City of Kelowna
Regular Council Meeting
AGENDA

Monday, May 15, 2017
9:00 am
Knox Mountain Meeting Room (#4A)
City Hall, 1435 Water Street

			Pages
1.	**Call to Order**		
2.	**Confirmation of Minutes**		2 - 5
	Regular AM Meeting - May 8, 2017		
3.	**Reports**		
3.1	**Neighbourhood Learning Centres**	30 m	6 - 19
	To provide Council with information on existing Neighbourhood Learning Centres as per SR #395953, school joint-use agreements and a new Neighbourhood Learning Centre opportunity associated with the planned development of the Okanagan Mission Junior Middle School.		
3.2	**Journey Home Strategy - Governance Structure**	60 m	20 - 47
	To obtain Council's support in principle of the proposed governance structure to guide the development of a long-term strategy to address homelessness.		
4.	**Resolution Closing the Meeting to the Public**		
	THAT this meeting be closed to the public pursuant to Section 90(1) (e) of the Community Charter for Council to deal with matters relating to the following:		
	• Acquisition, Disposition or Expropriation of Land or Improvements		
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, May 8, 2017
Location:	Knox Mountain Meeting Room (#4A) City Hall, 1435 Water Street
Members Present	Mayor Colin Basran, Councillors Maxine DeHart*, Ryan Donn*, Gail Given*, Tracy Gray, Charlie Hodge, Brad Sieben and Luke Stack
Members Absent	Councillor Mohini Singh
Staff Present	Acting City Manager, Doug Gilchrist; City Clerk, Stephen Fleming; Deputy Fire Chief, Travis Whiting*; Director Strategic Investments, Derek Edstrom*' Parks & Buildings Planning Manager, Robert Parlane*; Park and Landscape Planner, Lindsay Clement*; Urban Planning Manager, Terry Barton*; Divisional Director, Corporate Strategic Services, Carla Weaden*; Policy & Planning Department Manager, Danielle Noble-Brandt*; Sustainability Coordinator, Michelle Kam*; Sustainability Coordinator, Tracy Guidi*; Legislative Coordinator (Confidential), Arlene McClelland

(* denotes partial attendance)

1. Call to Order

Mayor Basran called the meeting to order at 9:00 a.m.

2. Confirmation of Minutes

Moved By Councillor Gray/Seconded By Councillor Hodge

R340/17/05/08 THAT the Minutes of the Regular AM Meeting of May 1, 2017 be confirmed as circulated

Carried

Councillors Donn and Given joined the meeting at 9:02 a.m.

3. Reports

3.0 EOC and Flooding Update

Deputy Fire Chief:
- Provided an update on the flooding incidents and the operations at EOC.
- Advised that Okanagan Lake is at a high water level though not yet at full pool.
- In discussion with those involved in regulating lake levels and water flow out of the lake.

- EOC will continue to operate and focus on response; second focus will be on recovery as events unfold; the Advance Planning Unit will look at scenarios beyond a 72-hour time frame.
- Advised that the weather forecast later in the week is a concern.
- Commented on ESS challenges with lack of accommodation over the weekend due to other events happening in the City.
- Advised that there are no reports of City infrastructure damage to date.
- Communication messaging to the public is critical.
- Advised that Lake Country is being greatly impacted now with flooding.
- Advised that water quality is being monitored and to date that has not been identified as a challenge.
- Responded to questions from Council.

Moved By Councillor DeHart/Seconded By Councillor Gray

R341/17/05/08 THAT Council receive the verbal EOC and Flooding Update report of May 8, 2017 from the Deputy Fire Chief.

Carried

3.1 Parks Development

Staff
- Displayed a PowerPoint Presentation summarizing the status of park development and responded to questions from Council.

The meeting recessed at 10:11 a.m.

The meeting reconvened at 10:21 a.m.

Staff
- Displayed a PowerPoint Presentation summarizing park development funding options for consideration and responded to questions from Council.

Moved By Councillor Sieben/Seconded By Councillor Donn

R342/17/05/08 THAT Council receives for information, the report from the Parks & Building Planning Manager dated May 8, 2017, with respect to Parks Development – underdeveloped, undeveloped and future park sites;

AND THAT Council directs staff to report back to a future meeting of Council with options to revise Development Cost Charges that would be used for parks development funding;

AND THAT Council directs staff to report back to a future meeting of Council with an anticipated schedule of commercial leases and land sales that may be used for parks development funding;

AND THAT Council directs staff to report back to a future meeting of Council with a recommendation on strategies to increase parks development funding through the City's partnership programs;

AND THAT Council directs staff to report back to a future meeting of Council with a recommendation on an increase in parks development funding through general taxation;

AND THAT Council directs staff to report back to a future meeting of Council with an identified portfolio of high priority park projects that may be considered for a parcel tax via referendum;

AND FURTHER THAT Council directs staff to report back to a future meeting of Council with a Temporary Usage Plan for acquired parkland currently not in public use.

Carried

DRAFT

Councillor DeHart declared a conflict of interest due to her place of employment that collects the hotel tax and departed the meeting at 11:53 a.m.

