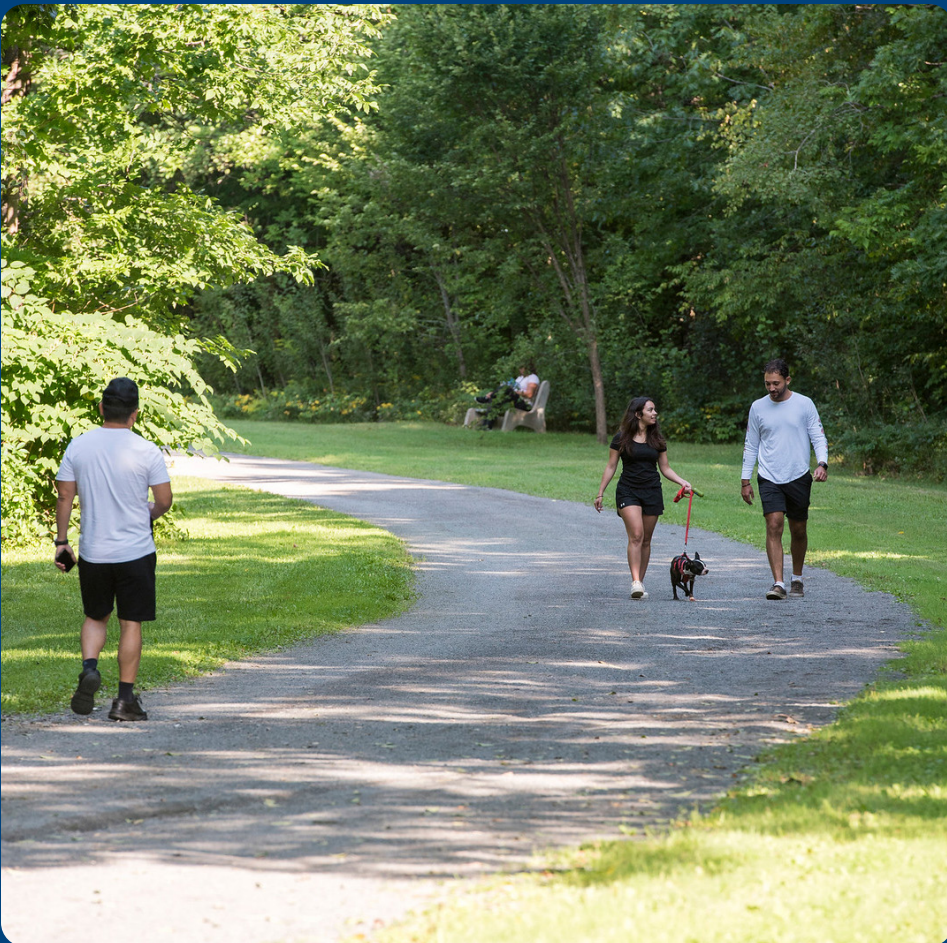
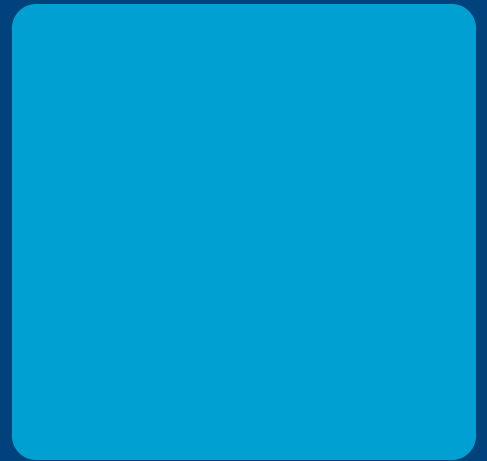


# COMMUNITY SAFETY

TASK FORCE  
REPORT  
2025









## Introduction

Fredericton is comprised of individuals who take pride in their community and care about their neighbours. In recent years, our city, like many others across North America, has felt the impact of several factors, on its citizens, businesses and the wider community. This has created a sense of insecurity and fear for the safety of some individuals and their properties. Fredericton City Council heard the concerns raised by residents and the business community. To address these concerns in a holistic manner that considers the safety and well-being of the broader community, Council acted to bring together an action-oriented task force with various orders of government, service providers and representatives from the resident and business communities to work together to reimagine solutions.

