



INFORMATION REPORT  
Development Services  
For the June 25, 2019 Council Meeting

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DATE: June 20, 2019 File No. 5080-01  
TO: Jim Zaffino, CAO  
FROM: Nancy Henderson, GM of Development Services  
RE: Housing, Health and Social Initiatives Update

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**EXECUTIVE SUMMARY:**

Like many mid-sized cities in British Columbia, West Kelowna has a growing homeless population. Low rental vacancy rates, rising rents, a limited supply of affordable housing coupled with mental health challenges and drug addiction have had a significant impact on the area's most vulnerable population. The purpose of this report is to provide Council with an overview of the initiatives that have been completed or are underway to address and advocate for improved housing, health, and social services in West Kelowna and the Greater Westside. Growth in the number of people living in West Kelowna without adequate housing or supports is affecting City and RCMP staff resources, this report will also touch on the implications on numerous staff from a variety of service areas.

Council has identified the completion of a Homelessness Strategy to improve community wellbeing as a 2019 Strategic Priority; staff provide recommendations for strategies to address housing, health, social supports and community safety for consideration and direction. A summary of *Strategies for Community Wellbeing 2019* is attached to this report as Attachment 1. This report will be supplemented by a comprehensive presentation that is intended to encourage questions and discussion as well as provide additional information.

**STRATEGIC PRIORITY OBJECTIVE:**

**2019 Strategic Priorities**

A commitment to action was made through the 2019-2022 strategic plan, which prioritizes support for efforts to address health, homelessness and housing in the community. The following action items have been prioritized in 2019 to accomplish this strategic goal:

- To work with the province and other organizations to improve access to supportive housing, health and social services for individuals experiencing homelessness.
- Creation of a Homelessness Strategy for the Westside.
- Advocating for the development of an urgent care centre on the Greater Westside and improvements to community health care services.
- Pursue the development of an Urgent Care Centre in West Kelowna.

The 2019 Strategic Priorities also has a focus on relationships and identified the need to build relationships and to be more collaborative with neighbouring communities. In addition, priorities for 2019 include a focus on community safety and the review of municipal policing levels and lobbying for a review of provincial policing levels which the province has committed to and is currently underway.

## **2020- 2022 Priorities**

Council has identified priorities for 2020 – 2022 in the 2019 Priorities document, which will be reviewed in detail annually and amended to reflect emerging priorities throughout the term of Council.

- Establishment of an Affordable Housing Strategy, with the intent of providing direction to stakeholders in response to the affordable housing needs of the community.
- Develop a vibrant downtown core that will offer attractions for all West Kelowna residents.

The 2019 Operational Plan also identifies the completion of a Homelessness Strategy in 2019 and a West Kelowna specific Housing Needs Assessment in 2020 in conjunction with the OCP Review. It has recently been determined that the Regional Housing Needs Assessment that is nearing completion will meet the legislative requirements associated with the OCP Review; however, there may be a need for further analysis specific to West Kelowna.

## **BACKGROUND:**

Like many mid-sized cities in British Columbia, West Kelowna has a growing homeless population. Service requests for cleaning up abandoned encampments, removing bodily fluids, sharps pick-up and bylaw infractions are increasing significantly. A rise in homeless presence in Westbank Centre has challenged the City's downtown revitalization efforts. These challenges have resulted in community calls to the RCMP and the City to intervene and Council has identified homelessness as an issue that warrants City attention and resources.

In a shift from a more reactive approach, such as increased security and providing grants-in-aid to service providers, the City has recently taken a collaborative leadership approach to addressing the identified social issues on the Westside, together with Westbank First Nation and the District of Peachland. A point-in-time homelessness count was completed on July 23, 2018 and counted 72 homeless individuals on the Greater Westside. A Point in Time Count is a snapshot of the homeless situation and is intended to help determine the extent of homelessness in the community as well as the characteristics of the homeless population. Homelessness counts support planning initiatives and, as data is compiled over multiple counts, progress assessments can be made for various initiatives undertaken to address the issue of homelessness.

The City and adjacent local governments has greatly increased communication with Interior Health, BC Housing and West Kelowna Shelter Society and several other non-government organizations to highlight the lack of services on the Greater Westside and to express the need for assistance from the Provincial ministries and agencies. This increased dialogue as well as the demonstrated need for service in our community has resulted in additional resources dedicated, planned, or required for our community. Advocacy for housing, health and social services is a significant component of the work plan for 2019.

The rise in social issues including addiction and homelessness is not unique to West Kelowna. The cause of this phenomenon is multi-faceted and extremely complex. The jurisdiction of social services and health policy predominantly are within the federal and provincial governments jurisdiction. Senior governments are tackling the issue with a "housing first" approach as well as a shift to a more client focused approach rather than a systems focus. While the City is in a position to advocate for additional health and social services, Municipal government has a stronger jurisdictional connection to the provision of housing through land use regulations and the development application approval process. Mid-sized cities, like West Kelowna, typically focus their efforts on areas within the jurisdiction of local government together with advocating senior governments for non-market housing, health and social services.