Moved By Councillor Donn/Seconded By Councillor Given

R343/17/05/08 THAT Council directs staff to explore options for the use of the hotel tax as a source for City-wide parks development funding;

Defeated
Mayor Basran, Councillors Given, Hodge, Sieben and Stack - Opposed

Moved By Councillor Hodge/Seconded By Councillor Donn

R344/17/05/08 THAT Council directs staff to discuss park funding options with Tourism Kelowna.

Defeated
Councillors Given, Gray, Sieben and Stack - Opposed

Councillor DeHart rejoined the meeting at 12:05 p.m.

3.2 Community Climate Action Plan Update

Item deferred until after the afternoon meeting.

4. Resolution Closing the Meeting to the Public

Moved By Councillor Gray/Seconded By Councillor DeHart

R345/17/05/08 THAT this meeting be closed to the public pursuant to Section 90(1) of the Community Charter for Council to deal with matters relating to the following:

- Municipal Objectives, Measures and Progress Reports

Carried

5. Adjourn to Closed Session

The meeting adjourned to a closed session at 12:06 p.m.

6. Reconvene to Open Session

The meeting reconvened to an open session at 12:06 p.m.

7. Issues Arising from Correspondence & Community Concerns

7.1 Councillor Donn, re: InfoTel News Article – FOI Request

Councillor Donn:
- Asked for City staff perspective on the InfoTel article.

Staff:
- Provided an update on the FOI request.

The meeting was adjourned at 12:15 p.m.

The meeting reconvened to an open session at 2:31 p.m.

3.2 Community Climate Action Plan Update

Staff
- Displayed a PowerPoint Presentation summarizing the community greenhouse gas emissions.
- Played a video "United Nations: Our Future"
- Spoke to future steps and project deliverables.
- Responded to questions from Council.

Peter Robinson, Community Energy Association
- Displayed a PowerPoint Presentation summarizing the federal, provincial and local authorities with respect to climate action.
- Provided examples from other municipalities.
- Responded to questions from Council.

Council:
- Provided comment on target options of "business as usual", "pragmatic", or "aspirational" goal setting.
- A majority of Council members identified themselves as "pragmatic".

Moved By Councillor Hodge/Seconded By Councillor Sieben

R346/17/05/08 THAT Council receives, for information, the report from the Sustainability Coordinators dated May 8, 2017, with respect to the Community Climate Action Plan Update.

Carried

8. Terminated

The meeting was declared terminated at 3:52 p.m.

Mayor

City Clerk

/acm

DRAFT

Report to Council

Date: May 15, 2017

File: 0610-01

To: City Manager

From: Mariko Siggers, Community & Neighbourhood Services Manager

Subject: Neighbourhood Learning Centres

Recommendation:

THAT Council receives, for information, the report from the Community & Neighbourhood Services Manager dated May 15,2017, regarding current and future Neighbourhood Learning Centres in Kelowna;

AND THAT Council endorse in principle the City's intent to establish a Neighbourhood Learning Centre as part of the future Okanagan Mission Junior Middle School as outlined in the report dated May 15, 2017;

AND THAT Council authorize the Mayor and City Clerk to execute a letter of intent with School District #23 regarding the Neigbhorhood Learning Centre at the Okanagan Mission Junior Middle School;

AND FURTHER THAT staff report back with a recommendation on whether or not to proceed with a joint use agreement for the Neighbourhood Learning Centre at the Okanagan Mission Junior Middle School.

Purpose:
To provide Council with information on existing Neighbourhood Learning Centres as per SR #395953, school joint-use agreements and a new Neighbourhood Learning Centre opportunity associated with the planned development of the Okanagan Mission Junior Middle School.

Background:
The City currently has a number of partnerships with School District #23 (SD 23) including Joint-Use Agreements, school events and program support, as well as a Neighbouhood Learning Centre at Okanagan Mission Secondary School (OKM).

Programming in schools allows the City to expand the reach of Active Living & Culture initiatives to the outlying areas. Schools are a natural space for community development and connecting neighbours.

Programming in neighbourhoods reduces geographical barriers, allows for specific needs, such as licensed care to be addressed and encourages interaction among residents. Fostering the relationship with SD 23 and continuing to expand programming strategically into neighbourhoods is an important aspect of the program delivery model.

Joint-Use Agreements
Formal joint-use agreements exist at Watson Road Elementary, Bankhead Elementary and South Kelowna Elementary. Community recreation programs are offered at all three locations and licensed child care and preschool are operated at Bankhead and Watson Road. The agreements outline the management and usage of the facilities including an annual base cost which is reflective of the shared costs for maintenance and operations. Overall, the joint-use agreements are effective in allowing the City to provide neighbourhood based programs.

Within each of the schools, programs are run on a direct program cost-recovery basis. The table below outlines the usage of the schools with which the City has a joint-use agreement in place from 2016:

School	Types of Programs	Total # programs	Program hours	Total # Registrations
Bankhead Elementary	Licensed group care Community programs Camps	45	1195	580
Watson Road Elementary	Licensed group care Community programs Camps Birthday parties	245	3181	1680
South Kelowna Elementary	Community programs	99	1178	669
Total		389	5554	2929

School partnerships
A relationship exists with most of the schools in the district. City of Kelowna staff support school events through providing games, resources and inflatables. In addition, City staff program special events or "Family Active Nights" at a variety of schools throughout the city inviting students, parents and other community members to enjoy free games and activities. City staff also rent space in various schools to run programs and sport leagues.