Discovered through the work of the Task Force was that, while everyone was well-intentioned, focus was not being adequately directed toward root causes, such as lack of adequate housing, poverty, mental health and substance use disorders. Rather, the response was being inadequately concentrated on outcomes, such as crime and homelessness. The Task Force aimed to address both the situation that the community is presently

experiencing, as well as the root causes. By taking this approach, we are hopeful that the recommendations outlined below will help to change the trajectory for our city through both short-term actions to address immediate community safety issues, and long-term actions to address the broader issues.

As suggested by the Office of the New Brunswick Child, Youth and Seniors' Advocate in 'How it All Broke,' structural barriers to implementing good public policy need to be removed, and government departments need to be supported to help break down these obstacles, not just as they relate to youth, but for all. Bringing relevant stakeholders to the table to authentically discuss the current situation and identify potential solutions provided the opportunity for the various participants to step forward and identify what they could contribute to resolving the challenging state in which we find ourselves as a community. Collective action is the only path forward for work of this magnitude and importance.





While services for youth were not within the mandate of this committee, we encourage all involved to prioritize service provision for youth. What has become clear throughout this process is that mental health and substance use disorders are often the result of childhood trauma and experiences during youth. By intervening early, the financial, physical and emotional costs for the young people and the impact on the entire community can be reduced.

It is also essential to include the voices of Indigenous Peoples in the planning and delivery of mental health, addictions, and homelessness services and discussions about judicial and Criminal Code reform. Indigenous communities continue to be disproportionately represented among individuals experiencing challenges in these areas. Engaging Indigenous leadership, Elders, and community members in co-developing culturally grounded approaches is critical to ensuring that services are respectful, relevant, and effective.

The work of the Task Force does not end with this report. An oversight committee will be tasked with monitoring the progress of what is being proposed and will report regularly to City Council through the standing committee on Public Safety. Accountability is essential to ensure that the recommendations put forward lead to real, measurable change rather than remaining merely aspirational. This includes establishing clear action plans with timelines, performance indicators, and transparent reporting mechanisms so that progress can be tracked and publicly communicated. The oversight committee will play a critical role in ensuring that commitments translate into sustained action and that all orders of government remain engaged and responsive. By embedding accountability into the implementation process, we not only uphold the integrity of the Task Force's work but also build public trust and sense of community safety while demonstrating our collective resolve to address complex and urgent issues that impact societal well-being.

## Background

At the December 9, 2024, Regular City Council meeting, Fredericton City Council created the Community Safety Task Force and appointed the following individuals:

Mayor Kate Rogers,  
Co-Chair

Police Chief Gary Forward,  
Co-Chair

MP Jenica Atwin,  
Member of Parliament

Mike Comeau,  
Deputy Minister of Justice  
and Public Safety

Cindy Miles,  
Minister of Social Development

Dr. Heather Logan,  
Horizon Health Network—Addictions  
and Mental Health

Anne Arseneault,  
Department of Health

Morgan Peters,  
Fredericton Chamber of Commerce

Adam Peabody,  
Downtown Fredericton Inc.

Trina MacDonald,  
Business Fredericton North Inc.

Warren Maddox,  
Fredericton Homeless Shelters Inc.

Marcel LeBrun,  
12 Neighbours Community Inc.

John Barrow,  
John Howard Society Inc.

Marchell Coulombe,  
City of Fredericton Resident,  
Fredericton North

Jennifer Boudreau,  
City of Fredericton Resident,  
Fredericton South

Councillor Evan Sacobie,  
Sitansisk Community

The purpose of the Task Force, as outlined in the Terms of Reference, is to bring together a variety of relevant stakeholders to provide recommendations to City Council on actions that all orders of government can take to improve community safety. This includes advocating for services from other orders of government, informing the community about steps taken to enhance safety, and engaging in other related activities.

Bringing together such a diverse and representative task force is a unique and bold undertaking for a municipal government and one that could be replicated in other areas of the province, ensuring the recommendations are tailored to the specific community.

