City of Kelowna
Regular Council Meeting
AGENDA

Monday, July 29, 2019
9:00 am
Knox Mountain Meeting Room (#4A)
City Hall, 1435 Water Street

Pages

1. Call to Order

2. Confirmation of Minutes 3 - 4

Regular AM Meeting - July 15, 2019

3. Reports

3.1 Divisional Director, Infrastructure - verbal update 15 m

Water Integration Project - traffic management

3.2 Community Integration Model 60 m 5 - 22

To provide Council with information on, and an opportunity to provide input to, the development of a Community Integration Model focused on the successful integration of supportive housing.

4. Resolution Closing the Meeting to the Public

THAT this meeting be closed to the public pursuant to Section 90(1)(a)(d)(e)(g) of the Community Charter for Council to deal with matters relating to the following:

- Position appointment;
- Security of municipal property;
- Acquisition, disposition, or expropriation of land or improvements;
- Potential litigation

5. Adjourn to Closed Session

6. Reconvene to Open Session

7. Issues Arising from Correspondence & Community Concerns

7.1 Mayor Basran, re: Issues Arising from Correspondence 30 m

8. Termination

City of Kelowna
Regular Council Meeting
Minutes

Date:	Monday, July 15, 2019
Location:	Knox Mountain Meeting Room (#4A) City Hall, 1435 Water Street
Members Present	Mayor Colin Basran, Councillors Maxine DeHart, Ryan Donn, Gail Given, Charlie Hodge, Brad Sieben*, Mohini Singh, Luke Stack, and Loyal Wooldridge Councillor Sieben participated by telephone.
Staff Present	City Manager, Doug Gilchrist; City Clerk, Stephen Fleming; Legislative Coordinator (Confidential), Clint McKenzie

(* Denotes partial attendance)

1. Call to Order

Mayor Basran called the meeting to order at 10:04 a.m.

2. Confirmation of Minutes

Moved By Councillor Loyal Wooldridge/Seconded By Councillor Donn

(R674/19/07/15) THAT the Minutes of the Regular AM Meeting of June 24, 2019 be confirmed as circulated.

Carried

Moved By Councillor Loyal Wooldridge/Seconded By Councillor Donn

(R675/19/07/15) THAT the Minutes of the Committee of the Whole Meeting of June 19, 2019 be confirmed as circulated.

Carried

3. Resolution Closing the Meeting to the Public

Moved By Councillor Loyal Wooldridge/Seconded By Councillor Hodge

(R676/19/07/15) THAT this meeting be closed to the public pursuant to Sections 90(1)(a),(e),(g),(i),(n) and 90(2)(b) of the Community Charter for Council to deal with matters relating to the following:

- Position Appointment;

- Acquisition, Disposition or Expropriation of Land or Improvements;
- Litigation;
- Legal Advice;
- Consideration of whether Council meeting should be closed;
- Confidential information from the Province.

Carried

4. Adjourn to Closed Session

The meeting adjourned to a closed session at 10:04 a.m.

5. Reconvene to Open Session

The meeting reconvened to an open session at 12:19 p.m. with Councillor Sieben absent.

6. Issues Arising from Correspondence & Community Concerns

There were no issues arising.

7. Termination

The meeting was declared terminated at 12:19 p.m.

Mayor Basran

City Clerk

/cm

DRAFT

Report to Council

City of Kelowna

Date:	July 29, 2019
File:	0000-00-00
To:	Council
From:	City Manager
Subject:	Community Integration Model

Recommendation:

THAT Council receive for information the staff report from the Social Development and Community Safety Departments dated July 29, 2019 regarding the Community Integration Model designed to create the conditions necessary to ensure the successful introduction of supportive housing across the community;

AND THAT Council direct staff to continue to develop the Community Integration Model as outlined in the report and update Council on the progress.

Purpose:

To provide Council with information on, and an opportunity to provide input to, the development of a Community Integration Model focused on the successful integration of supportive housing.

Background:

On June 25, 2018 Council endorsed the Journey Home Strategy which included detailed implementation and funding plans for addressing homelessness in our community. A key component for moving forward with the implementation of the Strategy is the development of 300 units of supportive housing for those living without homes. Prior to the endorsement of Journey Home, BC Housing opened Gordon Place with 44 units of supportive housing. Since the Strategy's endorsement, the Central Okanagan Journey Home Society (COJHS) has supported BC Housings' work under the Building BC: Supportive Housing Fund to open Hearthstone and Heath House creating 86 new units of supportive housing. Through these collaborative efforts, a total of 130 homes have been created since 2018. While there are a multitude of BC Housing funded homes throughout Kelowna (Current BC Housing Homes in Kelowna attached), in terms of supportive housing there are now seven BC Housing supported buildings operating and/or in development across the community (BC Housing Supportive Housing Map attached). Another 151 units of supportive housing are in the development stage with McIntosh, Agassiz, and McCurdy coming on stream over the next two years.