Neighbourhood Learning Centre
Neighbourhood Learning Centres (NLC's) are made possible through a provincially funded program which allows schools to apply for up to 15 per cent extra of the total floor area to be utilized by a community partner. The intention of the initiative is to maximize the benefit of schools by integrating a broader community use. Currently, the City's only formal NLC exists at Okanagan Mission Secondary School (OKM). As part of the school's renovation, a second gymnasium was constructed in 2014. A partnership between SD 23 and the City outlined a joint-use agreement (5 year agreement that expires June 30, 2019) whereby the City has access to the gymnasium and classroom space outside of school hours. Having the City as a partner enabled SD 23 to expand the size of the second gymnasium.

Below are some key components of the existing agreement for the NLC at OKM:

- Capital costs were borne by the SD 23 and the Province
- Operating, equipment and maintenance costs are shared proportionately
- The City has first right to access the gymnasium between 6 p.m. and 10 p.m. on weekdays during the regular school year
- The City has first right to access the gymnasium between 8 a.m. and 10 p.m. on weekdays during school holiday periods and weekends subject to maintenance and security requirements

Currently, City programs offered at OKM include sport leagues and recreation programs. Overall, the NLC has had some proven successes, but there are also some challenges:

- Access after 6 p.m. on weeknights limits the programming opportunities as it is late for children and families to participate. Programs rarely run beyond 9 p.m.
- The school's need for use of the gymnasiums is significant which can create scheduling challenges for City programs (i.e. when OKM hosts a tournament in both gymnasiums, City programs are bumped)
- Any use of the facility on weekends or non-school days requires an additional fee of $30 per hour to cover maintenance costs, making many programs cost-prohibitive
- No spaces are designated solely for City use so all programming must take place outside of school hours
- There is no ability to rent unused space to other community groups although there is demand for community gymnasium space
- The City's portion of the annual operating cost is approximately $40,000 while the net revenue (after program expenses) is approximately $7,000. City staff are actively working on implementing new ideas in order to improve revenues and maximize community use in order to align with the net revenue target of $20,000.

The agreement at OKM is relatively new. Both the City and SD 23 are committed and actively reviewing the model to address the challenges mentioned above.

Opportunity

In April, 2017, the Province announced the plan to construct the Okanagan Mission Junior Middle School. The budget for construction is approximately $36 million and includes capacity for 750 students in grades six through eight. The school site is adjacent to a proposed City of Kelowna park which is propsed to have one adult sports field, 2 tennis courts, a playground, a nature trail, parking and washrooms.

SD 23 staff and City staff have had preliminary discussions about a potential partnership. There is an opportunity to create designated community space as well as shared space in the new school. There are strong benefits that stem from a partnership established at the design stage. It provides an opportunity for the City to have a role in creating the culture of the building and maximize overall benefit to the community. In the NLC model, which would apply to this proposed partnership, the City does not contribute to capital costs (unless the City desires to expand beyond the allotted space); however, ongoing maintenance and operating costs are proportionately shared by SD 23 and the City.

Based on the formula for Neighbourhood Learning Centres, 971 square metres has been designated for community use. There is some flexibility in how the NLC space could be allocated including some of the following options:

- Additional gymnasium space
- Storage space (internal and/or exterior)
- Multi-purpose gathering area
- Multi-purpose program space
- Meeting rooms
- Kitchen servery

Staff have looked at other community models that have proven to be successful. Mar Jok Elementary School in West Kelowna is an excellent example of a successful partnership between the District of West Kelowna and SD 23. There is a designated community room which is exclusively operated by the District of West Kelowna. In addition, there is community access to the gym seven days a week. The principal of the school is very supportive which has proven to be a critical component to the success of the partnership. In this example, the District of West Kelowna was involved in the design stage to ensure that the community needs were met in the construction of the facility.

In the new Okanagan Mission Junior Middle School, there are many opportunities to expand programming to this neighbourhood and to create a "community hub" in a highly residential area. There are a number of potential uses for the NLC spaces:

- Recreational programs for children, youth, adults and seniors
- Licensed care (would require bus service)
- Preschool programs
- Sport leagues and programs
- Gymnasium rentals for community groups or teams
- Meeting space for community organizations or City functions
- Community gathering space
- Community kitchen or cooking programs

The timeline for this project is ambitious with the intent to open in September 2019. In order to meet this target, the components of the school will need to be determined in the coming months. Information gained from other NLC's and examining the demographics of the neighbourhood suggest that certain design components will maximize benefit to the community:

- At least one designated multi-purpose community room with separate storage, access from the exterior of the building (preferably the front) and immediate access to green space;
- An expanded gymnasium large enough to accommodate adult sports, community gatherings and various programs
- Washroom and storage facilities accessible from the exterior of the building

In addition to designing a space that will service the greatest community needs, it will be important to ensure that the space can be accessed at optimal times for programming. The following are some key principles for maximizing community use:

- Exclusive use of designated community room(s), accessible 365 days per year
- Access to gymnasium space on weekdays (after school and early evening hours)
- First right to book gymnasium on weekends, holidays and non-school days (summer holidays, spring break, etc.)