Further to researching affordable housing and homelessness strategies in other jurisdictions, recommended key factors to success for local government include:

- Recognize that understanding and advocating for housing needs along the housing continuum is a function of local government and allocate appropriate resources to it.
- Regional collaboration and advocacy with consistent priorities that focus on agreed upon housing gaps is crucial.
- Build strong relationships and an understanding of roles of all the players.
- Advocate for housing units even at times when funding is not available.
- Seek out opportunities and be prepared to respond when opportunities arise.
- Be agile and focus on meeting housing needs for the entire housing continuum.

Prior to recommending a strategy for the future, it is important to reflect on where we have come from and the tasks that have been completed or are underway. The City identified the need to investigate growing social issues in West Kelowna in 2018 and retained a consultant for \$10,000 to complete a Social Issues Research Paper which establish several recommended actions.

#### Emerging Social Issues in West Kelowna

In 2018, a Social Issues Research Paper was completed to identify and examine the current and emerging social issues within the community and to provide a community snapshot of the social resources available in West Kelowna. The report findings identified 28 common themes and focussed its recommendations on the following 5 themes: Barriers to Accessing Individual and Family Services; Food Security; Homelessness; Housing Affordability & Accessibility; and Lack of Mental Health & Substance Use Services in West Kelowna.

The focus on these five themes led to the development of four overarching long-term/ongoing recommendations, including:

1. Advocate and Support for an Increase of Individual and Family Supports;
2. Advocate and Support for a Regional Social Action Planning Strategy;
3. Advocate and Support with Planning, Developing and Implementing a Local Day/Warming Centre; and
4. Advocate and Support Increased Visible Crime Prevention Presence.

This report was presented to Council on March 13, 2018 and Council incorporated the consideration of the recommendations into the 2019 Council Strategic Planning process. Immediate action items identified in the Research Paper that were included as Next Steps in the March 13, 2018 Council Report. A status report for each action item including highlights of initiatives for each item has been provided in the table below:

Action Item	Status:
Partner with Westbank First Nations to complete a point-in-time homelessness count to better position community groups to secure funding from senior levels of government.	<p>COMPLETED:</p> <ul style="list-style-type: none"> <li>▪ A Westside Point-in-Time Count was conducted July 23, 2018.</li> <li>▪ The count results were presented to Council on September 4, 2018.</li> <li>▪ Consider the completion of a Point in Time Count every 2 years.</li> </ul>
Creation and distribution of a Community Resource Guide ("West Kelowna Survival Guide").	<p>COMPLETED:</p> <ul style="list-style-type: none"> <li>▪ This guide was completed in the summer of 2018 and provided to the Partners for a Healthy Community (PHC) to distribute. The Survival Guide has recently been updated and will be reprinted and distributed to the PHC and the Greater Westside Hub in July.</li> </ul>

<p>Continue to advocate and support community-based social service providers and regional and provincial governments.</p>	<p>ONGOING</p> <ul style="list-style-type: none"> <li>▪ Meetings with Provincial Ministers to advocate for supportive housing, and improved health care services at UBCM and directly with Ministers in February 2019.</li> <li>▪ Presentation by Roy Morgan, RDCO Crime Prevention Officer, on May 22, 2018 regarding crime prevention services and activities in West Kelowna. Including the commitment to increase Block Watch programs and establish a Business Watch Program in partnership with the GW Board of Trade.</li> <li>▪ Council presentations from the West Kelowna Shelter Society.</li> <li>▪ With funding from the Ministry of Public Safety, the Greater Westside HUB was established in May 2019 and meets weekly to connect those with elevated risk to services.</li> <li>▪ In May 2019, the Ministry of Social Development announced the creation of a full time provincially funded Community Integration Specialist staff position for the Greater Westside.</li> <li>▪ Greater Westside Housing Roundtable was held in June 2019 to foster partnerships and collaboration to encourage funding readiness for the spring 2020 proposal call for the BC Community Housing Fund to delivering non-market housing.</li> </ul> <p>ONGOING/UNDERWAY</p> <ul style="list-style-type: none"> <li>▪ Focussed engagement with BC Housing to find an appropriate location for supportive housing and non-market housing on the Greater Westside.</li> <li>▪ Establishment of a CWK Staff Committee to identify impacts and actions based on the increase in Westside specific social issues.</li> <li>▪ In partnership with Westbank First Nations, and subject to funding from the Ministry of Mental Health and Addictions plans are underway to bring a social enterprise initiative to the Greater Westside similar to the PEOPLE program in Kelowna.</li> <li>▪ Meetings with Interior Health to advocate for improved health services in West Kelowna.</li> <li>▪ Advocate for improved housing, health, policing and social services with Provincial Ministers at UBCM in September 2019.</li> </ul>
<p>Request a presentation from the West Kelowna Partnership for a Healthy Community to update Council and staff on the initiative.</p>	<p>UNDERWAY</p> <p>The Partners for a Healthy Community last presented to Council in June 2017. A Council presentation is scheduled for the Fall of 2019.</p>
<p>Request a presentation from the City of Kelowna on the 'Journey Home' process.</p>	<p>COMPLETED</p> <p>Journey Home presentation by Sue Wheeler was on July 10, 2018</p>

## **Key initiatives in 2019**

### **Relationship Building**

Considerable effort has been made to strengthen existing relationships and develop new ones. The Greater Westside collaboration with WFN that was formed to complete the Point in Time Count in July 2018 has expanded to include the District of Peachland. The intention of this Westside local and First Nation government collaboration is to speak with one regional voice representing approximately 50,000 residents on the Greater Westside regarding initiatives that provides benefit to the larger community. The Greater Westside Hub, the Greater Westside Affordable Housing Roundtable, and a recent application to the Ministry of Mental Health and Addictions for Community Action Team grant funding are examples of ongoing Greater Westside collaboration.

