicine Hat, service providers	MHCHS, City of Medicine Hat

### Immediate Action and Resource Mobilization

Actions	Engagement With	Lead Organization
Address urgent housing needs by implementing short-term solutions such as transitional housing and emergency shelters.	Various ministries of the A, GoC, City of Medicine Hat	MHCHS & City of Medicine Hat
Mobilize resources from government, philanthropic organizations, and the private sector to fund housing initiatives and programs.	Various ministries of the A, GoC, City of Medicine Hat	MHCHS
Implement pilot projects to test innovative approaches and demonstrate the feasibility of scalable solutions to homelessness and housing insecurity.	Services Providers	MHCHS

Resilient and Inclusive Community Task Force

# Break-Out Session Summary

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Summit Summary Discussion &  
Strategic Planning

**June 24, 2025**

## Break-Out Session Summary

### BACKGROUND

Between June 2023-April 2024, Medicine Hat Community Housing Society hosted a series of four Homeless & Housing Summits. At their meeting on June 24, 2025, the Resilient and Inclusive Community Task Force was provided a document summarizing actions identified in the Summit process, along with progress made thus far.

A break-out session was initiated with each group discussing the four areas identified in the Community Summit Action Summary:

- Advocacy and Policy Reform
- Strategic Planning and Resource Allocation
- Education and Capacity Building
- Immediate Action and Resource Mobilization

Dialogue and was guided by consideration to the following three questions:

1. What are the three biggest impacts to the community (or concerns in the community)?
2. What is the 'low hanging fruit'?
3. What should we *stop* doing?

Below are the ideas and themes which emerged from the break-out session.

### QUESTION #1

**What are the three biggest impacts to the community (or concerns in the community)?**

- Downtown cleanliness
- Observation of needles, fire, and crime
- Lack of affordable housing
- Long term shelter and consolidated 24-hour emergency shelter
- Access to MH&A supports (e.g. detox, pre-post treatment support)

### QUESTION #2

**What is the 'low hanging fruit'?**

- Ensure timely clean-up of vandalism and garbage/debris downtown
- Ensure there are sufficient receptacles and that they are maintained frequently
- Positive downtown community narrative building
- Enhanced deterrence (specifically, safety cameras)

- Audit whether there are other groups in the community already doing things the Task Force can support
- Support for those seeking help
- Advocacy for a shelter
- Advocacy for more treatment
- Creation of a unified voice between all levels of government on this issue
- Create space/opportunity for people to help people (ex: those struggling to make mortgage payment)
- Reconsideration to non-conforming suites
- Better collaboration & coordination between government, community-based organizations and business stakeholders
- Begin with prevention in schools as there is rising homelessness in youth
- Education/Awareness campaigns and/or training session
- Allocating funding for small-scale housing or support service pilot projects that address identified gaps for potential scalable solutions

### QUESTION #3

#### What should we **stop** doing?

- Duplication of existing services
- Allowing perception-damaging activity
- Treating homelessness and substance use as a uniform issue with standardized solutions (need person-centered, flexible approaches)

### NEXT STEPS

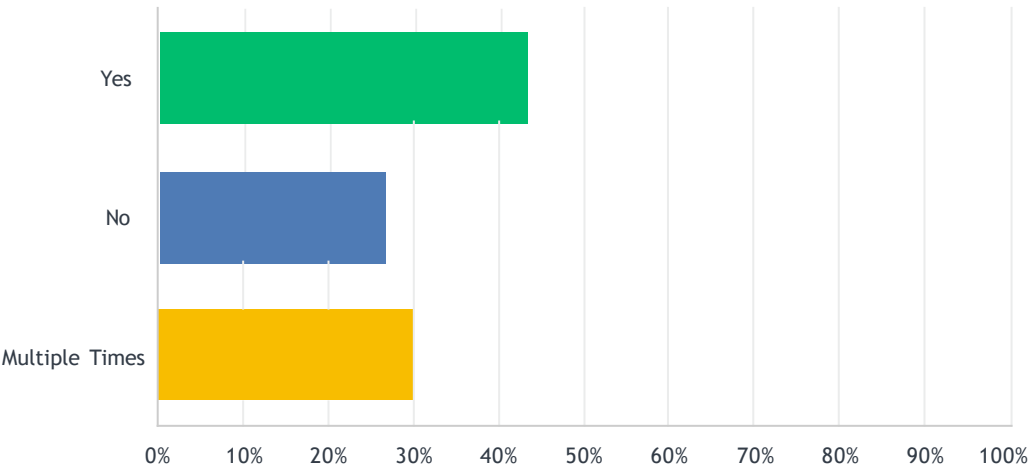
This summary will be provided to the Task Force for further discussion as required.