- Opportunity to rent space to other community organizations if the space is not needed by the school or the City
- Access to the gym and community rooms on weekends, holidays and outside the regular school year

The design process of the new middle school has already begun with a workshop held on April 26, 2017, led by the architects hired for this project. In order to contribute at a meaningful level on the design and to explore the opportunity of a partnership further, SD 23 has requested that the City provide confirmation of interest through a non-binding letter of intent to operate the NLC component of the school once it opens in 2019. Should Council endorse the recommendations, the next steps include:

- Providing a letter of intent to SD 23
- Continue to work with the architects as part of the design team
- Develop a business case for the 2019 operating budget which includes estimates for shared operating costs, program revenue and rental potential
- Report back to Council with a recommendation on proceeding with the development of joint-use agreement.

Internal Circulation:
Divisional Director, Active Living & Culture; Sport & Event Services Manager; Communications Advisor

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

Submitted by:
M. Siggers, Community & Neighbourhood Services Manager

Approved for inclusion: J. Gabriel, Divisional Director, Active Living & Culture

Attachments: Attachment 1 – Presentation – Neighbourhood Learning Centre

Cc: Divisional Director, Corporate Strategic Services
Divisional Director, Financial Services

Neighbourhood Learning Centres

May 15, 2017

Background

- Schools are an important component of our program delivery model
  - Reduce transportation barriers
  - Facilitate neighbourhood connection
  - Access to facilities
  - Direct programming for neighbourhood needs

Existing school use

- Rental for programs & sport leagues
- Family active nights
- Support for school events
- Joint-use agreements
  - Bankhead Elementary
  - Watson Road Elementary
  - South Kelowna Elementary
- Neighbourhood Learning Centre
  - Okanagan Mission Highschool

Neighbourhood Learning Centres

- Up to 15 per cent additional floor space
- Capital borne by province and school district
- Proportionate cost-share for operations & maintenance

- Examples: OKM and Mar Jok

Opportunity

- Okanagan Mission Junior Middle School
  - Target opening date: September, 2019
  - Grades: 6 to 8
  - Number of students:750
  - Neighbourhood: Upper Mission
- School District #23 has included NLC space in PDR
  - Up to 971 m^2 (10,441 ft^2)
  - Require a letter of intent from a community partner

Potential NLC Spaces

- Designated community room(s)
  - Accessible all day, everyday
    - Recreation programs, licensed group care, meetings, camps
- Gymnasium space
  - Shared use with school
    - Programs, leagues, community gatherings
- Exterior amenities
  - Support outdoor activities
    - Washrooms, storage facilities
- Other shared space
  - Arts, culture, culinary etc

Joint-Use Agreement

- To be developed prior to school opening in 2019
- Ensures maximum benefit to community
  - Key principles of usage
    - Access to community space
    - Access to shared space
    - Ability to rent unused space
  - Operating & maintenance cost-share
    - Formula based on square footage

Next steps

Non-binding letter of intent

Work with design team

Develop budget

- Forecast revenues, expenses and operating costs

Report back to Council with a recommendation of how to proceed

Questions?

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

Report to Council

City of Kelowna

Date: May 15, 2011

File: 0000-00-00

To: City Manager

From: Social Development Manager

Subject: Journey Home Strategy – Governance Structure

Recommendation:
THAT Council receive, for information, the report from the Social Development Manager, dated May 15, 2017, outlining a proposed governance structure to support the development of a long-term strategy to address homelessness;

AND THAT Council approve in principle the Journey Home Governance Structure as outlined in the report from the Social Development Manager, dated May 15, 2017;

AND THAT Council direct staff to prepare a Journey Home Task Force Terms of Reference for consideration.

Purpose:
To obtain Council's support in principle of the proposed governance structure to guide the development of a long-term strategy to address homelessness.

Background:

Undertaking a systems planning approach to addressing homelessness requires a shift in how we address the needs of the homeless and at-risk population. It requires a shift in the traditional approaches to the design and delivery of the system serving these populations. Making the shift requires both thinking and working differently. This is achieved by:

- fine tuning relationships/connections between various players so everyone can see how their work contributes to the whole;
- shifting from funding driven, independent programs to an integrated service model that is out-based, solution-focused, and dedicated to addressing the needs of the most housing-vulnerable in the community.

Making such a shift in our thinking and in the design of our investments will require all stakeholders to undertake a collective journey to support such change. "Journey Home" is proposed as the name for Kelowna's Homeless-Serving Systems Strategy. This name is designed to embrace the journey that we have embarked on as a community as we work towards preventing homelessness; and when it does occur, ensuring it is rare, short-lived and non-reoccurring.