The City has also strengthened relationships and developed a stronger understanding of the multi-faceted roles and responsibilities of both Interior Health and BC Housing. In turn, both of these government agencies have gained a greater understanding of our community and the unique challenges we face. Ongoing communication has resulted in an improved understanding of the needs and service gaps in our community, which in turn has resulted in initiatives to improve services and address the needs of our community. As the community needs are significant the importance of maintaining ongoing communication and advocacy is critical.

The City is also focusing on building relationships and increasing our knowledge and understanding of non-government organizations (NGO) that provide social, housing and/or health services. NGOs are heavily relied upon in our province to deliver services and operate non-market housing. The Partners for a Healthy Community (PHC) forum is one avenue for strengthening NGO relationships. The PHC provided dozens of letters of support for the Mayors efforts to lobby Provincial Ministers in February for an urgent care facility and supportive housing on the Greater Westside. These relationships have been further developed through the establishment of the Greater Westside Hub and Affordable Housing Roundtable. While NGO relationships and knowledge of roles and responsibilities have improved significantly recently, this is an area that requires considerable attention moving forward especially in regards to delivering and operating non-market housing in West Kelowna.

### **West Kelowna Shelter Society**

The Emmanuel Church initiated the operation of a BC Housing funded winter shelter in 2016. This facility evolved from a 10 to a 15-bed overnight facility over 3 years. In 2018, BC Housing provided additional funding for evening meals for up to 25 people. West Kelowna Shelter Society was established to advocate for and operate housing for the homeless on the Greater Westside. With growing demand for increased shelter beds and day use facilities, WKSS needed to find a new home for a larger 24 hour a day facility for the winter of 2018/19.

It was not until December 2018 that BC Housing and the Westbank United Church came to an agreement to utilize a portion of the United Church as a temporary 38-bed winter emergency shelter until May 1, 2019. While not an ideal location, this was the only option that presented itself to BC Housing after months of searching for a new location. WKSS is the operator of the shelter and is funded by BC Housing. The United Church continued their previously existing community lunch program at the church throughout the winter. Community need for this program has significantly increased over the last two years and expanded from a three day a week to a seven day a week program. The meal program was regularly providing lunch for over 70 people until May 1, 2019. The lunch program coupled with the provision of access to outreach health services and harm reduction supplies quickly attracted many in the community that needed these services. The consolidation of these services at the United Church resulted in unintended impacts to the surrounding area. These impacts as well as the sustained demand for supportive housing were a major consideration in the Ministry of Municipal Affairs and Housing changing the

format of the facility, limiting services provided on site, and amending the intent of the facility from an emergency winter shelter to interim housing until a new supportive housing facility is in place. Each guest is to be eligible for future supportive housing once constructed, have a designated bed in the meantime, wellness checks, meals and supports including life skills and employment advocacy. Several agencies provide support to clients at the interim housing facility including Interior Health, WFN outreach workers, and non-profit service providers supporting vulnerable community members including organizations such as The Bridge Youth and Family Services and PIERS.

RCMP, Bylaw, and Development Services staff attend monthly stakeholder meetings at the shelter and now transitional housing to work collaboratively to manage issues. Both Interior Health and BC Housing staff also attended these meetings, which have proven to be a valuable opportunity to discuss community needs, recognize service gaps, as well as, identify proactive solutions to address issues.

### **Greater Westside HUB**

On January 8, 2019 Council, along with the District of Peachland and Westbank First Nation Council's, supported the development of a joint situation table referred to as the Greater Westside Hub. A situation table is an innovative approach to cross agency collaboration to provide an individual or family facing an elevated risk of harm with access to services or support. The partners work together to mitigate risk before a crisis occurs. By linking individuals with critical supports, the Hub works to lower acutely elevated risk among vulnerable individuals and families. The situation table also breaks down information silos between organizations by encouraging a collaborative approach to health, housing, social services and public safety on the Greater Westside.

With funding support from BC Ministry of Public Safety, a Community Engagement Session to provide additional information and to establish a common understanding about the intent and benefits of establishing a situation table was held on April 2, 2019 with approximately 80 participants in attendance. Training for individuals sitting at the situation table participated in a three-day training program leading to the first meeting of the Hub on May 16, 2019.

The Greater Westside Hub includes approximately 25 representatives from over 18 organizations who meet weekly and there have been 6 meetings to date. The Hub has received 10 referrals from 5 different agencies, all of which were determined to be at elevated risk, and 7 interventions have been completed. The City of West Kelowna Bylaw Department and the RCMP sit at the table, a full list of participating organizations is attached as Attachment 2.

A senior leadership group representing organizations that sit at the Greater Westside Hub and/or Kelowna's Coast situation tables meet once a month to evaluate progress and review resource allocation. The first meeting of this regional initiative was on June 20, 2019.

The establishment of a situation table is also intended to be a catalyst to further partnerships and collaboration with the social service sector. An example of this is illustrated by a relationship established at the April 2 Situation Table Community Engagement outlined below.