### APPENDIX

A: Community Summit Action Summary

Q1 Has your premises or business been impacted by vandalism and mischief?

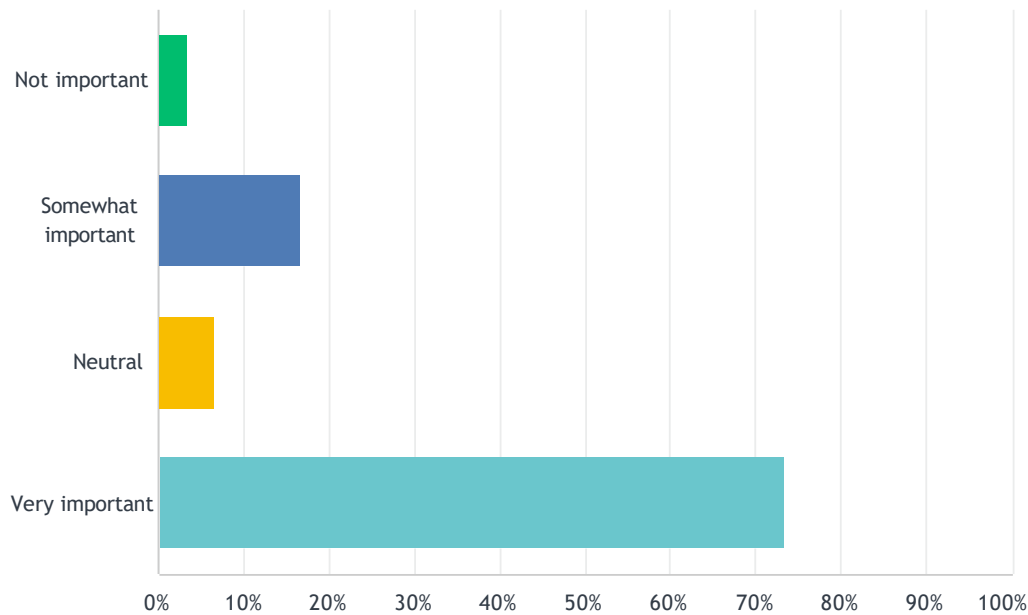
Answered: 30    Skipped: 0



ANSWER CHOICES		RESPONSES	
Yes		43.33%	13
No		26.67%	8
Multiple Times		30.00%	9
TOTAL			30

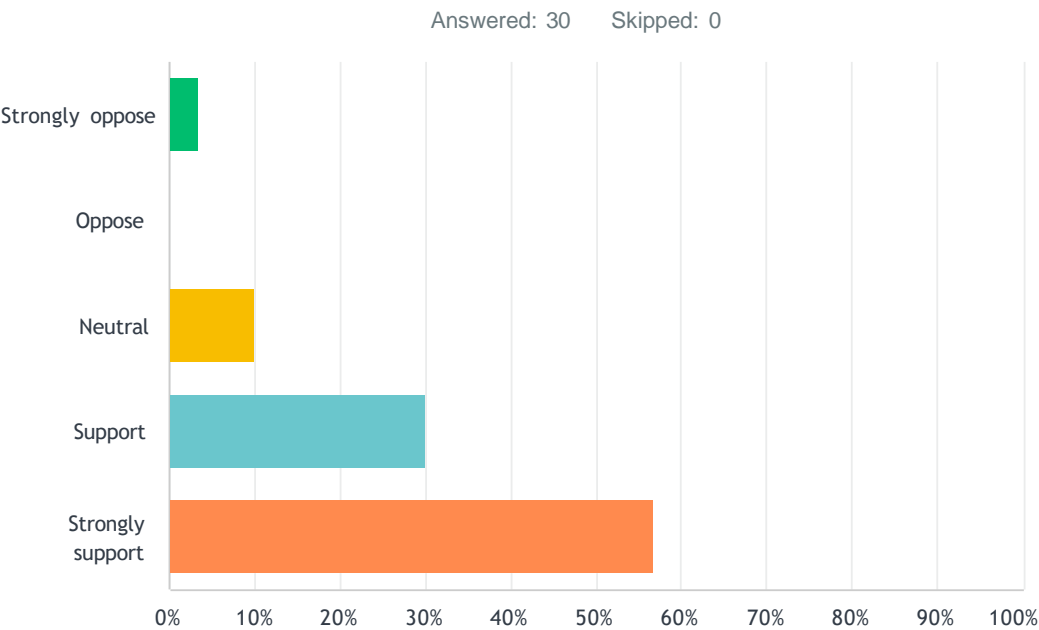
Q2 How important do you believe it is to implement Crime Prevention Through Environmental Design (CPTED) improvements to address vandalism and mischief in the downtown area?