Journey Home Strategy Update:
On December 5, 2016 Council endorsed the Homeless-Serving System Strategy Framework as a basis for continued collaboration with community stakeholders in the development of a long-term strategy to address homelessness.

The 'Connect' phase of the strategy is well underway, including partnership development and readiness, a housing needs assessment, and the design of consultation processes. Planning for the next two phases of the strategy development has also begun. At this point, it is critical to address the Governance Structure that will support the development of the strategy.

Best Practice Research on Systems Planning Governance Structure:
Staff conducted research of the governance models applied in other Canadian communities undertaking a systems approach to address homelessness in their communities. A number of key themes emerged from the research:

- interim Governance Structure for strategy development;
- multi-sectorial participation, persons with lived experience engaged in meaningful participation, and extensive community engagement;
- municipalities assume a leadership role and accountability for the strategy in a collaborative-partnership based framework;
- the local Community Advisory Board on Homelessness (CAB-H) engages as a key partner with the goal of aligning the Community Plan related to the Federal Homelessness Partnership Strategy (HPS) funding with the local strategy;
- the completed strategy and implementation plan outline an ongoing governance structure to support the implementation including: leadership, roles of stakeholders, and funding models.

Local Stakeholder Input to Development of Proposed Governance Structure:
The research shows that a critical point in the planning process to support the strategy development is the identification of leadership, and the design of an effective governance structure. The structure must clearly identify leadership and accountability to ensure that the strategy development is transparent, inclusive, and collaborative. The learnings garnered from other communities indicates that while the leadership is critical, the ultimate structure must be designed to ensure broad engagement and input to decision-making.

The foundation for developing an inclusive and collective approach has been established through a series of two stakeholder readiness workshop sessions focused on Systems Design. Held in March, the workshops were extremely well attended with more than 100 people representing over 40 agencies and organizations participating. The response was very positive with organizations agreeing to participate in the strategy development. The overall feedback was that the goal of inspiring stakeholders in a collective setting to learn together and challenge themselves to think differently through a systems lens was effective. Participants were encouraged to recognize:

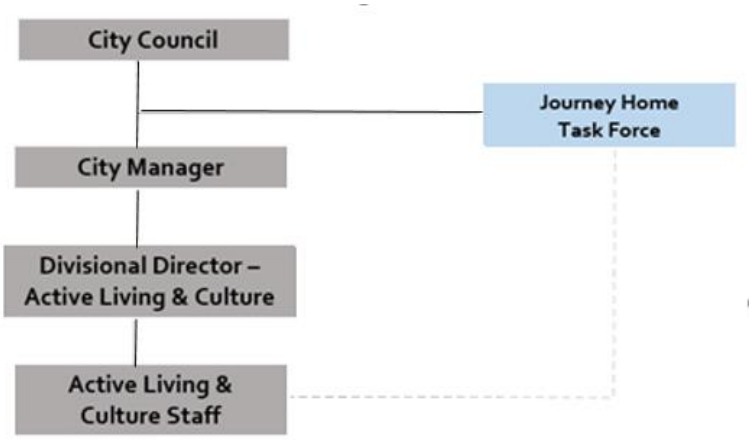
- the interconnectivity of the local homeless-serving system;

- that every sector has unintentionally contributed to the state of homelessness;
- and that to successfully create change, the idea of thinking differently, and doing things differently must be embraced.

At the systems design workshops, government and agency leaders, and participants were introduced to their role as leaders in the development of a systems strategy, along with the principles, models, and best practice approaches. The discussions generated at the workshops have helped to inform the governance structure proposed in this report. The participants agreed that strong local leadership; broad, inclusive, and transparent participation; and an approach that supports collective buy-in and ownership of the strategy were critical for success. The outcome was that the group concluded that the City was best positioned to take a leadership role in convening stakeholders in the development of a systems strategy to address homelessness; this leadership role is often referred to as the 'backbone support'. To provide this leadership role, a temporary reassignment of internal staff resources has occurred as outlined in the Financial/Budgetary and Personnel Implications section of this report.

Subsequently, the local CAB-H has indicated a commitment to assist in providing leadership and support in the development of working groups that will be established to design strategies to address locally identified priorities. CAB-H is comprised of community stakeholders with the role of delivering of the Federal Homelessness Partnering Strategy(HPS) in Kelowna and engaging stakeholders in the development of a Community Plan to establish HPS funding priorities. CAB-H has indicated that they recognize the importance of ensuring that the local strategy and the federal Community Plan are aligned, and that the strategy will provide guidance in the determination of the future role of CAB-H.

Proposed Governance Structure:



The proposal is that an interim Journey Home Task Force be formed, reporting to Council and supported by Active Living & Culture Division staff. The Task Force would be convened for approximately a one-year period, concluding in the spring of 2018.

The recommendation is that the Task Force be directed by Council, through an adopted Terms of Reference, with a clear indication of the objectives to include:

- to develop a Journey Home Strategy that is driven by local and lived experience knowledge in the application of best practices principles to develop a community-wide collaborative process in designing a local strategy;
- to present a locally-informed solution-focused strategy based on the principles of a Systems Approach that is: person-centred, coordinated, and outcome-focused to guide decision-making on addressing affordable housing and homelessness issues, and;
- to present the completed strategy and implementation plan to Council for consideration and adoption.