### **Community Integration Specialist Staff Position for the Greater Westside**

Morten Bisgaard, Manager of Service Delivery for the Ministry of Social Development and Poverty Reduction (MSDPR) and the Co-Chair of Surrey's situation table (SMART) attended the situation table engagement on April 2, 2019 and announced that there would be funding for new Community Integration Specialist positions for the interior region. Staff followed up on seeking more details about this opportunity and subsequently provided additional information regarding the growing need for social services on the Greater Westside. A meeting with Mr. Bisgaard and his regional supervisor Jeremy Cummings was scheduled to discuss community needs. BC

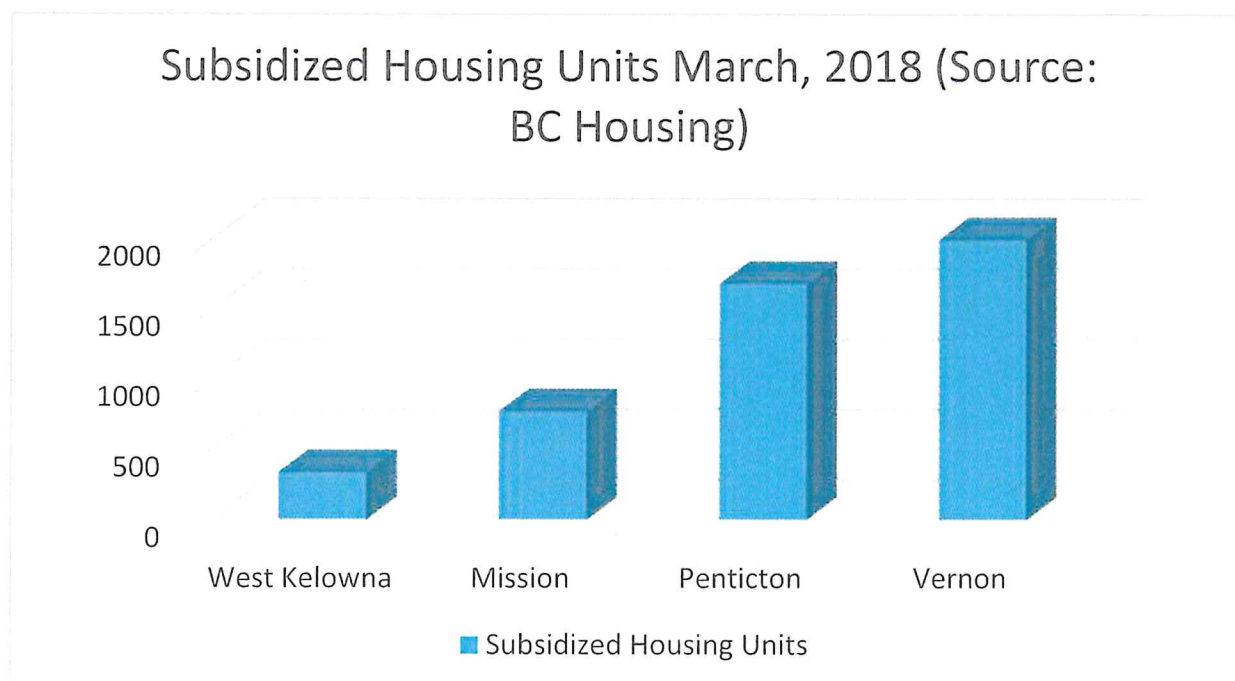


Housing, Interior Health and Westbank First Nation staff provided support for a Community Integration Specialist position on the Greater Westside. The Ministry has awarded a position to the Greater Westside and has also committed leadership support in the development of social services in our community. This commitment is illustrated by the appointment of Jeremy Cummings as the Co-Chair of the Greater Westside Hub.

The Community Integration Specialist job description is being developed. The position is intended to complete casework for individuals as well as assisting with system navigation and connecting those in need of support to social services. MSDPR has signed an agreement with the WKSS that the Community Integration Specialist will attend a half day a week to provide services to residents at the interim housing at the United Church.

### **Greater Westside Housing Roundtable**

West Kelowna has a shortage of non-market housing in our community. This gap in the housing continuum is extremely evident when comparing the number of subsidized housing units to similar sized communities as illustrate in the chart below. In an effort to communicate this shortfall to housing providers and developers, a forum was coordinated to communicate the demand and lack of supply for non-market housing coupled with information about provincial and federal funding opportunities in hopes of encouraging the development of non-market housing on the Greater Westside.



The City co-hosted a Greater Westside Housing Roundtable on June 5, 2019. The event was a collaboration between the City of West Kelowna, Westbank First Nation and the District of Peachland in partnership with BC Housing, Canadian Mortgage Housing Corporation (CMHC), and the BC Non-Profit Housing Association (BCNPHA) to encourage affordable housing development on the Greater Westside. The purpose of the roundtable was to:

- provide data about the demand for subsidized housing on the Greater Westside,
- deliver information about funding and financing opportunities,
- connect land/owners developers to non-profit housing operators in hopes of facilitating partnerships,
- encourage groups to take advantage of the funding/financing programs available from BC Housing and the CMHC, and
- ensure community readiness for the next BC Community Housing Fund intake in 2020.

Over 55 people attended the roundtable consisting of developers, landowners, government agencies and representatives from the non-profit housing sector. A follow up package has been sent to participants with copies of the presentations, supporting documentation and attendee contacts to encourage further networking and collaboration.