Answered: 30    Skipped: 0



ANSWER CHOICES	RESPONSES	
Not important	3.33%	1
Somewhat important	16.67%	5
Neutral	6.67%	2
Very important	73.33%	22
TOTAL		30

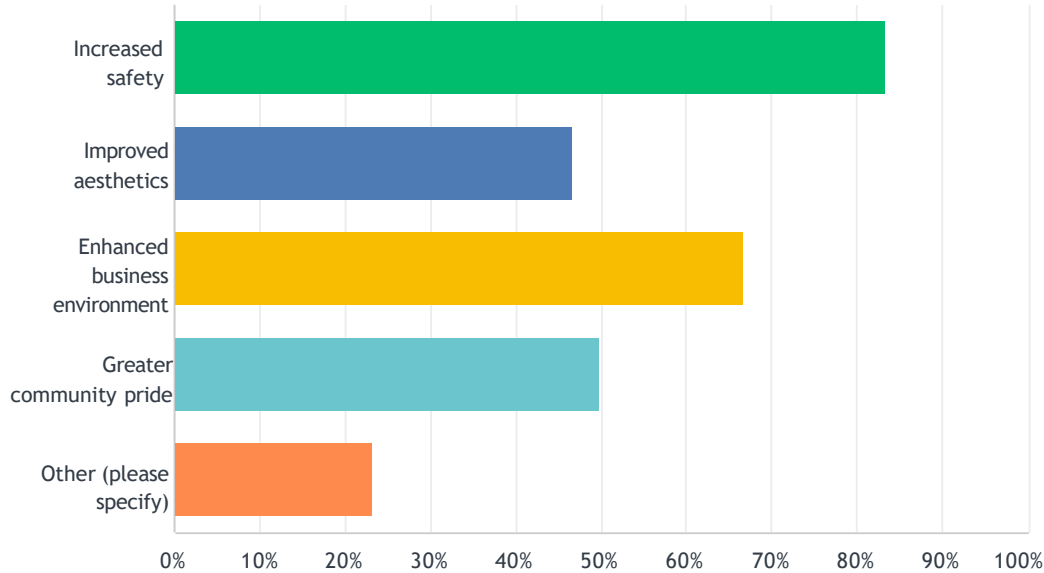
Q3 Do you support the idea of providing downtown enhancement matching grants to fund CPTED improvements or repairs caused by vandalism and mischief?



ANSWER CHOICES	RESPONSES	
Strongly oppose	3.33%	1
Oppose	0.00%	0
Neutral	10.00%	3
Support	30.00%	9
Strongly support	56.67%	17
TOTAL		30

## Q4 What do you think would be the most significant benefit of implementing CPTED improvements in the downtown area? (Select all that apply)

Answered: 30 Skipped: 0



ANSWER CHOICES		RESPONSES	
Increased safety		83.33%	25
Improved aesthetics		46.67%	14
Enhanced business environment		66.67%	20
Greater community pride		50.00%	15
Other (please specify)		23.33%	7
TOTAL			30