## Process

The process consisted of presentations from the various members and guests on what was being done in the government systems and in the community, a survey of the Task Force members, facilitated sessions to define areas of focus and come up with recommendations, consultation with those with lived or living experience, prioritization of the recommendations, and the writing and finalization of the report.

The following presentations were given over the course of the process:

**Crime Statistics and Observations**  
Chief Gary Forward, Fredericton Police Force

**Residents Perspectives – Fredericton North**  
Marchell Coulombe

**The Impacts of Bills C-75 & C-48 on the New Brunswick Criminal Justice System**  
Shara Munn, Public Prosecutions, GNB

**Resident Update – Fredericton South**  
Jennifer Boudreau

**Social Development Response Past Few Years**  
Bronwyn Davies and Clare LeBlanc, GNB

**ANCHOR Program**  
Sara DeGrace, City of Fredericton

**Community Safety Services Unit Overview**  
Brad Cameron, City of Fredericton

**Healing House**  
Councillor Evan Sacobie, Sitansisk, and Steven Crisp

**An Overview of Addictions and Mental Health Service**  
Dr. Heather Logan, Horizon Health Network

**Community-Based Treatment Centre for Problematic Substance Users**  
Dr. Njoku and John Barrow

**John Howard Society Inc.**  
John Barrow

**Fredericton Homeless Shelters Inc.**  
Warren Maddox

**12 Neighbours**  
Marcel LeBrun

**Community Safety in Fredericton Census Metropolitan Area**  
Morgan Peters, Fredericton Chamber of Commerce, Trina MacDonald, Business Fredericton North Inc., Adam Peabody, Downtown Fredericton Inc.



## Issue

The problem facing the Task Force can be summarized as follows:

Municipalities are under pressure to respond to the impacts related to the rise in chronic homelessness, mental health issues and substance use disorders, coupled with gaps in primary healthcare, mental health services, addictions treatment and housing supports. The complexity of the issues and the lack of adequate resources and accountability in these systems are undermining community and public safety, straining municipal services, and placing growing demands on policing and the justice system.

The committee went through a process to identify what recommendations could help resolve the problem. The recommendations are organized around the themes that emerged:



Leadership,  
Governance &  
Coordination



Community  
Safety & Crime  
Prevention



Policing and  
Criminal Justice  
System Reform



Mental Health,  
Addictions & Crisis  
Response



Housing Solutions  
& Homelessness  
Prevention







## Recommendations

The recommendations within, provide a path forward that galvanizes the various orders of government, business community and residents to work together to address challenges impacting community safety both in the short and long-term.

## Acronyms

### **AMH**

Addictions and Mental Health

### **BFN**

Business Fredericton North Inc.

### **BIA's**

Business Improvement Areas

### **CPTED**

Crime Prevention Through Environmental Design

### **Chamber**

Fredericton Chamber of Commerce

### **CMHA**

Canadian Mental Health Association

### **CoF**

City of Fredericton

### **DFI**

Downtown Fredericton Inc.

### **DoH**

Department of Health

### **Feds**

Federal Government

### **GNB**

Government of New Brunswick

### **HHN**

Horizon Health Network

### **JHS**

John Howard Society Inc.

### **JPS**

Department of Justice & Public Safety

### **RHA**

Regional Health Authority

### **SCAN**

Safer Communities and Neighbourhoods program

### **SD**

Department of Social Development

## Theme 1:

# Leadership, Governance & Coordination

## Oversight and Implementation

Recommendation

### 1. Appoint a dedicated team to oversee CSTF recommendation implementation.

Lead: CoF Status: In progress

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## Interagency & Cross-Sector Collaboration

Recommendation

### 2. Continue to share best practices across all levels of government to address homelessness.

Lead: SD Supports: GNB Depts.

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Recommendation

### 3. Continue to share best practices across all levels of government to address substance use disorders.

Lead: DoH Supports: GNB Depts.

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Recommendation

### 4. Continue to share best practices across all levels of government to address issues relating to mental health.

Lead: DoH Supports: GNB Depts.