### **CAT team funding**

The Ministry of Mental Health and Addictions has funding available for Community Action Initiative grants for the creation of a Community Action Team (CAT). The City of West Kelowna and Westbank First Nation has collaborated on this initiative and provided letters of support for Urban Matters CCC to submit an application for the establishment of a CAT on the Greater Westside. Urban Matters CCC is a Community Contribution Company (CCC) which is a new corporate hybrid model and requires the organization to cap dividends and channel 60% of profits back to community innovation activities. The funding is provided to support actions that will establish a supportive environment to help reduce stigma, initiate projects that elevate the voices and actions of individuals with experience in drug use, and support education and awareness of government, businesses, law enforcement, and citizens about the realities of addiction, overdose, and trauma informed care. The intention of this initiative is to establish a social enterprise that is modelled closely on the PEOPLE program that has been implemented in Kelowna, where people with lived experience who live on the Westside to positively contribute to reducing stigma and discrimination in the community through meaningful employment opportunities.

### **Central Okanagan Community Wellness Analysis**

West Kelowna has recently joined a number of regional partners to come together under the leadership of United Way Southern Interior BC to conduct a Community Wellness Analysis. The analysis is designed to provide a detailed, local snapshot of wellness (and poverty) across the Central Okanagan and within each community. Engaging with regional partners to collaborate on the Community Wellness

The objectives of the wellness analysis include

- Provide an overall context to various interrelated systems, including housing, income, employment, food, security, transportation, and access to education.
- Define affordability and other terms common within the community wellness and poverty reduction sphere.
- Provide as much comprehensive data as possible regarding the state of poverty in the Central Okanagan – including within Peachland, West Kelowna, Westbank First Nation, Kelowna, Lake Country, Okanagan Indian Band, and Regional District of the Central Okanagan. As much as possible, the analysis will include trends and characteristics of wellness unique to each community.
- Determine factors contributing to poverty (root causes).
- Prioritize areas for evidence-based action.

The analysis will build and help us understand the evidence base, which can act as a foundation for subsequent action and strategy including advocacy for additional services. The project has recently been initiated and is expected to be completed later this summer.

### **Homelessness Strategy**

Council identified the completion of a Homelessness Strategy in the 2019 Strategic Priorities. The scope of this strategy has yet to be determined. Homelessness Strategies take multiple forms from research and policy documents to short, action-oriented strategies. As numerous actions have been identified in the Social Issues Research Paper and several impactful opportunities, have been identified, it is recommended that the City take an action oriented approach in the short-term and further develop housing and social policies as part of the OCP review process. As a means to illustrate initiatives that relate to reducing homelessness a one page *Strategies for Community Wellbeing 2019* document has been compiled to capture the



essence of the current efforts to reduce homelessness and associated impacts. Strategies focus on housing, health, social support, community safety & a healthy downtown, and strengthening relationships. As many of these policy areas fall outside the jurisdiction of local government each strategy has been identified as an area of control within the City's jurisdiction, an area of influence where the City shares jurisdiction or has the ability to influence action, and an area of concern that falls outside local government's authority to act. Many of the strategies have been allocated a combined designation. For example, if the City has the ability to choose to influence another jurisdiction to act, the strategy would fall under both an area of influence and concern. A draft of the *Strategies for Community Wellbeing* is attached to this report as Attachment 1 for discussion purposes. It is recommended that the document be amended to reflect strategic and operational planning for 2020-2022. A number of items have been identified for future consideration that are beyond the resource capacity for 2019.

### **Community and Stakeholder Engagement**

Community and Stakeholder engagement is a critical component to advance community wellbeing. Limited resources has resulted in the focus to date on engaging agencies and regional government partners. There is clearly a need for more community engagement moving forward. As resources are limited, staff plan to align community engagement associated with Community Visioning to also provide opportunities for the City and a variety of stakeholder agencies to connect with the public through an open house, business and neighbourhood focused stakeholder sessions, as well as providing online engagement opportunities to seek feedback from the broader community.

Several engagement activities have taken place that have included staff from a variety of departments, examples of which include:

- 2019 Youth Forum (social issues were a key topic)
- Partners for a Healthy Community (monthly meetings)
- Shelter/Transition Housing Stakeholders (monthly meetings)
- Community Meeting at Anglican Church regarding Shelter at United Church, March 26, 2019
- Situation Table Community Engagement, April 2, 2019
- George Pringle PAC and Administration Community Engagement Meeting
- Greater Westside Board of Trade Board of Directors May 21, 2019
- Regional Community Wellness Committee
- Koast/GW Hub Leadership Steering Committee (monthly)
- Ministry of Social Development and Poverty Reduction in conjunction with Interior Health, BC Housing, and WFN, May 23, 2019.
- Numerous collaborative staff meetings with WFN, District of Peachland, and the RCMP
- Affordable Housing Roundtable, June 5, 2019
- Responding to requests to meet with businesses

In addition to the Town Hall Meeting scheduled for June 27<sup>th</sup> from 6-9pm at Lions Hall and the community engagement associated with Community Visioning, a senior's oriented engagement in partnership with Interior Health which will focus on senior's health and housing needs is planned for the fall of 2019.