The Task Force's proposed scope of work will include:

- preparation and training for all members to ensure a common understanding of the application of Housing First and systems design principles;
- development of vision and goals to guide strategy development;
- review of local community research outcomes;
- establishment of priority focus areas to inform and approve the development of locally development working groups;
- review and presentation of completed strategy and implementation plan for council consideration.

The proposal is that the Task Force membership will be:

- designed to ensure diverse multi-sector representation by identifying key sectorial representation constituencies;
- comprised of approximately 15 stakeholders selected based on their skills, knowledge, experience, and strong interest in homelessness prevention and the provision of affordable housing.

As the research conducted on this topic indicated that both the membership on the Journey Home Task Force and the working groups is critical to the overall success of the strategy development, it is recommended that a selection committee be established to oversee this process. The proposal is that the selection committee use a skills representation matrix to select stakeholders as sectorial representatives. Due to the importance of ensuring broad and inclusive membership stressed through the research, the recommendation is that the selection committee be comprised of:

- the Mayor of Kelowna,
- the City Manager,
- Active Living & Culture Division staff,

- and two sectorial representatives, appointed in the role of co-chairs, to assist in the selection of the remaining 13 members of the Task Force.

Conclusion:
The development of a Journey Home Strategy will help to transform Kelowna's housing and homelessness services into an integrated, people-centered, performance-focused service system. This will be designed to assist residents to achieve housing stability and improve their well-being, and the overall safety, health, and sustainability of the community.

The research indicates that the development of an effective Governance Structure is critical to the successful engagement of all stakeholders in the development of this strategy. To be successful, strong local leadership that ensures broad and inclusive engagement, transparency, and collective buy-in and shared responsibility is essential. The Governance Structure proposed within this report has been designed based on these principles.

Next Steps
Based on Council's approval in principle of the proposed Governance Structure, staff will proceed with the development of a Terms of Reference for the Journey Home Task Force for Council's consideration.

Internal Circulation:
J. Gabriel, Divisional Director, Active Living & Culture
D. Gilchrist, Divisional Director, Community Planning & Real Estate
G. Davidson, Divisional Director, Financial Services
S. Leatherdale, Divisional Director, Human Resources
S. Fleming, Acting Divisional Director, Corporate and Protective Services
J. Foster, Communications Supervisor

Financial/Budgetary Considerations: To support the work as outlined in the report and described below, a budget amendment to address additional staffing needs during the strategy development period in the amount of $50,000, funded from the Public Works/Initiative Reserve will, according to City Policy, be approved by the Divisional Director and City Manager and presented to Council as part of the annual budget amendment report.

Personnel Implications: To support this overall initiative and ensure momentum continues, as well as provide the leadership role in the development of the strategy as outlined in this report, an existing full time staff within Active Living & Culture's Strong Neighbourhood Program will be assigned to provide the additional needed support. This temporary assignment will be supplemented through funding from the Public Works/initiative Reserve to ensure adequate staff resources remain in the Strong Neighbourhood Program. While some project work within this area may be delayed until the project ends this additional funding will ensure staffing resources are available to maintain core programs.

This assignment will provide temporary support that will enable the Social Development Manager to focus on project management key areas such as: partnership and leadership development, project funding, system design, performance management, and partnership agreements.

The Coordinator role will be required to:

- Provide planning and coordination support to the Social Development Manager in the development of the Journey Home Strategy project.
- Assist in best practices research and in supporting partners in translating research to apply in a local context.
- Assume a community development leadership role in convening stakeholders, building local capacity, and facilitating collaborative processes.
- Facilitate and coordinate the work of design teams to inform the development integrated local service delivery models to support coordinated access and performance management;
- Support the development of lived experience consultation processes and mechanisms that: are based on best practice approaches, are respectful, and culturally and locally appropriate.

