



MEDICINE HAT  
**Community  
Housing**  
SOCIETY

**Building up  
and building on**

# **HOMELESS & HOUSING**

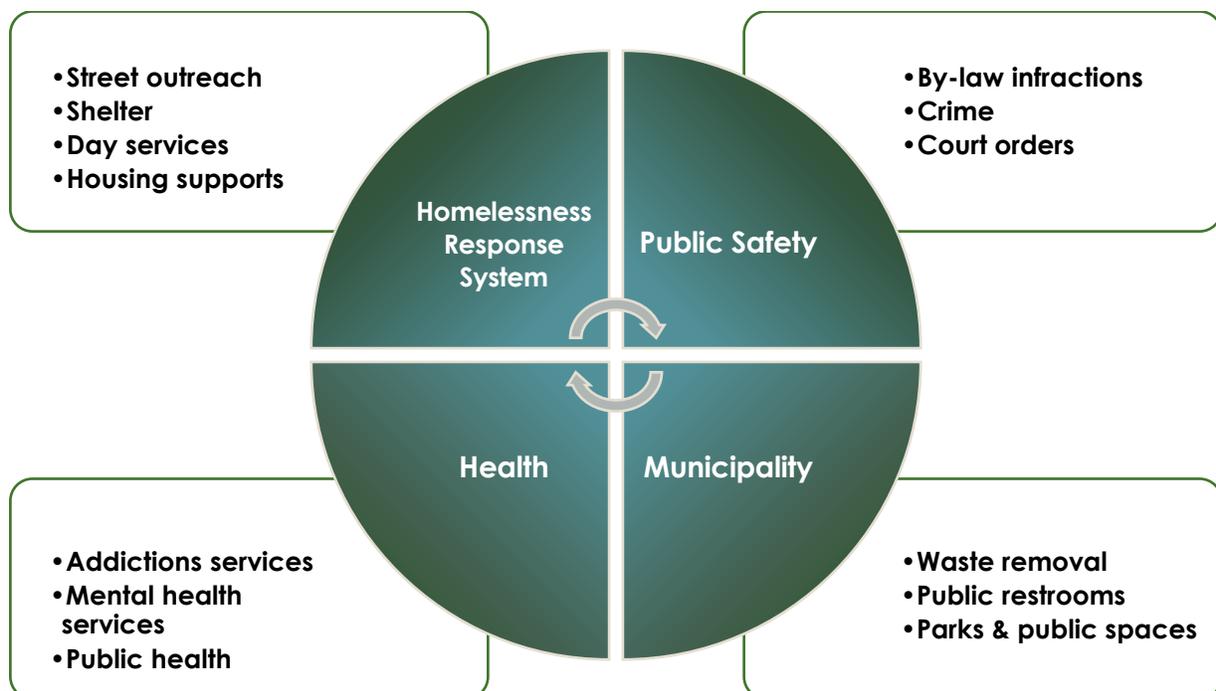
**COMMUNITY SUMMIT 2**

February 1, 2024 Report:  
Issues, Outcomes Sought & Proposed Actions

**H**omelessness has become a focal point of concern among diverse stakeholders across Medicine Hat and community. On February 1, 2023, a wide spectrum of community members convened by invitation to Summit 2, aimed at soliciting input from invited individuals with complaints, issues, and questions regarding homelessness. This inclusive gathering included 46 stakeholders from the nonprofit homelessness service providers, representatives from the business sector, individuals from education, police, health, fire departments, the City of Medicine Hat, council members, representatives from MLA's offices and various nonprofit organizations. Participants with lived experience of homelessness also contributed to the discussions and deliberations.

The primary objective of the summit was to pinpoint the most pressing issues concerning homelessness within the Medicine Hat community, prioritize them for action, and strategize future steps. Attendees received a comprehensive presentation outlining current systems, past and ongoing efforts in addressing homelessness, delivered by the Manager of Homeless and Housing Development Department at the Medicine Hat Community Housing Society (MHCHS). This included an overview of Housing Programs and Homelessness Initiatives aimed at addressing housing insecurity and homelessness within the community. Various programs and supports were reviewed, highlighting the comprehensive system of care delivery for Medicine Hat. Additionally, shelter facilities and services, along with a detailed flowchart illustrating the homeless serving systems of care. In closing, an update on current projects aimed at addressing homelessness and improving access to housing was provided to all attendees.