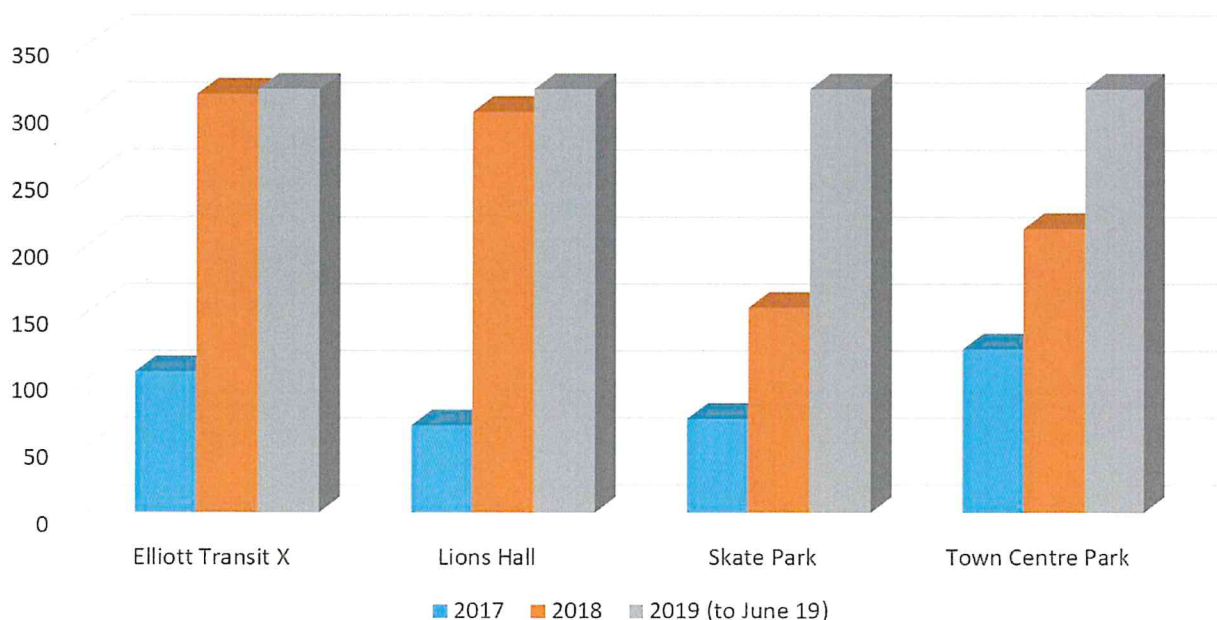
### **Community and Employee Safety**

A rise in the presence of homelessness and related substance use has resulted in an increase in calls for service to the RCMP, West Kelowna Fire & Rescue, and Bylaw Enforcement in the Westbank Centre area. Both RCMP and Bylaw have increased presence in the area by significantly increasing patrols and response to calls. To supplement these efforts the City retained Paladin Security to conduct foot patrols in Westbank Centre. Security patrols were

initiated in August 2018 on a 3-month trial basis for 7 days per week and 12 hours a day. This program was extended for the remainder of 2018 and 2019 with 8-hour foot patrols. An extension to 12-hour foot patrols in the summer is currently being evaluated. Paladin provides monthly incident reports, which specifically track incidents in detail including request for service, drug related disturbances and loitering.

Bylaw has also increased patrols in Westbank Centre (see graph below) and conducts daily morning visits to Lions Hall to provide support to Parks Operation staff who clean the area every morning prior to opening Lions Hall to the community. Parks Operations staff have witnessed a rapid increase in the need to clean up bodily fluids and the disposal of needles over the last several years. Despite acquiring sharps disposal containers, many donated by Interior Health, needles are found in landscape areas, parks, parking lots and in the street. Staff and Paladin track needle disposal statistics. Recently these statistics forwarded to Interior Health. Over 350 needles were collected at City facilities in the first 5 months of 2019 with the majority of those at Lions Hall and JBMAC. There was a significant increase in May when harm reduction supplies were no longer distributed and collected at the United Church. Interior Health is responding with providing alternate locations and mobile harm reduction outreach.

Westbank Centre Bylaw Patrols



The RDCO Crime Prevention Office provides numerous services to the business community and has committed to launching a Business Watch Program in Westbank Centre this Fall. The program will offer business' tools and resources to help reduce business related crime for a safer community. A summary of the services available through the crime prevention offices as well as contact information is attached to this report as Attachment 3.

In addition, a wide range of staff have an increased risk to exposure to harmful substances and an increased risk of exposure to stressful, potentially dangerous and violent situations. In response a Health and Safety Sub-Committee has been formed to identify staffing impacts, hazards, establish safe operating procedures and identify training needs. One of the Corporate Safety Goals established for 2019 is to "Develop a corporate program to identify staffs potential exposure to the emerging opioid crisis and implement protective measures and emergency plans." West Kelowna Bylaw officers carry Narcan nasal spray to protect themselves from exposure and both the RCMP and Fire & Rescue administer Naloxone to a person in need.