The Journey Home Strategy is based on the Housing First model which is a person-centred approach rooted in the belief that all people deserve housing, and that adequate housing is a precondition for recovery. Under this model, housing is not contingent upon readiness, or on "compliance". Housing First is a best practice based upon a wealth of evidence demonstrating that for someone experiencing homelessness to address their illnesses or related challenges, the first step is for them to have safe and secure housing. This approach has been adopted in cities across Canada and beyond due to its effectiveness in ending homelessness long-term, and its positive impact on public system use by reducing the cost of homelessness to health, justice, and community.

In any given year, an estimated 2,000 people experience homelessness in Kelowna and another 3,000 are at high risk of becoming homeless. Currently, there are over 500 people on BC Housing's waiting list to access housing. As a result, beyond the units that BC Housing has currently committed to, they will continue to work with Kelowna to develop additional supportive housing units to meet the needs of the community.

With the new supportive housing projects in the development phase, the City, COJHS, BC Housing, and the Interior Health Authority (IHA) continue to work collaboratively to ensure that adequate and integrated supports are in place to meet the needs of residents. The Journey Home Strategy calls for a realignment and integration of health and housing supports, as well as the need for an additional 500 health support program units. Collaborative approaches to adjusting supports service delivery, advocating for additional support services, and exploring working in an integrated model are underway. The Province's recent release of the *Pathway to Hope*, a 10-year plan to create a seamless system to assist those with mental health or substance use challenges, is promising and timely.

With the focus and alignment of all levels of government to address the homelessness and housing crisis in our province and across the country, our community is working within a collaborative framework to ensure that our citizens have the necessary range of housing and supports to move forward in their lives. As a result, an unprecedented number of new supportive housing units will be introduced in our community over the next two years. While the City and its partners have always taken a collaborative approach in efforts to address supportive housing needs, the current situation warrants an enhanced and formalized structure. This approach will help to align resources to create the conditions necessary for the seamless integration of supportive housing into neighbourhoods. To achieve this, a coordinated multi-sector approach will be essential.

Staff, through discussions with partners, are developing a *Supportive Housing – Community Integration Model (aka Transition Teams)*. This model will bring a comprehensive and collaborative systems approach to the process and create the conditions necessary for the success of supportive housing in neighbourhoods.

The Community Integration Model is based on an interdisciplinary team convened by City staff, with Community Safety and Social Development providing leadership. The model recognizes that success is dependent on absolute commitment from key partners (inclusive of money and resources) and proposes a Community Integration Team made up of: COJHS, BC Housing, IHA, Supportive Housing Operators, RCMP, and representatives from several City departments including: Community Safety

(includes Bylaws and Crime Prevention), Social Development, Communications, Strong Neighbourhoods, and Data Analytics. As development of the model moves forward, staff will be working to garner the commitment of these key partners.

The Community Integration Model is based on five separate phases:

- **Assessment** - This phase includes comprehensive assessments of:
    - current conditions of the neighbourhoods through a lens of safety and security including a Crime Prevention Through Environmental Design (CPTED) review
    - level of community awareness related to supportive housing
    - analysis of multiple sources of data to determine benchmarks

- **Planning** –This phase includes comprehensive and collective planning processes designed to create the mechanisms and systems to ensure the success of supportive housing including:
    - Public Safety Strategy
    - Public Engagement Strategy
    - Neighbourhood Building Strategy
    - Benchmark Monitoring Framework

- **Mobilization** – This phase includes implementing the collectively developed strategies to ensure that the conditions for success are in place:
    - Implement Public Safety Strategy
    - Implement Public Engagement Strategy
    - Invest in Neighbourhood Building Activities
    - Activate the Community Advisory Committee

- **Operation** – This phase includes a concentrated and collective approach to ensure the operation of the new supportive housing building is successful:
    - Increase Public Safety Supports (includes increased presence and response protocols for RCMP, Bylaws, and security), as needed
    - Implementation of Housing Supports System
    - Implementation of Health Supports System
    - Community Advisory Committee:
        - Focused on integrated approach to problem solving
        - Continued emphasis on neighbourhood engagement

- **Monitoring** – This phase includes evaluation and analysis of processes and data to inform adjustments to strengthen the application of the model for future supportive housing initiatives:
    - Safety and Security Data Evaluation
    - Public Engagement Evaluation
    - Neighbourhood Integration Evaluation
    - Finalize Benchmark Data Analysis

Next Steps

Based on Council's feedback, the *Supportive Housing – Community Integration Model* will be refined for presentation to the key partners with the intention of garnering their participation commitments. Through preliminary discussions with partners, there is an indication of support in-principle for the proposed model and an interest to develop it further. In particular, BC Housing has expressly committed to participate in the development and implementation of this model. It is anticipated that as partners come on board, the model will continue to be strengthened with the input of their lens, expertise and resources.