Recognizing that many social issues intersect with the homelessness response system, participants were introduced to the concept of spheres of responsibility. This framework delineates the various areas of accountability and influence concerning homelessness and related social issues.



The report below encapsulates the findings and recommendations generated during these sessions, providing a comprehensive overview of the identified challenges and proposed solutions.

Morning sessions included Roundtable Discussion One: Listing the Issues, where **seven prevalent issues** were identified.

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## ISSUES

Mental Health

Housing/Transitional Housing

Resources

Shelters and Detox Centers

Communication and Awareness

Contributing Factors

Encampments/Other

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Roundtable Discussion Two: Prioritizing the Issues followed. Breakout sessions allowed participants to delve deeper into **six prioritized issues**, with each group developing outcomes sought, key points, and suggested actions.

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## PRIORITIES

Behavioral/Mental Health

Housing Supply and Type

Transitional Housing

Rental Market

Advocacy

Knowing the Issue and Finding the Outcome

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As we move forward, this report serves as a roadmap for collective action, guiding us towards meaningful interventions and initiatives to address homelessness in Medicine Hat. It concludes with a synthesis of key insights and outlines next steps in our ongoing efforts to combat homelessness and foster a more inclusive and supportive community for all.

## MAIN ISSUES AND CONCERNS IDENTIFIED

### MENTAL HEALTH

- **Stability challenges:** Concerns for the stability of individuals experiencing mental health issues.
- **Service accessibility:** Challenges hinder individuals with mental health issues from connecting to support services.

### HOUSING/TRANSITIONAL HOUSING

- **Affordable housing scarcity:** Limited availability of affordable and suitable housing and communal living options. Inadequate availability of diverse housing types such as accessory units, duplexes, triplexes, and fourplexes ("missing middle").
- **Lack of transitional housing diversity:** Insufficient options for transitional housing, including halfway houses and accommodations for various needs.
- **Rental market challenges:** Absence of rental caps and monopolization of rental spaces leading to escalating rents.
- **Lack of shelters/services for specific needs:** Inadequate provision of shelters and services tailored to meet the specific needs of marginalized populations (i.e. some people are not able to access shelters).

### RESOURCES

- **Social work resources:** Wait times impacting the provision of essential social work services.
- **Shortage of short-term placements:** Inadequate availability of supportive crisis beds for individuals requiring temporary accommodation during periods of illness or crisis.
- **Inadequate provision of basic needs:** Such as access to showers, washrooms, and storage facilities to secure important belongings. [Note: those in attendance provided resources to speak to all these needs].
- **Continued awareness efforts:** Ongoing initiatives required to maintain community awareness about homelessness issues and available support services.
- **Incentive programs:** Need incentives to encourage building appropriate housing.

### SHELTERS AND DETOX CENTERS:

- **Shelter bans:** Concerns regarding the rising frequency of shelter bans, be it perceived or actual.
- **Detox beds:** Need for additional detox beds to accommodate individuals requiring substance abuse treatment.

## COMMUNICATION AND AWARENESS

- **Limited access to support platforms:** Challenges in accessing platforms like "My Support," hindering individuals from seeking assistance and guidance.
- **Communication, perception and misinformation:** Barriers in understanding homelessness and housing insecurity, fueled by misconceptions, communication issues, and widespread misinformation, leading to stigma hindering support efforts.
- **Value-based decisions:** Influences of personal values on decision-making regarding homelessness and housing issues.
- **Knowledge transfer and transition challenges:** Inadequate knowledge transfer between service providers and homeless individuals, coupled with difficulties transitioning between support systems, resulting in gaps in access to crucial information and support services, and interruptions in continuity of care.