## FINANCIAL AND STAFFING IMPLICATIONS:

The rise of social issues has had an impact on staff resources from all aspect of the organization. While RCMP, Bylaw, Parks Operations, Recreation, Fire & Rescue, and Development Services have been significantly impacted, staff from all departments have had to reallocate resources to address and mitigate issues. While a great deal has been done to address the situation, it has been at the expense of reallocating resources from another core service areas. It is recommended that Council consider the significant impacts to staff and associated service level implications as part of 2020 Strategic Priorities. Additional information including business cases for increased resources, capital and operational budget requests will be provided as part of 2020 budget deliberations.

The 2019 Financial Plan includes \$104,000 for Westbank Centre Security in the 2019 budget, an additional \$12,000 from the CAO's discretionary funds is supplementing the budget to increase summer foot patrols to 12 hours a day.

Council allocated \$50,000 from 2018 operational savings to Development Services to fund advocacy, engagement, and support initiatives for social housing and services in West Kelowna.

The Province of BC provided a grant of \$50,000 to support the creation of the Greater Westside Hub.

## COUNCIL REPORT/RESOLUTION HISTORY:


Date	Report Topic/Resolution	Resolution No.
January 8, 2019	<b>THAT</b> Council support the Provincial grant application and development of a joint Situation Table (HUB) for the City of West Kelowna, Westbank First Nation and District of Peachland to provide coordinated, mobilized and integrated responses for vulnerable individuals facing elevated levels of risk.	C009/19
November 8, 2018	<b>THAT</b> Council direct staff to reallocate \$50,000 from the 2018 budget from Accounting to Development Services to fund advocacy, engagement and support initiatives for social housing and services in West Kelowna.	C414/18
Sept. 4, 2018	Westside 2018 Point-in-Time Count Information Report	N/A
March 13, 2018	<b>THAT</b> Council direct staff to bring forward the recommendations in the Social Issues Research Paper as part of 2019 Council Strategic Planning and support continuation of next steps as outlined.	March 13, 2018

### **Next Steps**

1. To host a Town Hall Meeting on June 27, 2019 from 6pm to 9pm at Lions Hall.
2. To continue to implement the *Strategies for Community Wellbeing 2019* (Attachment 1).
3. To seek direction regarding future initiatives and service levels from Council for 2020-2022 as part of the 2020 Strategic Planning Process.
4. To address associated resource implications as part of 2020 Financial Planning.
5. To coordinate a community open house to engage the public and provide information regarding community wellbeing initiatives offered by a variety of agencies and organizations on the Greater Westside

Respectfully submitted,

  
Nancy Henderson  
GM Development Services

  
Allen Fillion  
GM of Engineering & Public  
Works

  
Warren Everton  
Chief Financial Officer

  
Stacey Harding  
Parks & Fleet Operations  
Manager

  
Tracey Batten  
Deputy CAO

Approved for Agenda	
 Jim Zaffino, CAO	<u>June 21, 2019</u> Date

Powerpoint: ☒ Yes ☐ No

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# STRATEGIES FOR COMMUNITY WELLBEING 2019

## FOCUS ON HOUSING

- Encourage and support housing diversity
- ▲ Complete an update of the City's OCP and Zoning Bylaw to establish additional policies and regulations to facilitate community housing needs
- ▲ Assess how provincially-owned land can support the provision of non-market housing for individuals, families and seniors
- Identify and support opportunities for non-market rental housing and advocate for senior government support
- ▲ Encourage non-profits to become the leaseholders of market rental housing and apply to senior government to provide subsidized housing based on a "scattered sites model"
- ▲ Lobby BC Housing to develop supportive housing on the Greater Westside
- Continue to partner with regional local governments to complete the Regional Housing Needs Assessment
- Prepare briefing notes to strategically advocate for additional non-market housing at UBCM

## FOCUS ON HEALTH

- ▲ Work collaboratively with Interior Health to improve access to health services on the Greater Westside
- ▲ Advocate for additional mental health and addiction services on the Greater Westside
- ▲ Lobby the Ministry of Health and Interior Health to construct a health care facility on the Interior Health owned lands on Bering Road
- Partner with Interior Health to conduct a seniors-oriented engagement regarding desired health and residential care needs
- Prepare briefing notes to strategically advocate for improved health services and a provincially funded medical facility in West Kelowna

## FOCUS ON SOCIAL SUPPORT

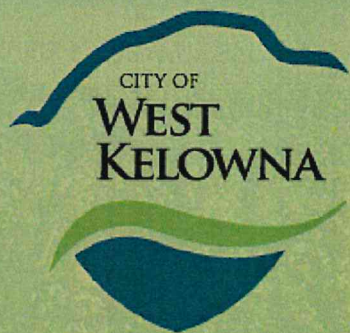
- ▲ Continue to support the work of the Greater Westside Hub to connect those at elevated risk of harm to support services
- ▲ Continue to liaise with Ministry of Social Development staff to support the role of the new Community Integration Specialist position to improve access to social services on the Greater Westside
- ▲ Support Urban Matters in partnership with WFN in the implementation of a program to support community education and awareness about the realities of addiction and develop employment skills through innovative social enterprise initiatives on the Greater Westside subject to successful funding from the Ministry of Mental Health and Addictions
- Update the 2018 Survival Guide to reflect current contacts and services and disseminate to service providers and bylaw enforcement officers to hand out