Immediately upon the establishment of the Community Integration Team, the model would be adapted and applied to new developments (i.e., Heath House and Hearthstone), those currently in the development process (i.e., MacIntosh, Agassiz, and McCurdy) as well as future developments. The scope and time spent on the respective phases will be different for each development and dependent upon the current state of each.

The goal of the *Supportive Housing – Community Integration Model is* to create a best practice approach to guide the successful integration of supportive housing in our community. Based on the direction from Council, the model will be finalized, and Council will be provided with an update.

Internal Circulation:
Divisional Director, Active Living & Culture
Divisional Director, Human Resources and Community Safety
Divisional Director, Corporate Strategic Services
Divisional Director, Partnerships & Investments
Risk Manager Supervisor
Long Range Policy Planning Manager
Communications Advisor

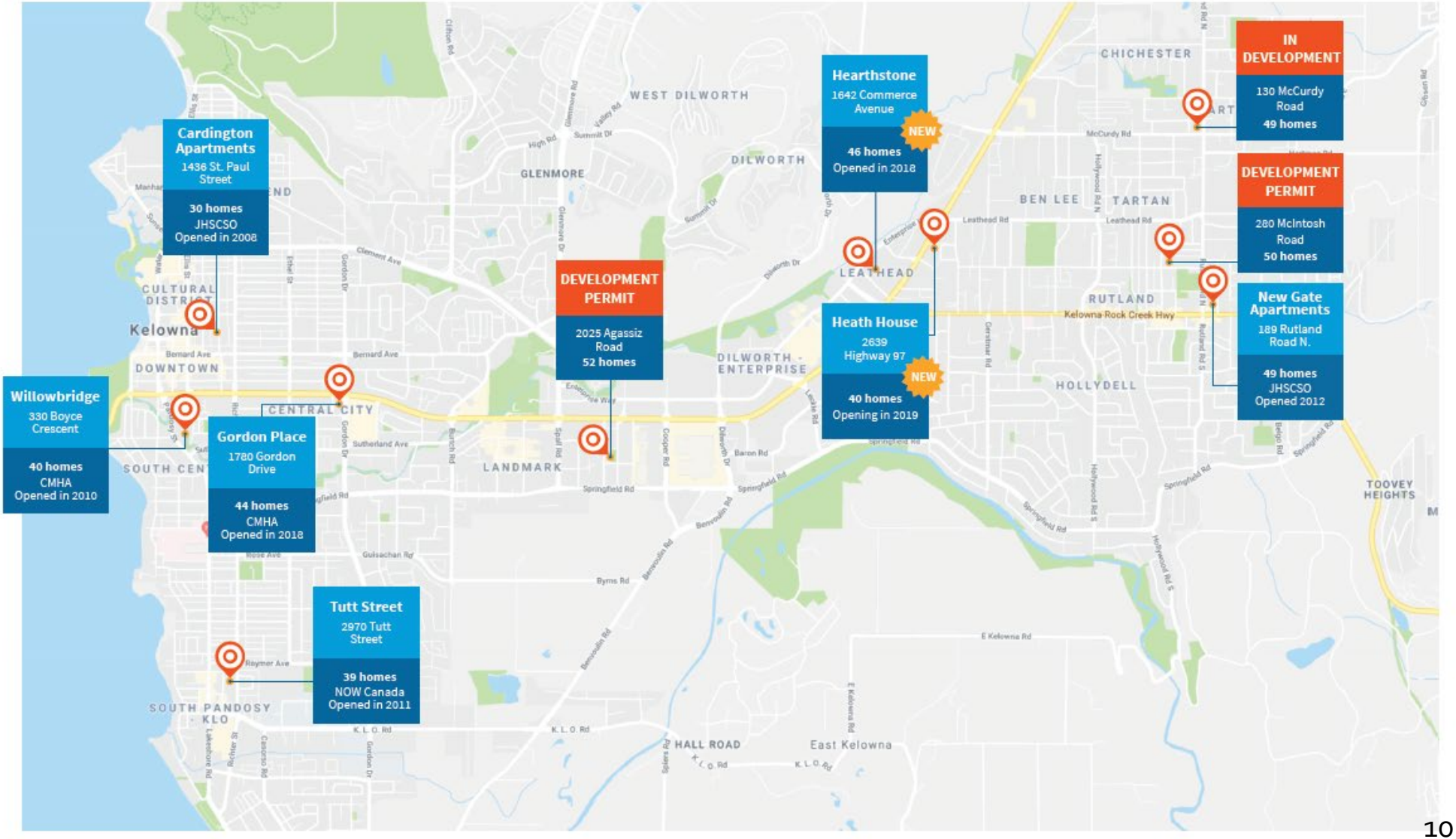
Considerations not applicable to this report:
Legal/Statutory Authority:
Legal/Statutory Procedural Requirements:
Existing Policy:
Financial/Budgetary Considerations:
Personnel Implications:
External Agency/Public Comments:
Communications Comments:
Alternate Recommendation:

Prepared by: Sue Wheeler, Social Development Manager and Darren Caul, Community Safety Director

Approved for inclusion: J. Gabriel, Divisional Director, Active Living & Culture
S. Leatherdale, Divisional Director, Human Resources and Community Safety

Attachments:
BC Housing Supportive Housing – Kelowna Map
BC Housing Funded Homes – Kelowna Map
2019-07-29 Community Integration Model PPT

There are currently seven supportive housing buildings operating across Kelowna, all provide homes to people experiencing homelessness who have gone through an assessment process.



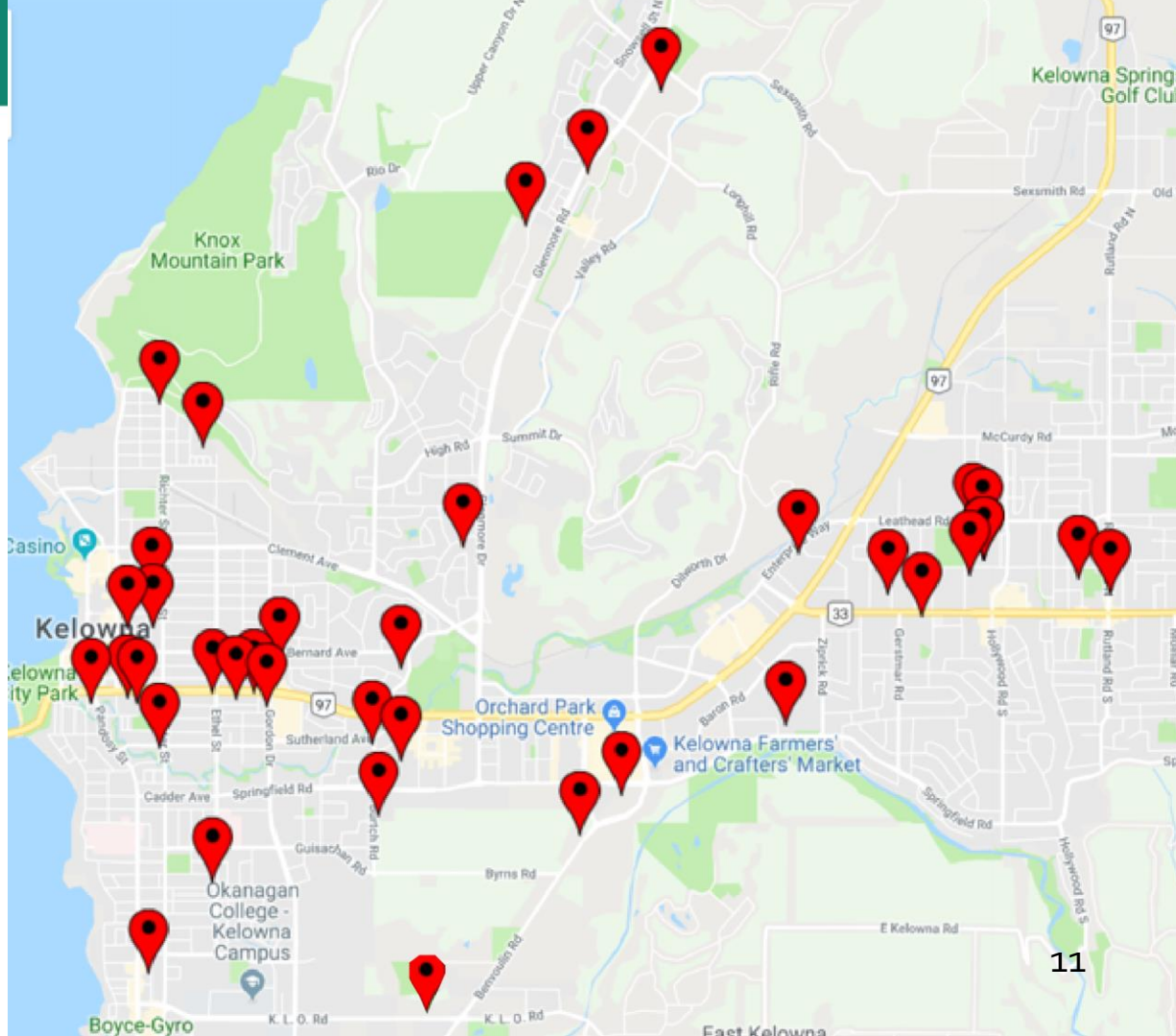
Current BC Housing funded homes in Kelowna