#	OTHER (PLEASE SPECIFY)	DATE
1	If you are talking about spikes on ledges or sloped benches I think those look awful and make our city unwelcoming - and are just mean	6/12/2024 1:01 PM
2	I don't think we have been given enough info about how CPTED principals are going to be implemented in order to answer this question	6/11/2024 11:05 PM
3	Encourage more business downtown	6/4/2024 4:24 PM
4	NOthing	6/4/2024 1:52 PM
5	I think the vandals are simply unaware of who they truly are - Divine Light. Therefore, I think the best solution is to show them love and kindness.	6/4/2024 1:42 PM
6	Decrease in area for drug abuse to occur	6/4/2024 1:15 PM
7	This would increase business attraction for business owners.	6/4/2024 1:04 PM



## Q5 Do you have any suggestions that work towards curbing vandalism and mischief in the downtown area?

Answered: 19    Skipped: 11

#	RESPONSES	DATE
1	The downtown police patrol is helpful, but more and continued work needs to be done.	6/13/2024 9:56 AM
2	I think the city should instead fund more policing. We can see drug deals happening in our alley all the time. Police patrol but are not breaking up the groups hanging there even if it is 3am. If people start to make a space home, that enables more drug dealing as people know where to go.	6/12/2024 1:01 PM
3	CPTED often overlooks the behavioural impetuous for these actions. Has this methodology been compared to others to see if it is the right fit for our issues? Has there been a concerted information-gathering effort to determine what the motivating factors are for these undesirable behaviours? If so, where can we read the report? A document for your consideration: Exposing CPTED's Limitations Port Hope Police Service <a href="https://www.phps.on.ca/photos/custom/blogFiles/pdf/s/behaviouralbaseddesign4CPTED.pdf">https://www.phps.on.ca/photos/custom/blogFiles/pdf/s/behaviouralbaseddesign4CPTED.pdf</a>	6/11/2024 11:05 PM
4	Move the Salvation Army Soup Kitchen Out of the Downtown Core. On days when it isn't operating (weekends), general vandalism and mischief is greatly reduced in the 3rd street alley and on 5th ave.	6/10/2024 4:59 PM
5	I would like to see regular cleaning of the pedestrian underpass. I have been told it is pressure-washed weekly by a third party company; if this is so, it is not happening an the city is paying a bill that is not accurate. I think pressure washing it regularly and keeping it clean will reduce many issues related to the cleanliness. I do not think weekly is necessary, but perhaps bi-weekly or monthly to start.	6/10/2024 4:53 PM
6	better lighting, night cameras.	6/7/2024 8:40 AM
7	Please provide a designated fenced and partially roofed area for the vagrants to participate in their extra curricular activities so they are not doing it in front of or in places of business.	6/6/2024 10:24 AM
8	Having a safe place for people to go Having a safe consumption site where people could use in privacy but with a safety net should things go wrong, this would also reduce the drug supplies/paraphernalia left on the ground. Re-open the tunnel so people have a safe place to sleep at night (rather than in the alley behind 5-ave church) and increase shelter bed space so they can choose to stay there instead. Increase hours of Downtown police patrol- mischief doesn't just start at 8:30am	6/5/2024 12:52 PM
9	I am not sure I know what CPTED is. I do wish the city had a clean-up crew that we could call as needed to help with cleaning up mischief i.e. feces, broken glass, old heavy air conditioners etc. This is time consuming and unsafe for my staff or myself to take care of. All if they had a team who could fix things that would be great too! For example all my down spots have been crushed and it looks unsightly. Extra lighting would be great in my back parking lot, but I need soemone who could do it etc. Thanks!	6/4/2024 2:33 PM
10	Bigger presence of downtown officers, More officers, bigger budget, put them on bikes to cover more area.	6/4/2024 2:28 PM
11	Would be nice to know does CPTED will alleviate crime? How will you 'design' a downtown that inhibits crime? The only way to manage crime in the downtown area is through police presence and more shelters/mental health counselling for the homeless.	6/4/2024 1:52 PM
12	CCTV warning signs, block watch, rewards to the arrest of an individual or group.	6/4/2024 1:47 PM
13	Same as above. Or, same as above so below.	6/4/2024 1:42 PM
14	cameras and holding people accountable	6/4/2024 1:19 PM
15	I truly wish I had the magic answer. As the owner of Local, I see and am impacted by the constant flow of vulnerable people in my alley. I am dealing with issues on a daily basis and not only is it negatively impacting my business but it is disheartening to see. My only suggestion would be to relocate the Salvation Army soup kitchen to a place outside the downtown core.	6/4/2024 1:15 PM