## CONTRIBUTING FACTORS:

- **Healthcare accessibility:** Difficulty in obtaining necessary medical services for homeless and vulnerable individuals.
- **Family breakdown and lack of meaningful connections:** Instances of family disintegration and absence of supportive social networks.
- **Overcomplicated systems:** Bureaucratic administrative processes creating barriers to accessing essential support services.
- **Disruptive decision-making:** May produce negative experiences or impact for those seeking assistance.
- **Socioeconomic disparities:** Discrepancies in income levels impair securing housing and support.

## ENCAMPMENTS/OTHER

- **Oversight and responsibility regarding encampment policy:** Need roles and responsibilities among agencies such as the Medicine Hat Police Service (MHPS), Medicine Hat Community Housing Society (MHCHS), and City of Medicine Hat (CoMH) to address concerns and provide oversight, especially in response to recent events like the Edmonton sweeps.
- **Lack of public compassion and understanding:** Societal attitudes and misconceptions about the challenges faced by individuals experiencing homelessness and housing insecurity.
- **Strained systems:** Recognizing the challenges and limitations within existing systems.

# PRIORITIZED ISSUES, OUTCOMES SOUGHT, KEY POINTS, & SUGGESTED ACTIONS

## BEHAVIORAL/MENTAL HEALTH

Outcome Sought	Group Key Points	Proposed Actions
<p>Improved mental health support framework addressing legislative gaps and promoting advocacy for individuals with behavioral and mental health needs.</p>	<p><b>Legislative Changes:</b> Participants highlighted the necessity for legislative reforms to better address the mental health needs of individuals, advocating for policy adjustments to enhance support systems.</p> <p><b>Mental Health Advocacy:</b> Discussed the importance of advocacy efforts aimed at raising awareness and promoting access to mental health services, emphasizing the need for collaborative advocacy initiatives.</p> <p><b>Post ARCH Stabilization/Continuing Long-Term Care:</b> Concerns were raised regarding the transition process post-ARCH (Action Research on Chronic Homelessness) emphasizing the need for seamless long-term care provisions to sustain stability.</p> <p><b>Prioritize Health:</b> Participants underscored the importance of prioritizing mental health within the healthcare system, suggesting a more proactive approach to address escalating behavioral issues.</p> <p><b>Escalating Behavioral Challenges:</b> Discussions highlighted the growing complexity of behavioral health challenges, indicating a pressing need for comprehensive support strategies to manage escalating behaviors effectively.</p> <p><b>Advocacy in Support Services:</b> Participants emphasized the need for increased advocacy efforts within support services, aiming to amplify voices and ensure adequate resources for addressing mental health needs.</p> <p><b>Perception vs. Reality:</b> There was a recognition of the disparity between perception and reality regarding mental health issues, highlighting the importance of dispelling misconceptions and fostering a better understanding of behavioral health challenges.</p>	<p><b>1. Policy Advocacy:</b> Collaborate with stakeholders to advocate for legislative changes aimed at improving mental health support frameworks and addressing gaps in existing legislation.</p> <p><b>2. Community Awareness Campaigns:</b> Launch advocacy campaigns to raise public awareness about mental health issues and promote access to support services.</p> <p><b>3. Enhanced Transition Planning:</b> Develop comprehensive transition plans post-ARCH to ensure continuity of care and long-term stability for individuals with behavioral health needs.</p> <p><b>4. Healthcare Prioritization:</b> Advocate for mental health to be prioritized within the healthcare system, ensuring proactive management of escalating behavioral challenges.</p> <p><b>5. Support Service Strengthening:</b> Strengthen support services by increasing advocacy efforts and allocating resources to address the diverse needs of individuals with behavioral health issues.</p> <p><b>6. Education and Training:</b> Implement educational programs to bridge the gap between perception and reality regarding mental health, fostering greater understanding and empathy within the community.</p>

Sphere of Responsibility: Health, Municipality, Public Safety, Homeless Response Systems