Housing for:

- Seniors
- Families
- Low income singles and couples
- Women and children fleeing violence
- People with disabilities
- People experiencing homelessness

www.bchousing.org/housinglistings

BC HOUSING



Supportive Housing Community Integration Model

A Collaborative Approach to Planning for the Integration of Supportive Housing to Local Neighbourhoods

Supportive Housing Community Integration Model

Support successful neighbourhood integration

Interdisciplinary collaborative team

City as the team convener

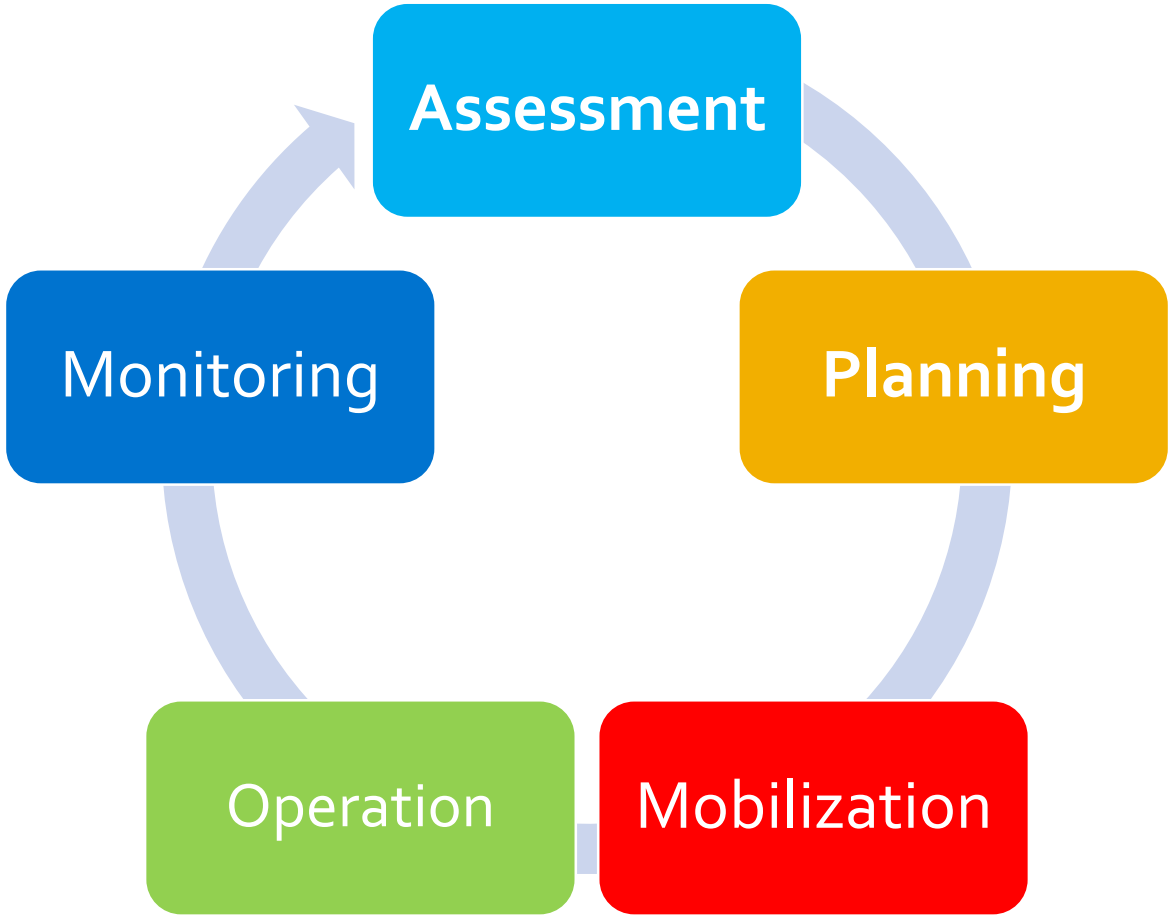
5 phased approach:

Assessment
Planning
Mobilization
Operational
Monitoring

Refine Strategy for future supportive housing initiatives

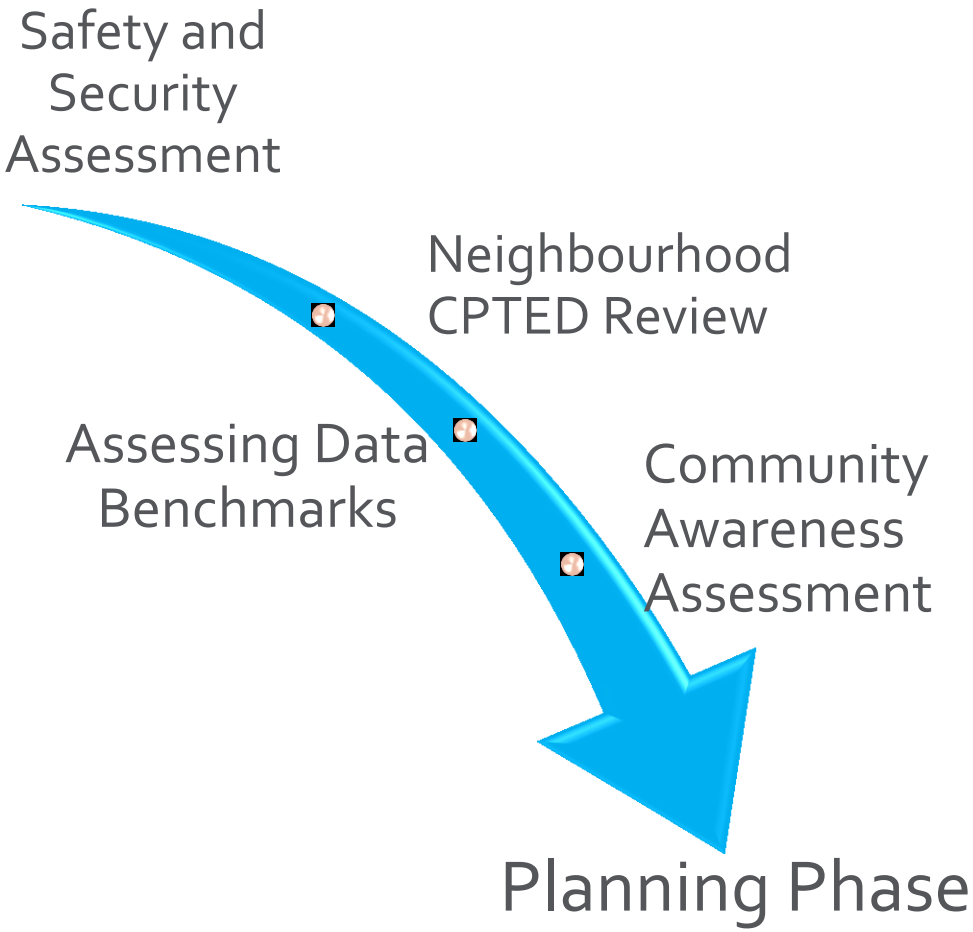
Proposed Community Integration Team

Community Integration Model - 5 Phases



Community Integration Process to be evaluated and improved upon before each new Supportive Housing Project