## Downtown Enhancement Grant

16	I don't really know if this is a suggestion, and while I am 100% behind the idea of CPTED, for some businesses the costs associated with implementing the suggestions from a CPTED report might not be feasible (even with a matching grant). So I think a matching grant is a great idea, i just don't think that it is a "one size fits all" solution.	6/4/2024 1:09 PM
17	We would love to know more about it first. Then more and sustained attention to patrolling & education towards those who commit vandalism & mischief.	6/4/2024 1:04 PM
18	We need more police presence and better ways to deal with the downtown vagrants that are damaging property. Drug use should be confined to an area that is not disrupting or discouraging business operations downtown.	6/4/2024 1:01 PM
19	Downtown security systems, more downtown patrol, better lighting	6/3/2024 3:20 PM

## Downtown Brantford Improvement Task Force

<https://www.brantford.ca/en/your-government/resources/Downtown-Brantford-Priority-Plan-A-Community-Vision-for-the-City-Centre.pdf>

### Highlights

The Task Force, composed of city officials, representatives from local organizations, and educational institutions, aims to address social challenges and promote positive change in the downtown area.

### Defining Our Priorities

Public consultation campaigns and stakeholder engagement sessions identified three focus areas and 18 key priorities for downtown improvement.

#### Key Priorities

1. **Safety and Security:**
  - Increase the presence of special constables and security officers.
  - Train police officers in Crime Prevention Through Environmental Design (CPTED).
  - Explore additional safety initiatives like CCTV cameras and lighting improvements.
  - Advocate for bail reform and increased judicial resources.
  - Implement traffic safety measures.
2. **Inclusion and Support:**
  - Engage with Indigenous stakeholders for co-created responses to local issues.
  - Increase awareness and coordination of social supports and housing services.
  - Reduce stigma and encourage inclusivity.
  - Make downtown supportive for post-secondary students.
  - Explore the feasibility of a community research hub and enhanced data sharing.
3. **Growth and Vibrancy:**
  - Support residential and business development.
  - Develop unified marketing and promotion strategies.
  - Leverage historical and cultural heritage in planning events.
  - Explore the feasibility of a cultural hub.
  - Improve cleanliness and image of downtown.
  - Promote downtown as a unique event venue and develop linkages to the waterfront.
  - Explore parking and transit solutions.

### Moving Forward

Early successes include increased presence of special constables, development of a Mobile Security Team, streamlined development approvals, and advocacy for judicial resources. Long-term projects focus on streetscaping, active transportation, infrastructure improvements, and private sector development.

### Celebrate and Collaborate

The plan calls for ongoing collaboration and annual events to update the community on progress and address emerging challenges. Stakeholders will continue to research and establish next steps based on public consultation.

## City of Calgary Downtown Safety Leadership Table

<https://www.calgary.ca/content/dam/www/major-projects/documents/downtown-safety-leadership-table-report-march-2024.pdf>

[Download the summary of the Downtown Safety Leadership Table report](#)

### Highlights

The Downtown Safety Leadership Table (The Table) was established in September 2023 by Mayor Jyoti Gondek to address safety issues in downtown Calgary. Over seven months, The Table engaged with over 45 community groups and social service partners to understand the issues impacting downtown Calgary.

### Key Findings

Several recurring themes emerged from the engagement:

- **Support for At-Risk Populations:** Increased support needed for those experiencing homelessness and at-risk populations.
- **Enhanced Maintenance and Outreach:** Improved levels of maintenance and outreach to ensure safety.
- **Improved Communications:** Better communication to help citizens understand ongoing supports and initiatives.
- **Resource and Funding Inadequacies:** Social service providers face challenges due to inadequate resources and funding.
- **Perception Challenges:** Negative perceptions impacting the downtown experience.