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

Submitted by:
S. Wheeler, Social Development Manager, Active Living & Culture

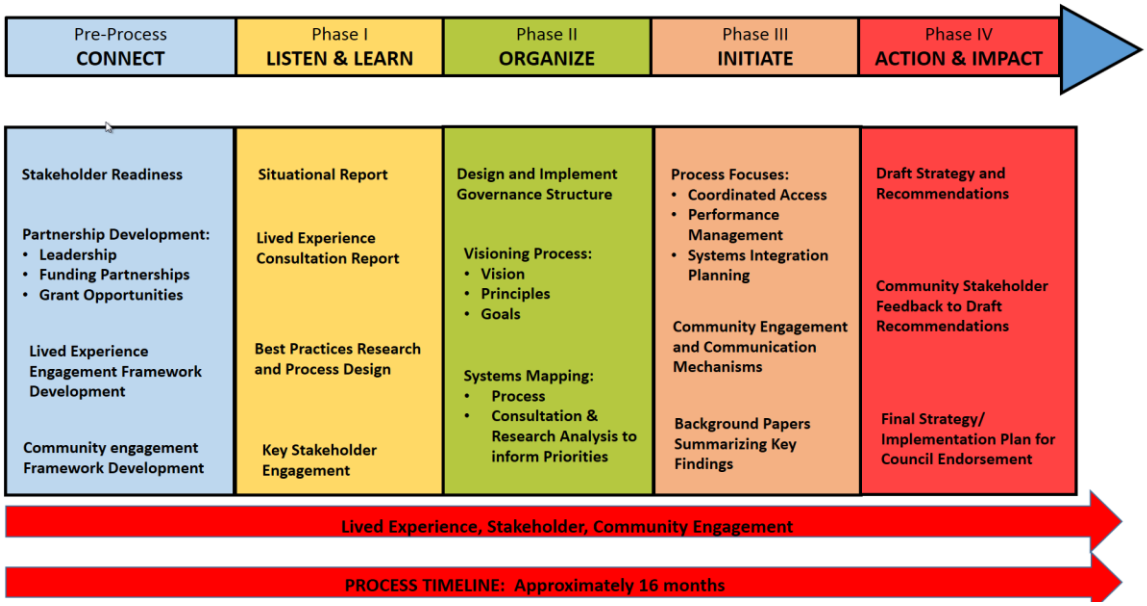
Approved for inclusion: J. Gabriel, Divisional Director, Active Living & Culture

Cc: Divisional Director, Active Living & Culture
Divisional Director, Community Planning & Real Estate
Acting Divisional Director, Corporate & Protective Services

Attachments: Appendix A – Homeless-Serving Systems Framework
PowerPoint Presentation

Appendix A

Homeless-Serving Systems Strategy:



The development of a made-in-Kelowna Homeless-Serving Systems Strategy is based on the application of a Systems Planning Framework, approved by Council in December, 2016. This framework will provide direction on several key elements that are critical in reducing the incidence of homelessness, and when it does occur, reducing the duration. The proposed strategy framework focuses on:

- Best Practice translation to local context;
- Capacity building to transition to a Systems Planning Framework approach;
- Local leadership and inclusive engagement to capture local knowledge garnered through in-depth consultation with stakeholders, community, and those with lived experience;
- Systems Planning focused on the development of:
    - Integrated Systems, Coordinated Service and Prevention Delivery;
    - Client-Centered Informed System and Delivery;
    - Performance driven, Outcome-Focused Services System.

The framework was developed to reflect the stakeholder input and recognizes that applying a Systems Planning Framework to the local context will be best achieved through a phased approach. While the framework above provides a guideline in the development of a long term strategy, it is important to note that the phases of the framework overlap, with some activities occurring concurrently.

Journey Home
Homeless-Serving System Strategy

Proposed Governance Model

Active Living & Culture

May 15, 2017

Introducing Journey Home Strategy

Shift away from traditional approaches

Requires thinking differently – working differently

Systems perspective

How services relate and contribute to the whole

Collective Journey to support change

Preventing homelessness; and when it does occur, ensuring it is rare, short-lived and non-reoccurring

City of Kelowna Commitment

Commitment to working collaboratively

- needs of vulnerable populations are met
- homelessness prevented where possible, rare in occurrence, and short-lived when it does occur