Assessment

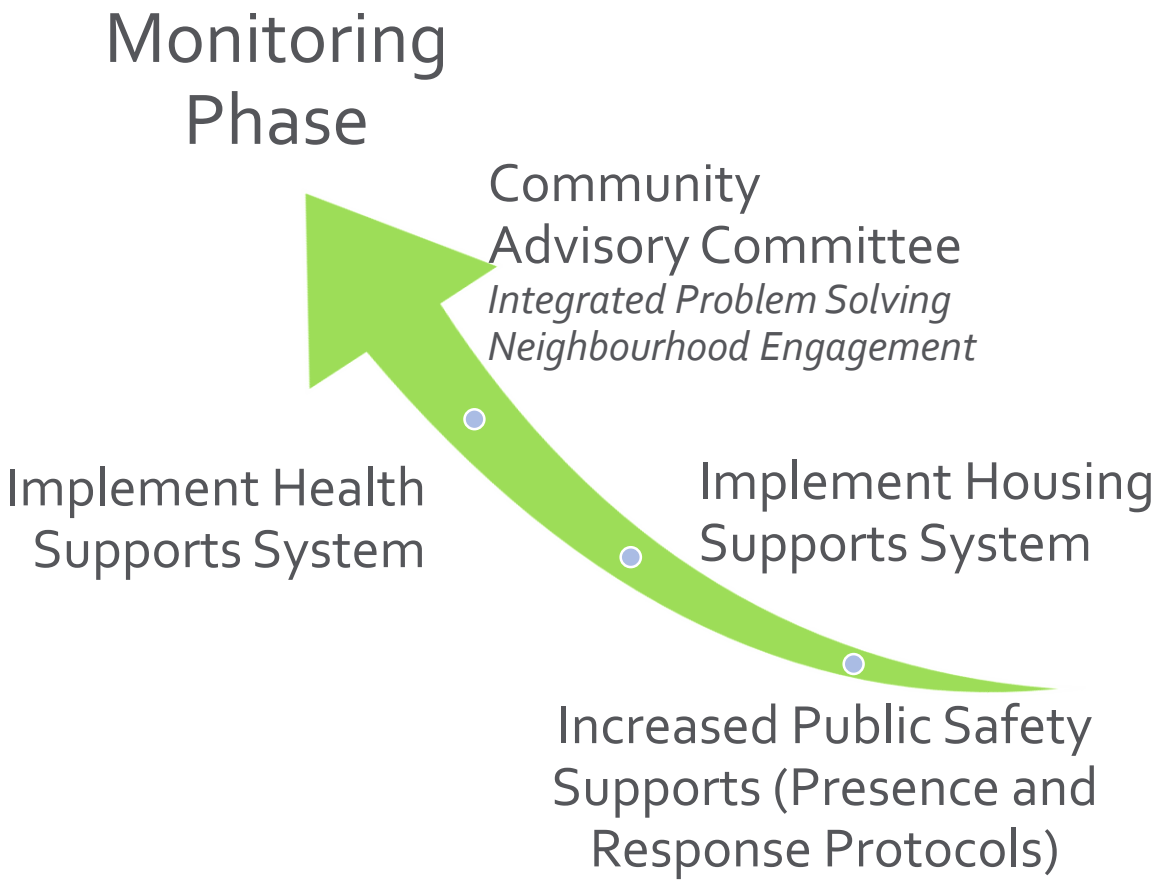

Safety and Security Assessment
Neighbourhood CPTED Review
Assessing Data Benchmarks
Community Awareness Assessment
Planning Phase