### Mandate

The Table's mandate is to identify gaps, recommend removal of barriers, and advise on actions to address safety concerns in downtown Calgary.

### Goal and Focus Areas

The goal is to provide strategic recommendations to improve safety, inclusivity, and perceptions of safety. The focus areas are:

1. **Government Response:** Strengthen investments and remove barriers.
2. **Strategic Communication:** Effectively communicate targeted investments and actions.
3. **Community Collaboration:** Deliver coordinated responses through key service providers.
4. **Specialized Initiatives:** Implement innovative approaches to address diverse community needs.

### Consultation Process

The Table met with various stakeholders, including enforcement and public safety agencies, city departments, social service agencies, tourism and local businesses, post-secondary institutions, arts and culture groups, community and resident groups, and Indigenous elders. An online survey was also conducted.

### What We Heard

Recurring themes from the consultation process included:

1. **Addiction, Mental Health, and Homelessness:** Visible safety concerns and negative perceptions.
2. **Transit Safety:** Concentration of drug activity and violence at C-Train stations.
3. **Congregating and Loitering:** Safety concerns in public spaces due to lack of managed indoor spaces.
4. **Environmental Design and Structural Conditions:** Maintenance and cleaning shortfalls, inadequate lighting, and safety issues in the Plus 15 network.
5. **Coordination and Communications:** Limited coordination among services impacting response effectiveness.
6. **Emergency Shelters and Centralization of Services:** Safety concerns in large downtown shelters.
7. **Criminal Activity and Law Enforcement:** Increased interactions with individuals exhibiting aggressive behaviors.

### Impact to the Community

Businesses, city services, and front-line agencies face increased costs and challenges due to social disorder, vandalism, and crime. Safety concerns affect the economic and social heart of the city.

### Outcomes and Recommendations

The Table identified four focus areas supported by 28 recommendations, grouped under three proposed implementation timelines:

**Quick Wins (1 year):** Immediate actions that can be implemented within a year.

- Enhance downtown cleaning, lighting, and maintenance.
- Conduct studies to improve high-risk areas.
- Increase access to public washrooms.
- Establish daytime resource centers for the homeless.
- Update policies for managing encampments.
- Enhance police presence and community relations.
- Review and improve the Plus 15 network.
- Coordinate frequent event activations.

**Further Research (1-3 years):** Priorities requiring further research and time.

- Coordinate existing safety strategies.
- Establish a consistent fund for downtown initiatives.
- Audit and improve HELP buttons and communication channels.
- Create a permanent Downtown Safety Table.

**System Impacts (3+ years):** Long-term actions requiring multi-order government support.

- Address funding and service delivery constraints.
- Expand resources for mental health and addictions.
- Advocate for a Community Court.
- Increase awareness and utilization of specialty courts.

### **Strategic Communication**

Immediate Actions (1 Year):

- Create a public-facing communications resource.
- Develop a secure data sharing platform.

### **Community Collaboration**

Immediate Actions (1 Year):

- Form a Downtown Maintenance and Safety Team.
- Increase coordination of outreach services.
- Improve policing and enforcement coordination.

### **Specialized Initiatives**

Immediate Actions (1 Year):

- Support affordable housing development.
- Develop Indigenous Gathering Places.
- Resource community-led volunteer groups.
- Advocate for expanded service hub models.

Medium-Term Actions (1-3 Years):

- Incorporate Indigenous recovery supports.
- Provide opportunities for Indigenous programming.

Long-Term Actions (3+ Years):

- Create a transition shelter for vulnerable youth.

### **Next Steps**

The City of Calgary is recommended to lead the implementation of the recommendations, prioritize actions, collaborate with community partners, and pursue funding opportunities.

### **Members and Acknowledgments**

The report acknowledges the contributions of various community and organization representatives and the support from the City of Calgary.

The City of Calgary provides status updates on their website via a Progress Tracker. You can view it here to gain insight into their progress on each of the recommendations.