**HOUSING SUPPLY AND TYPE**

Outcome Sought	Group Key Points	Proposed Actions
<p>Attainment of a sufficient supply of affordable housing, including the missing middle housing gap, implementing policies to incentivize construction, and ensuring accessibility for small builders.</p>	<p><b>Sufficient Affordable Housing Supply:</b> Participants emphasized the need to increase the supply of affordable housing, particularly focusing on addressing the missing middle housing gap, which includes accessory units, duplexes, triplexes, and fourplexes.</p> <p><b>Vacant Unit Tax:</b> There was support for implementing a vacant unit tax to encourage property owners to make unused units available for housing, thereby increasing the overall housing supply.</p> <p><b>Initial Social Housing Partners:</b> Discussions highlighted the importance of establishing partnerships with social housing organizations, with suggestions for a 70-20-10 model to involve various stakeholders in the provision of social housing.</p> <p><b>Access for Small Builders:</b> Participants advocated for increased access for small builders to participate in housing construction projects, suggesting measures such as reducing planning and permitting costs and streamlining bureaucratic processes.</p> <p><b>Incentivizing Missing Middle Builds:</b> There was a focus on understanding the incentives that would drive the construction of missing middle housing, with an emphasis on affordability, trades, and compliance with safety codes.</p> <p><b>Focus Areas:</b> Participants underscored the importance of focusing on affordability, trades training, and compliance with safety codes, recognizing the variation in regulations across provinces.</p>	<p><b>1. Address Housing Gap:</b> Develop policies and initiatives aimed at addressing the housing gap, including incentives for the construction of accessory units, duplexes, triplexes, and fourplexes (missing middle).</p> <p><b>2. Implement Vacant Unit Tax:</b> Advocate for the implementation of a vacant unit tax to incentivize property owners to make unused units available for housing, thereby increasing housing supply.</p> <p><b>3. Establish Social Housing Partnerships:</b> Form partnerships with social housing organizations through a 70-20-10 model, involving various stakeholders in the provision of social housing.</p> <p><b>4. Support Small Builders:</b> Implement measures to increase access for small builders to housing construction projects, such as reducing planning and permitting costs and streamlining bureaucratic processes.</p> <p><b>5. Incentivize Construction:</b> Identify and implement incentives to drive the construction of missing middle housing, focusing on affordability, trades training, and compliance with safety codes.</p> <p><b>6. Focus on Key Areas:</b> Prioritize efforts to address affordability, trades training, and compliance with safety codes, considering the specific regulations and requirements in each province.</p>

Sphere of Responsibility: Municipality

**TRANSITIONAL HOUSING**

Outcome Sought	Group Key Points	Proposed Actions
<p>Establishment of effective transitional housing options focused on providing client-centered support, healthcare involvement, and peer advocacy to facilitate successful transitions from various systems without returning to homelessness.</p>	<p><b>Centered Support:</b> The group felt there was a need for transitional housing to be client-based, offering short-term supported living arrangements with a focus on individual needs and preferences.</p> <p><b>Involvement of Healthcare:</b> Discussions highlighted the significance of healthcare involvement in transitional housing, emphasizing the integration of health services to address the medical needs of residents.</p> <p><b>Peer Support Advocacy:</b> Participants advocated for the inclusion of peer support advocates in transitional housing programs, recognizing the value of peer-based support in facilitating successful transitions.</p> <p><b>Community-Led Supported Living:</b> There was support for community-led initiatives in providing supported living arrangements, leveraging local resources and community networks to support residents.</p> <p><b>Preventative Measures:</b> Suggestions were made to focus on catching individuals before they fall into homelessness, emphasizing the importance of proactive interventions and support systems.</p> <p><b>Funding Requirements:</b> Participants underscored the need for transitional housing initiatives to be properly funded to ensure their effectiveness and sustainability.</p>	<p><b>1. Client-Centered Transitional Housing:</b> Develop and implement transitional housing programs that prioritize individual needs and preferences, providing short-term supported living arrangements tailored to residents.</p> <p><b>2. Healthcare Integration:</b> Ensure the integration of healthcare services within transitional housing programs to address the medical needs of residents, collaborating with healthcare providers to deliver comprehensive support.</p> <p><b>3. Peer Support Advocacy:</b> Incorporate peer support advocates into transitional housing initiatives to provide residents with peer-based support, guidance, and encouragement throughout their transition process.</p> <p><b>4. Community-Led Initiatives:</b> Support community-led initiatives in establishing and maintaining supported living arrangements, leveraging local resources and community networks to enhance resident support and engagement.</p> <p><b>5. Preventative Interventions:</b> Implement proactive measures to identify individuals at risk of homelessness and intervene before they experience housing instability, offering early support and intervention services.</p> <p><b>6. Sustainable Funding:</b> Advocate for sufficient and sustainable funding for transitional housing programs to ensure their effectiveness and long-term viability, securing financial resources from relevant stakeholders and government agencies.</p> <p><b>7. Collaborative Responsibility:</b> Foster collaboration among different sectors, including mental health, addiction services, treatment facilities, and corrections, to collectively fund and expand transitional housing capacity, ensuring a comprehensive and coordinated approach to supporting individuals in transition.</p>