Planning

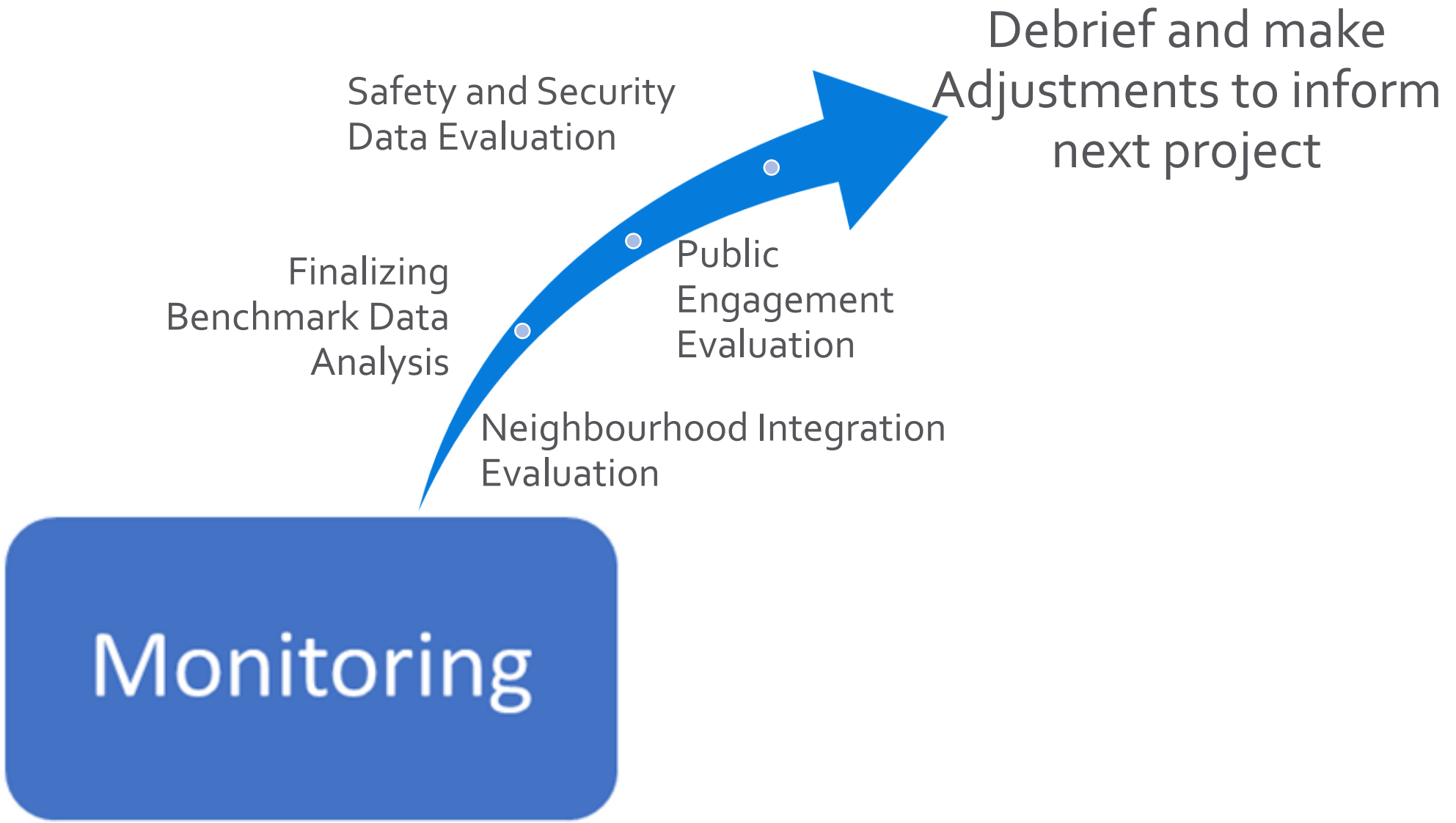
Creating the Conditions for Success

Mobilization

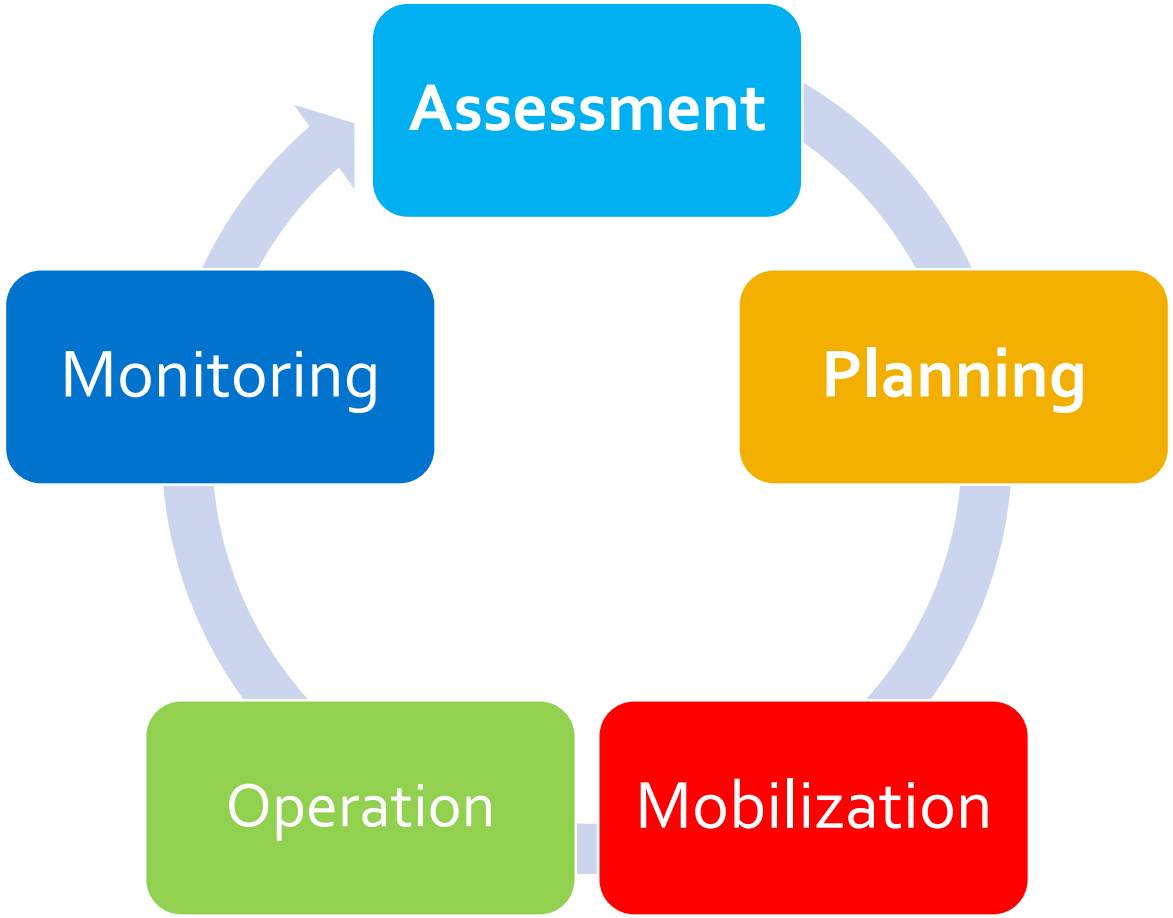
Implementing the Conditions for Success


Monitoring Phase
Community Advisory Committee
Integrated Problem Solving
Neighbourhood Engagement
Implement Health Supports System
Implement Housing Supports System
Increased Public Safety Supports (Presence and Response Protocols)

Operation


Debrief and make Adjustments to inform next project
Safety and Security Data Evaluation
Public Engagement Evaluation
Finalizing Benchmark Data Analysis
Neighbourhood Integration Evaluation
Monitoring

Refine Community Integration Model for future Supportive Housing



Community Integration Process to be evaluated and improved upon before each new Supportive Housing Project

Questions?

For more information, visit **kelowna.ca**.