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Recommendation

### 5. Review the accountability structure between DoH, HHN board and HHN (RHA), to enable effective delivery of Mental Health and Addictions services.

Lead: DoH/HHN

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Recommendation

**6. Build a cross-government plan to address service gaps in the housing spectrum developed by the Department of Social Development.**

Lead: SD

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Recommendation

**7. Conduct a community needs-based assessment to identify service gaps in the mental health continuum.**

Lead: DoH (AMH) Supports: SD, Service providers, HHN

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Recommendation

**8. Engage stakeholders to define services needed for unhoused individuals.**

Lead: SD Supports: To be identified

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**Theme 2:**

**Community Safety & Crime Prevention**

**Public Safety Infrastructure**

Recommendation

**9. Improve lighting on trails, transit stops, and streets.**

Lead: CoF Status: In progress

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Recommendation

**10. Add cameras at transit stops**

Lead: CoF

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Recommendation

## **11. Secure federal funding for security infrastructure.**

Lead: CoF and GNB

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Recommendation

## **12. Increase police and security presence in business districts.**

Lead: CoF

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Recommendation

## **13. Develop a Public Safety Camera strategy using residential/business footage.**

Lead: CoF Support: DFI/BFN Status: In progress

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# **Community-Based Crime Prevention**

Recommendation

## **14. Enhance neighbourhood watch programs.**

Lead: CoF

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Recommendation

## **15. Train businesses/residents in de-escalation and safety awareness.**

Lead: DoH (AMH) Support: DoH (Public Health), DFI, BFN, Chamber, CMHA

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Recommendation

## **16. Partner with mental health organizations for employee training and support for businesses.**

Lead: DFI/BFN Chamber Support: HHN, CMHA

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Recommendation

**17. Promote and provide support to business and residents to implement SCAN program and CPTED principles.**

Lead: CoF Support: JPS Status: In progress

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Recommendation

**18. Leverage the Fredericton Police Force's Community Engagement Unit, School Resource Officers, and Integrated Enforcement Unit to increase presence in high traffic areas.**

Lead: CoF

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Recommendation

**19. Renew a public sharps disposal program.**

Lead: HHN Support: DoH Status: In progress

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Recommendation

**20. Create and share public education on mental health, substance use disorders, and homelessness to help citizens understand how to respond in different situations and reduce stigmas.**

Lead: CoF Support: SD, JPS, DoH, HHN

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**Theme 3:**

**Policing & Justice System Reform**

**Responsive & Specialized Security and Policing**

Recommendation

**21. Establish a dedicated unit for petty crime to help increase presence in business improvement areas.**

Lead: CoF Support: FPF Status: In progress

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Recommendation

## 22. Enhance the role of the Community Safety Services Unit.

Lead: CoF Support: FPF Status: In progress

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Recommendation

## 23. Research and develop a prolific offender strategy.

Lead: CoF Support: JPS Status: In progress

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Recommendation

## 24. Reduce police time at hospitals through care coordination.

Lead: JPS, HHN Support: CoF Status: Bill 24 before Legislative Assembly

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Recommendation

## 25. Access and address legislation and regulation gaps for youth aged 16 to 18 (linked to justice and social services).

Lead: SD Support: JPS, DoH, HHN, Indigenous partners, Service Providers

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### Justice System Improvements

Recommendation

## 26. Expand mental health courts province wide.

Lead: JPS Support: DoH (AMH), HHN, Indigenous partners Status: In progress

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Recommendation

## 27. Explore bail reform for repeat offenders.

Lead: JPS Status: In progress

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Recommendation

**28. Increase mental health and addiction support services in correctional facilities.**

Lead: DOH (AMH) Support: JPS, Indigenous partners

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Recommendation

**29. Mandate planned discharge from incarceration to housing/treatment.**

Lead: JPS Support: SD, HHN, Indigenous partners Status: In progress

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**Theme 4:**

**Mental Health, Addictions & Crisis Response**

**Access to Care & Workforce Support**

Recommendation

**30. Provide access to 24/7 treatment to stabilize those in crisis so that treatment is available when patients seek it, before they offend.**