Sphere of Responsibility: Health, Homelessness Response System

**RENTAL MARKET**

Outcome Sought	Group Key Points	Proposed Actions
<p>Addressing the shortage of affordable and suitable rental units while implementing measures to regulate the rental market and ensure tenant and public safety.</p>	<p><b>Rental Unit Shortage:</b> Participants highlighted the insufficient availability of affordable and appropriate rental units in good condition as a pressing issue, particularly concerning the cost, number, and condition of available units.</p> <p><b>Priority Measures:</b> The need for specific measures to address rental market challenges was emphasized, including the establishment of landlord registries, rental controls, and the implementation of bylaws and taxes to prevent monopolization and speculation.</p> <p><b>Municipal Responsibility:</b> Participants identified the municipal government's role in implementing bylaws and taxes to regulate the rental market, emphasizing the importance of public safety and health codes enforcement.</p> <p><b>Affordable Housing Development:</b> There was a call for increased efforts in developing more affordable rental suites, considering factors such as cost, quantity, condition, and suitability for specific demographics, such as seniors.</p> <p><b>Challenges for Landlords:</b> Concerns were raised regarding the challenges landlords face in evicting problem tenants, highlighting the need for streamlined eviction processes and tenant management strategies.</p>	<p><b>1. Establish Landlord Registries:</b> Advocate for the establishment of landlord registries at the provincial or independent level, facilitating better oversight and regulation of rental properties while ensuring landlord accountability.</p> <p><b>2. Implement Rental Controls:</b> Lobby for the implementation of rental controls at the provincial level to address rental market imbalances and prevent excessive rent increases, ensuring greater affordability and stability for tenants.</p> <p><b>3. Enact Monopolization Bylaws and Taxes:</b> Work with municipal authorities to enact bylaws and taxes targeting rental market monopolization and speculation, discouraging practices that limit rental unit availability and drive-up prices.</p> <p><b>4. Promote Creative Housing Development:</b> Encourage private industry and municipal collaboration in developing creative housing solutions to increase the supply of affordable rental units, prioritizing affordability, accessibility, and suitability for diverse demographics.</p> <p><b>5. Enhance Public Safety Measures:</b> Advocate for the enforcement of public safety and health codes to ensure the quality and safety of rental units, prioritizing the well-being of tenants and the broader community.</p> <p><b>6. Streamline Eviction Processes:</b> Address challenges faced by landlords in evicting problem tenants by streamlining eviction processes, providing landlords with effective tools and resources for tenant management and dispute resolution.</p> <p><b>7. Support Affordable Housing Initiatives:</b> Invest in initiatives aimed at increasing the availability of affordable rental units, focusing on the development of units that meet the needs of vulnerable populations, including seniors, and promoting affordability and accessibility in housing development projects.</p>