## FOCUS ON COMMUNITY SAFETY & A HEALTHY DOWNTOWN

- Relocate the Bylaw Department to Lions Hall to increase presence in Westbank Centre
- Continue daily patrols in Westbank Centre by the Bylaw Department
- Continue the security contract for foot patrols in Westbank Centre
- ▲ Support the RDCO Crime Prevention Office and the Greater Westside Board of Trade in the launch of a Westbank Centre Business Watch Program scheduled for Fall 2019
- Continue to advocate for the Province to provide adequate provincially and municipally funded RCMP officers on the Greater Westside
- Continue increased grounds maintenance, including health and safety inspections, of public facilities
- ▲ Increase RCMP patrols and presence in Westbank Centre

## FOCUS ON RELATIONSHIPS

- Continue to collaborate with WFN and the District of Peachland to speak with a collective voice to improve housing, health and social services on the Greater Westside
- ▲ Continue to build relationships with and understand the roles of key agencies and stakeholders
- ▲ Advocate and cooperate with local and senior governments on regional issues that are affecting our community
- ▲ Focus on developing partnerships that will effectively improve the health and safety of our community
- Provide opportunities to engage business owners regarding housing, health and social support initiatives and policy development and understand business needs and impacts
- Provide opportunities to engage the community regarding housing, health and social support initiatives and policy development



### Area of Control

The policy, works and programming matters that fall within Council's jurisdictional authority to act

### Area of Influence

Matters that fall within shared or agreed jurisdiction between Council and another government or agency

### Area of Concern

Matters of interest outside Council's jurisdictional authority to act



## Greater Westside HUB Agency List June 20, 2019

Agency
Ministry of Social Development & Poverty Reduction
Westbank First Nation (multiple service areas)
Interior Health
Okanagan Boys & Girls Club
Canadian Mental Health Association
Community Living BC
Youth Probation
RCMP
West Kelowna Shelter Society
Greater Westside HUB Co-Chair
School District #23
Ki Low Na
Cornerstone
City of West Kelowna Bylaw
The Bridges Community and Family Services
Corrections Probation Officer
United Church Outreach
Native Court Worker



**Police/Community Support Services**

1450 K.L.O. Road  
Kelowna, B.C. V1W 3Z4

Telephone: (250) 469-6291  
Fax: (250) 763-0606  
[www.regionaldistrict.com](http://www.regionaldistrict.com)

June 12, 2019

**Re: Westside Business Community**

To Nancy Henderson:

The Regional District of Central Okanagan funds several services within the Department of Community Services that support and assist the Westside Business Community.

**Police/Community Support Services:**

**Crime Prevention:**

- Business site visits for crime prevention advice
- Security assessment of the interior of store and building surroundings using CPTED principles
- De-escalation training for retail store employees/non-profit volunteers
  - Staff training regarding Robbery Prevention and De-escalation of difficult customers
- Response to RCMP and Victim Services referrals for businesses who have been victims of crime or expressed security concerns
- Pending Fall 2019 launch of West Kelowna Business Watch
  - Collaborative effort between business community, Greater Westside Board of Trade, West Kelowna RCMP, City of West Kelowna and Westbank First Nation
  - Intent: Offer the West Kelowna business community tools and resources to help them reduce business related crime for a safer community.
  - Crime Prevention avails a communication link between the business community and the police to share information.
  - Establish a 'Business Watch' email network citing latest crime trends and local crime incidents.
  - Supporting Retail owners and staff members regarding Loss prevention, Point of Sale fraud awareness and store layout advice.
- Contact [Roy.Morgan@cord.bc.ca](mailto:Roy.Morgan@cord.bc.ca) or 250-707-8021

**Crime Stoppers:**

- Crime Stoppers Website is a helpful resource <https://www.crimestoppers.net/>
  - 'Most Wanted', 'Unsolved Crimes', 'Hot Recs', 'Crime Maps', etc.
- Crime Map publication – West Kelowna
- Westside Weekly posts (Business linkages)

- West Kelowna featured in two “Crimes of the Week”, unsolved crimes to the Media.
- Emailing of “Most Wanted” to identified West Kelowna Loss Prevention Officers
- Crime Reenactment Videos – featured West Kelowna Businesses
- Attend Open-Houses and other community engagement events
- Join/follow Facebook sites (notify Crime Stoppers email [crimetips@shaw.ca](mailto:crimetips@shaw.ca) )

#### **Alarm Management Program:**

- Engaged numerous commercial alarm sites in West Kelowna to reduce law enforcement resources to false alarm calls.
- Consultation with business management to help address faulty alarm system
- On site staff consultations regarding proper use of a panic alarm
- Employee training tips to reduce false alarms
- Contact [alarms@cord.bc.ca](mailto:alarms@cord.bc.ca) or 250-469-6123

#### **RCMP Victim Services:**

- Critical Incident Debriefing
  - Threat/Crime
  - Sudden Death of Employee
- Individualized support and assistance post crime and/or trauma.
- Court navigation and support when applicable.
- Contact [Kelowna.VictimServices@rcmp-grc.gc.ca](mailto:Kelowna.VictimServices@rcmp-grc.gc.ca) or 250-470-6242

#### **Primary Call Answer Point 9-1-1:**

- RDCO contracts with E-Comm 9-1-1 for first step 911 caller engagement.

Regards,

Christene Walsh, M.S.W.  
 Police/Community Support Services Manager  
[Christene.Walsh@cord.bc.ca](mailto:Christene.Walsh@cord.bc.ca)  
 250-469-6291