<https://app.powerbi.com/view?r=eyJrIjoieNTEzODY3OGMtNzA0My00NDZlWE1YjltOWZiOGJlYThjMmQ4liwidCI6IjcyNjI5NjdhLTA1ZmEtNGQ1OS04YWZkLTI1YjczNGVhZjE5NiJ9>

## City of Kelowna

### Summary of the Mayor's Task Force on Crime Reduction Recommendations

Objective: The report outlines recommendations for community-driven initiatives to reduce crime in Kelowna, presented to Council on May 27, 2024.

#### Background:

- **Establishment:** The Mayor's Task Force on Crime Reduction was established on June 5, 2023, with a 13-member body chaired by the Mayor.
- **Mandate:** Develop actionable recommendations to reduce crime, increase community safety, engage the public in crime prevention, integrate stakeholders, and improve public awareness using data and evidence-based research.
- **Meetings:** The Task Force held nine meetings since its first on July 12, 2023.

#### Discussion:

##### The Task Force focused on six overarching priorities:

1. Additional Housing Resources
2. Complete Care Housing
3. Neighbourhood Safety Initiatives
4. Repeat Offending
5. Community Training
6. Policing Presence

#### Recommendations:

1. **Enhance Business Improvement Area (BIA) Community Safety Programs:**
  - Support BIA Ambassador/On-Call Programs.
  - Expand Kelowna Gospel Mission Business Coaching Workshops.
  - Increase use of Crime Prevention Through Environmental Design (CPTED).
  - Renew and expand Business CCTV Registry Program.
  - Increase RCMP police visibility in business districts.
  - Enhance support for restorative justice programs.
2. **Increase Resident Engagement and Education in Crime Prevention/Reduction:**
  - Expand community programs like the Block Connector Program.
  - Promote CPTED principles through neighborhood associations and building stratas.
3. **Increase Support for Treatment and Recovery:**
  - Expand social development grant programs.
  - Establish incentive programs for treatment and recovery facilities.
4. **Establish Sobering & Assessment Centres:**
  - Partner with regional and provincial organizations to provide temporary sheltering for intoxicated individuals.
5. **Create Multi-Care Sites:**
  - Explore partnerships to offer co-located social, health, housing, and employment supports.
6. **Advocate for Provincial Report Follow-Through:**
  - Support recommendations from the 2022 Provincial Government Report on policing and community safety.
7. **Address Repeat Offending:**
  - Advocate for measures to address repeat property offending and improve public confidence in the justice system.
  - Follow-through on recommendations from the 2022 Provincial Government Report on repeat offending and random violence.
  - Increase BC Prosecution Service Crown Counsel in Kelowna.
  - Improve bail outcomes.

#### Next Steps:

- **Endorsement:** Council endorsed the recommendations.
- **Implementation Study:** Staff will study the costs and implications of implementing the recommendations and report back to Council.

These recommendations aim to enhance city efforts, increase community participation, explore new partnerships, advance comprehensive approaches, and focus advocacy on provincial and federal matters.

## Lethbridge Downtown Lawlessness Reduction Task Force (DLRTF)

[Lethbridge Downtown Lawlessness Reduction Task Force \(DLRTF\) Pages 691 - 708](#)

### Highlights from the report October 2024

The **Downtown Lawlessness Reduction Task Force (DLRTF)** was established in December 2023 by the Lethbridge City Council to address lawlessness in the downtown core. The task force collaborates with various stakeholders, including the Lethbridge Police Service, Opportunity Lethbridge, community members, and city departments like Fire and EMS, Community Social Development, and Bylaw Services.

#### Phase 1: Initial Focus

- **Data Collection and Analysis:** Gathering data from various city departments and conducting a community-wide safety survey.
- **Understanding Legal Processes:** Explaining roles and responsibilities of law enforcement and bylaw services.
- **Understanding Roles and Responsibilities:** Summarizing services funded through the city to build an understanding of roles and responsibilities.

#### Survey Findings

The **Building Safer Communities** survey highlighted several themes:

1. **Community Safety and Public Spaces:** Concerns about drug use, criminal activity, and insecurity in public spaces.
2. **Homelessness and Addiction Issues:** Visibility of homelessness and mental health/addictions crises linked to increased crime rates.
3. **Impacts on Local Businesses/Residents:** Safety concerns negatively affect local businesses and residents.
4. **Community Investment and Urban Planning:** Criticism of the city's investment choices and placement of shelters/addictions services.
5. **Police Presence and Response:** Dissatisfaction with policing in downtown Lethbridge.
6. **Clean Streets, Sidewalks, and Public Facilities:** Cleanliness of public spaces impacts community members' sense of safety.