Sphere of Responsibility: Municipality, Public Safety

**ADVOCACY**

Outcome Sought	Group Key Points	Proposed Actions
<p>Enhanced advocacy efforts to address escalating aggressive behavior, ensure balanced enforcement with empathy, improve marketing and awareness of resources, secure appropriate funding, promote frontline training and education, advocate for effective systems navigation, and advocate for appropriate housing options.</p>	<p><b>Dealing with Escalating Aggressive/Trauma:</b> Participants emphasized the need for strategies to effectively manage escalating aggressive behavior and trauma, highlighting the importance of trauma-informed approaches.</p> <p><b>Balancing Enforcement with Empathy, Service, and Accountability:</b> There is a need to strike a balance between enforcement and empathy/service/accountability, particularly concerning individuals with mental health and addiction issues.</p> <p><b>Marketing and Awareness of Resources:</b> Discussions underscored the importance of improving marketing and awareness of available resources and information to ensure accessibility and utilization by the target population.</p> <p><b>Funding and Incentivizing Appropriate Funding:</b> Participants highlighted the need for adequate funding and incentives to support advocacy efforts and ensure the availability of essential services and resources.</p> <p><b>Frontline Training and Education:</b> There was a call for increased advocacy for frontline training, growth awareness, and education, including training on the Residential Tenancy Act, safety protocols, dispute resolution, and awareness of employment standards.</p> <p><b>Systems Navigation and End-User Support:</b> Concerns were raised regarding the need for improved systems navigation and end-user support at provincial and federal levels, including suggestions for grace periods for waiting periods and staffing levels for income supports.</p> <p><b>Advocacy for Appropriate Housing:</b> Participants emphasized the importance of advocating for appropriate housing options, including tax incentives for municipalities, P3 options at provincial and federal levels, language changes to focus on "appropriate" rather than "affordable" housing, and the conversion of older buildings into suitable accommodations.</p>	<p><b>1. Trauma-Informed Approaches:</b> Continue to implement trauma-informed approaches to address escalating aggressive behavior and trauma, ensuring individuals receive appropriate support and care.</p> <p><b>2. Empathy-Based Enforcement:</b> Advocate for enforcement strategies that prioritize empathy, service, and accountability, particularly for individuals with mental health and addiction issues.</p> <p><b>3. Resource Marketing and Awareness:</b> Launch marketing campaigns to raise awareness of available resources and information, enhancing accessibility and utilization by the target population.</p> <p><b>4. Secure Funding:</b> Advocate for appropriate funding and incentives to support advocacy efforts, ensuring the availability of essential services and resources.</p> <p><b>5. Frontline Training Programs:</b> Develop and implement frontline training programs covering key areas such as the Residential Tenancy Act, safety protocols, dispute resolution, and employment standards awareness.</p> <p><b>6. Improved Systems Navigation:</b> Advocate for improved systems navigation and end-user support at provincial and federal levels, including grace periods for waiting periods and staffing level improvements for income supports.</p> <p><b>7. Advocacy for Appropriate Housing:</b> Lobby for policies and initiatives that promote appropriate housing options, including tax incentives for municipalities, P3 options, language changes, and the conversion of older buildings into suitable accommodations.</p>

Sphere of Responsibility: Homeless Response Systems, Municipality, Public Safety

**KNOWING THE ISSUE AND FINDING THE OUTCOME**

Outcome Sought	Group Key Points	Proposed Actions
<p>Identification of cost-effective solutions and incentives to address housing issues while ensuring compliance with building codes and energy standards.</p>	<p><b>Cost-Effective Solutions:</b> Participants emphasized the importance of implementing cost-effective measures to address housing issues, focusing on efficient use of resources and innovative solutions.</p> <p><b>Trades and Knowledge:</b> There was recognition of the significance of trades and trade knowledge in addressing housing challenges, highlighting the need for skilled labor and expertise in construction and renovation projects.</p> <p><b>Building Code Compliance:</b> Discussions underscored the importance of compliance with building codes to ensure safety and quality in housing construction and renovation efforts.</p> <p><b>Energy Efficiency Standards:</b> Participants highlighted the need to adhere to different energy codes and standards to promote energy efficiency and sustainability in housing developments.</p> <p><b>Attractive Incentives:</b> Suggestions were made to introduce attractive incentives to encourage investment in housing development, such as land donations, financial grants per unit, or subsidies for building costs.</p>	<p><b>1. Cost-Effective Building Practices:</b> Explore and implement cost-effective building practices and materials that can help address housing issues while minimizing construction costs.</p> <p><b>2. Promoting Trades and Skills:</b> Invest in training programs and initiatives to enhance trade skills and knowledge, ensuring a skilled workforce capable of addressing housing challenges effectively.</p> <p><b>3. Ensuring Building Code Compliance:</b> Prioritize compliance with building codes and regulations in all housing construction and renovation projects, promoting safety and quality standards.</p> <p><b>4. Energy-Efficient Housing:</b> Encourage the adoption of energy-efficient building practices and technologies to meet different energy codes and standards, promoting sustainability in housing developments.</p> <p><b>5. Introducing Attractive Incentives:</b> Introduce attractive incentives for housing development, such as land donations, financial grants, or subsidies, to incentivize investment and address housing issues effectively.</p> <p><b>6. Public-Private Partnerships:</b> Foster collaboration between the public and private sectors to implement housing solutions, leveraging resources and expertise from both sectors to achieve mutually beneficial outcomes.</p> <p><b>7. Community Engagement:</b> Engage with communities to understand their housing needs and preferences, incorporating community input into housing development plans and initiatives for greater effectiveness and community acceptance.</p>