Lead: HHN Support: DoH, Service Providers

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Recommendation

**31. Expand mobile crisis unit to 24/7 and integrate with other support services.**

Lead: HHN Support: DoH, CoF, SD, Service Providers

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Recommendation

**32. Create a 24/7 mobile outreach unit (health, mental health, social services).**

Lead: CoF, JHS Support: SD, DoH, HHN

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Recommendation

### **33. Recruit and retain sufficient specialized mental health and addiction staff.**

Lead: DoH, HHN

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Recommendation

### **34. Improve access to consistent primary and mental health care.**

Lead: DoH Support: HHN

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## **Treatment & Stabilization Services**

Recommendation

### **35. Expand detox bed availability and increase length of stays.**

Lead: DoH Support: HHN

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Recommendation

### **36. Expand rehab bed availability.**

Lead: DoH Support: HHN

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Recommendation

### **37. Develop a plan for operationalization and funding structure for a community-based treatment center as proposed in partnership with John Howard Society and HHN.**

Lead: DoH Support: HNB, SD, HHN, CMHC, JHS

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Recommendation

### **38. Build stabilization programs that connect to transitional housing.**

Lead: HHN Support: SD, HNB

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## Theme 5:

# Housing Solutions & Homelessness Prevention

## Immediate and Transitional Housing

Recommendation

### 39. Facilitate the building of 200 ultra-low-barrier transitional housing units.

Lead: SD Support: HNB, Service Providers, CoF

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Recommendation

### 40. Create temporary bridge housing to avoid discharging patients into homelessness.

Lead: SD Support: DoH, HHN

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Recommendation

### 41. Provide funding for the 12 Neighbours Courtyard Concept.

Lead: SD Support: HNB, Service Providers Status: In progress

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## Comprehensive Housing Strategy

Recommendation

### 42. Develop an achievable plan to increase supply across all housing types, including supportive options.

Lead: Housing NB Support: SD, Service Providers, CoF

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Recommendation

### 43. Develop a housing continuum integrated with mental health and addictions services.

Lead: SD, Housing NB Support: DoH, HHN

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Recommendation

#### **44. Budget sustainable funding for wraparound and supportive services using a collaborative care model.**

Lead: **SD** Support: **DoH, HHN, HNB, Service Providers**

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Recommendation

#### **45. Expand homelessness diversion programs.**

Lead: **Feds, SD** Support: **DoH, HHN, Service Providers & Indigenous Partners**

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Recommendation

#### **46. Implement a safety lens on development and zoning applications.**

Lead: **CoF** Support: **HNB**

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Recommendation

#### **47. Establish urban planning criteria to guide location and design of services.**

Lead: **CoF** Support: **SD**

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## Conclusion

**Members of the Community Safety Task Force believe the recommendations laid out in this report represent an approach that addresses the safety concerns of the broader community and speaks to the needs of community members not receiving the services they require to create a safe, supportive city for all.**

In the absence of the type of forward momentum suggested in the recommendations, society will increasingly rely on existing systems to survive and function, leading to higher crime rates and incarceration. Youth criminal activities will rise, there will be increased demand for emergency services, and government and police will continue to be reactive. Burnout will occur for those working with this population and the community's sense of safety will continue to erode, increasing the risk of vigilantism.

In looking at the costs associated with any of these recommendations, we must consider the cost of doing nothing, including both the financial costs and the mental and emotional toll on individuals. If governments are more proactive and focus on providing primary health care and funding mental health and addictions programs, people will enjoy a better quality of life and less money will be spent on the justice system, policing, and security costs spent by

businesses and residents and allow more timely access to appropriate care, reduce unnecessary wait times and ensure services are available for those who need them.

This report, and the recommendations within, provide a path forward that galvanizes the various orders of government, business community and residents to work together to address challenges impacting community safety both in the short and long-term. Central to this work is the value of sharing with the public information and knowledge gained throughout the process as well as providing regular updates on how efforts are progressing. The recommendations laid out in the report can only be accomplished through the joint and synergized effort of everyone involved. The lessons learned through this process of coming together to resolve the complexities of public safety can be applied in communities across New Brunswick and beyond.