#### Current City Action

The **Downtown Clean and Safe Strategy (DCSS)**, approved by City Council in 2018/19, addresses cleanliness and safety in downtown Lethbridge. The strategy includes initiatives to tackle issues like homelessness, addiction, and unemployment.

**DLRTF Recommendations** aim to improve safety, inclusivity, and perceptions of safety in downtown Lethbridge. They are grouped into **Primary Focus Areas** (to be implemented within a year) and **Further Considerations** (medium to long-term goals).

#### Primary Focus Areas

- Accelerate the Downtown Clean and Safe Strategy update.
- Enhance uniform presence downtown.
- Support infrastructure upkeep and community safety improvements.
- City Core Safety & Security Evaluation and Strategy.

#### Further Considerations

- Improve coordination of policing and enforcement services.
- Enable community-led initiatives.
- Develop a coordinated data compilation and sharing platform.
- Increase effective coordination of outreach services.
- Establish a permanent DLRTF.
- Address funding constraints and service delivery capacities.
- Collaborate with the Government of Alberta on mental health and addictions resources.
- Advocate for a Community Court in Lethbridge.

Leah, this is a very comprehensive report and is worth further exploration by the task force. It is hard to summarize this kind of work as each focus area and consideration go into great depth. If they are interested in learning more about each bullet point, it is worth cross referencing the entire report.

## **Red Deer- Strategies to Combat Downtown Social Issues**

[STRATEGIES-TO-COMBAT-DOWNTOWN-SOCIAL-ISSUES-2023-003.pdf](#)

### **Highlights from report – September 2023**

The City of Red Deer, through the Community Housing and Homelessness Integrated Plan (CHHIP), has partnered with the Canadian Mental Health Association (CMHA) to create a Lived/Living Experience Council. This council aims to incorporate the insights and expertise of individuals with firsthand experience of homelessness into local programs and decisions. Their perspectives are crucial in addressing inequities and finding solutions for homelessness. In May 2023, the council began collaborating with the Downtown Business Association to develop strategies for businesses to tackle issues like loitering, drug use, and rough sleeping. An open house was held on May 17th at Tribe Restaurant to gather feedback from businesses, followed by a survey in May and June 2023 for those unable to attend. The collected information has been compiled into a report with strategies to address these challenges.

#### **1. Lived Experience Council –**

- Partnerships: Collaborate with the Downtown Business Association and other service-oriented agencies to address issues like loitering, drug use, and rough sleeping.
- Information Gathering: Conduct open houses and surveys to understand the issues faced by businesses.
- Including people with lived experience. help lead conversations, know the systems and processes and the issues
- Understand homelessness and reasons for it
  - i.e. unsheltered, emergency shelters, sleeping rough, at risk of becoming homeless.
  - Structural factors – Economic and societal issues, Systems Failures, trauma, abuse poverty, addictions.

#### **2. Supporting Vulnerable Populations**

- Build rapport with individuals causing issues through respectful conversations.
- Compassionate Approach: Address discrimination and stigma to help integrate homeless individuals into the community.

#### **3. Crime Prevention Through Environmental Design (CPTED)**

- Environmental Modifications: Use design principles to deter criminal acts, such as installing gates, cutting back shrubbery, and adding cameras.

#### **4. Community Resources and Support**

- Grants for CPTED
- HelpSeeker: Utilize online tools to access a network of services and resources.
- RCMP Youth and Community Action Team: Engage in community education and crime prevention initiatives.
- Camera Registry – share camera (CCTV) locations and footage for investigations

#### **5. Comprehensive Resource List – Who and When to Call for help**

- Housing and Shelter Programs
- Housing First Approach: Prioritize providing housing before addressing other needs.
- Support Services: Mental Health and Community Agencies
- Addiction Support Meetings: Facilitate various support groups for individuals dealing with addiction.

Strategies are essentially a tool kit for education, resources, support and appropriate approaches to tackling social issues.