Sphere of Responsibility: Homeless Response Systems, Municipality

## SYNTHESIS & NEXT STEPS

The diverse range of priorities discussed by participants throughout the day-long session can be structured into four overarching themes for implementation:

- Matter requiring advocacy and policy reform
- Matter requiring Strategic planning and resource allocation
- Matter requiring Education and capacity building
- Matter requiring Immediate action and resource mobilization

### 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 of Government of Alberta	City of Medicine Hat
Engage policymakers, community leaders, and stakeholders to prioritize housing on the political agenda.	Various ministries of Government of Alberta and Government of Canada (Infrastructure)	City of Medicine Hat & Medicine Hat Community Housing Society
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	Medicine Hat Community Housing Society & City of Medicine Hat Community Development

Next Steps:

1. CBO/CE staff with Medicine Hat Community Housing Society, along with appropriate community partners, examine current approaches to address housing issues, and advocate for change in policy to prioritize needs of appropriate housing stock for community.

### 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 Government of Alberta and Government of Canada (Infrastructure)	City of Medicine Hat & Medicine Hat Community Housing Society
Allocate resources effectively by investing in housing programs and initiatives that target the most vulnerable populations.	Various ministries of Government of Alberta	Medicine Hat Community Housing Society
Support the implementation of housing initiatives through partnerships with government agencies, non-profit organizations, and private sector stakeholders.	Various ministries of Government of Alberta, City of Medicine Hat and social serving agencies	Medicine Hat Community Housing Society

Next Steps:

1. City of Medicine Hat Council members, along with City administration to frame appropriate ask of various ministries of the Government of Alberta and Government of Canada to communicate the needs of the Medicine Hat community.
2. CBO/CE staff with Medicine Hat Community Housing Society, along with appropriate community partners, examine current housing gaps and explore available funding sources for increasing needed housing stock.

**EDUCATION AND CAPACITY BUILDING**

Actions	Engagement With	Lead Organization
Provide education and training programs 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	Medicine Hat Community Housing Society
Enhance stakeholder knowledge and skills through workshops, seminars, and certification programs focused on housing-related issues.	Service providers, non-profits, business community,	Medicine Hat Community Housing Society & 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	Medicine Hat Community Housing Society & City of Medicine Hat

Next Steps:

1. Medicine Hat Community Housing Society to scan current approaches to educating stakeholders and community to the current needs of housing, including affordability and appropriateness and develop new and/or strengthen existing recommendations going forward.

**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 Government of Alberta and Government of Canada (Infrastructure), City of Medicine Hat	Medicine Hat Community Housing Society & City of Medicine Hat
Mobilize resources from government, philanthropic organizations, and the private sector to fund housing initiatives and programs.	Various ministries of Government of Alberta and Government of Canada (Infrastructure), City of Medicine Hat	Medicine Hat Community Housing Society
Implement pilot projects to test innovative approaches and demonstrate the feasibility of scalable solutions to homelessness and housing insecurity.	Service providers	Medicine Hat Community Housing Society

Next Steps:

1. CBO/CE at Medicine Hat Community Housing Society affirm their roles associated with being the lead organization on housing matters and communicate the needs of Medicine Hat to municipal, provincial, and federal governments.