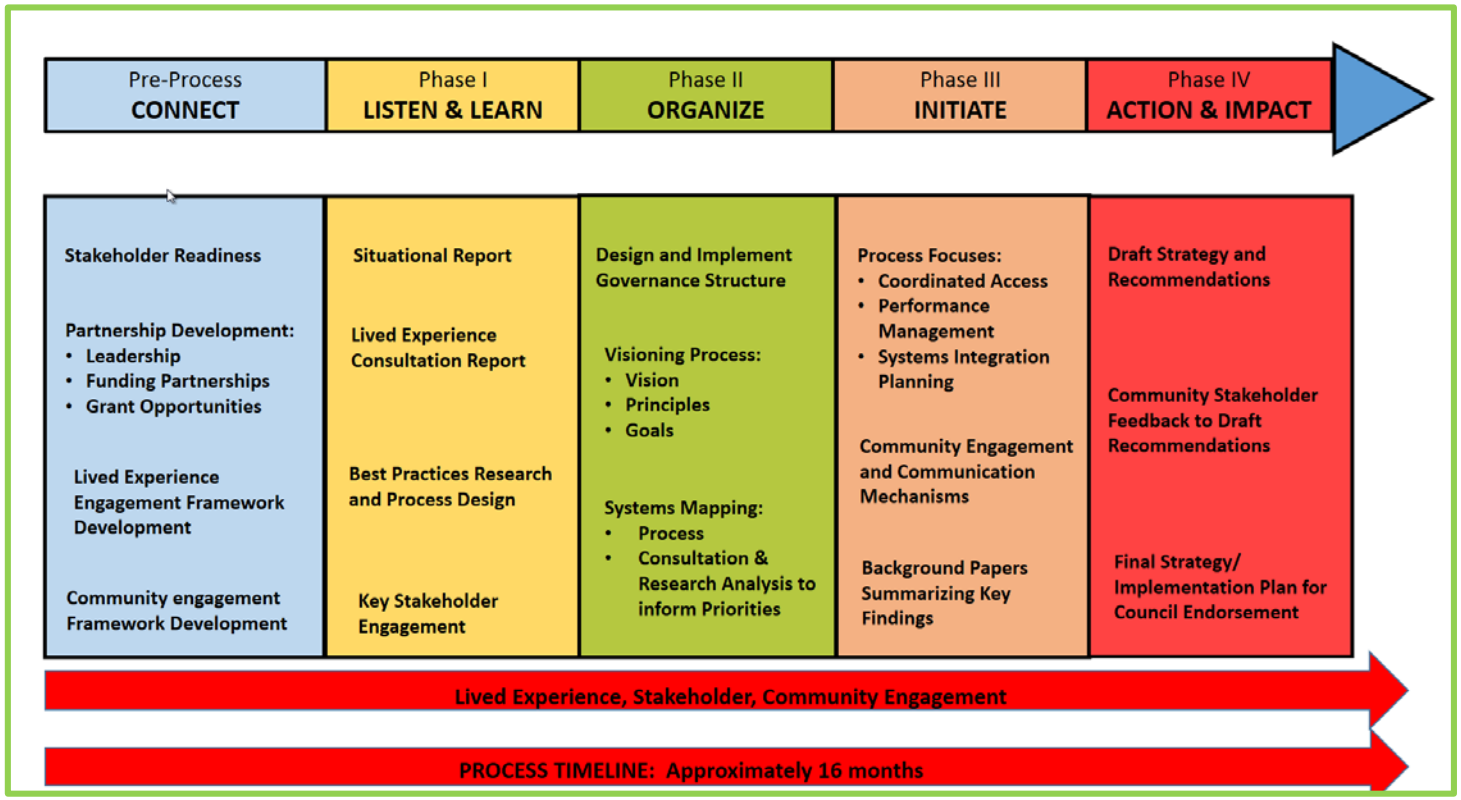
Homeless-Serving Systems Framework

- collaboration in long term local strategy development

$125,000 commitment in 2017 City Budget

- Goal to leverage partnerships/grant opportunities
- Funding level will dedicate scope of strategy

Journey Home Strategy Framework



Governance Research - Key Themes

Interim Planning:

Time Duration Task Force or Committee Structure

Backbone Structure

City Leadership:

Task Force reporting to Council, with Council approval

Convening Stakeholders

Accountability

Plans tied to Housing Development Strategies

Leveraging Funding / Provincial Funding links

Community Advisory Board on Homelessness (CAB-H) / Community Entity:

City partnership with CAB-H

Leadership Role

Alignment with Community Plan - HPS Funding

Implementation Plan informs Governance Structure:

Ongoing Backbone Structure

CAB-H Role

City role and governance structure – i.e. ongoing Council Advisory Committee Structure

Funding Model to support Plan Implementation - ie. 3 to 5 year plan/commitments

System Redesign Workshops

Systems 101

Systems thinking involves fine tuning relationships/connections between the various players of our community so that everyone involved can see how their work contributes to the whole.

Goal: Shift to Systems Thinking

Collective Impact, Housing First, Pursuit of Ending Homelessness, Improving Wellness, Decreasing Costs, etc.

More than 100 people participated over two days representing over 40 organizations

Day One

Broad Participation – more than 90 people participated
Focused on Systems Planning 101 – Underlying Principles, Models, and Approaches
People-Centred, Outcome Focused, and Systems Design
Exercise on mapping pathways

Day Two

Leadership Participation – more than 50 people participated
Systems Principles, Components, Models
Discussion: Barriers, Principles, Leadership/Accountability, Coordinated Access, Performance Management

Shifting to a Systems Approach

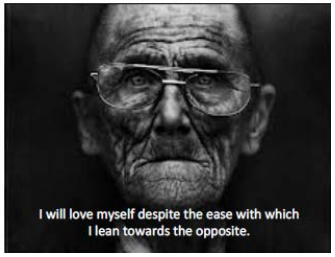
Key Messages

Recognize INTERCONNECTIVITY OF OUR SYSTEM
- we are greater than the sum of our parts

Recognize – that if we don't accept that every sector has contributed to state of homelessness – we can't move forward

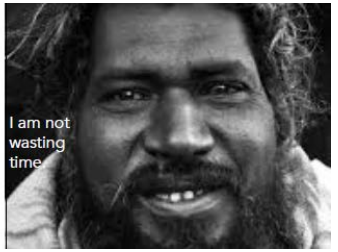
NAME IT, OWN IT, LIVE IT – how have we (our agency/sector) contributed (unintentionally) to the problem, and what can we stop doing immediately to positively impact our efforts to prevent and end homelessness

Social Service Instead of Control

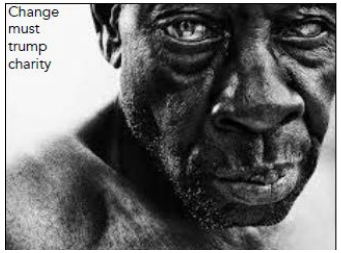


Thinking Differently

We are not a housing agency, but we can be a part of the system



Doing Things Differently



Without the courage to be part of the solution, we remain part of the problem

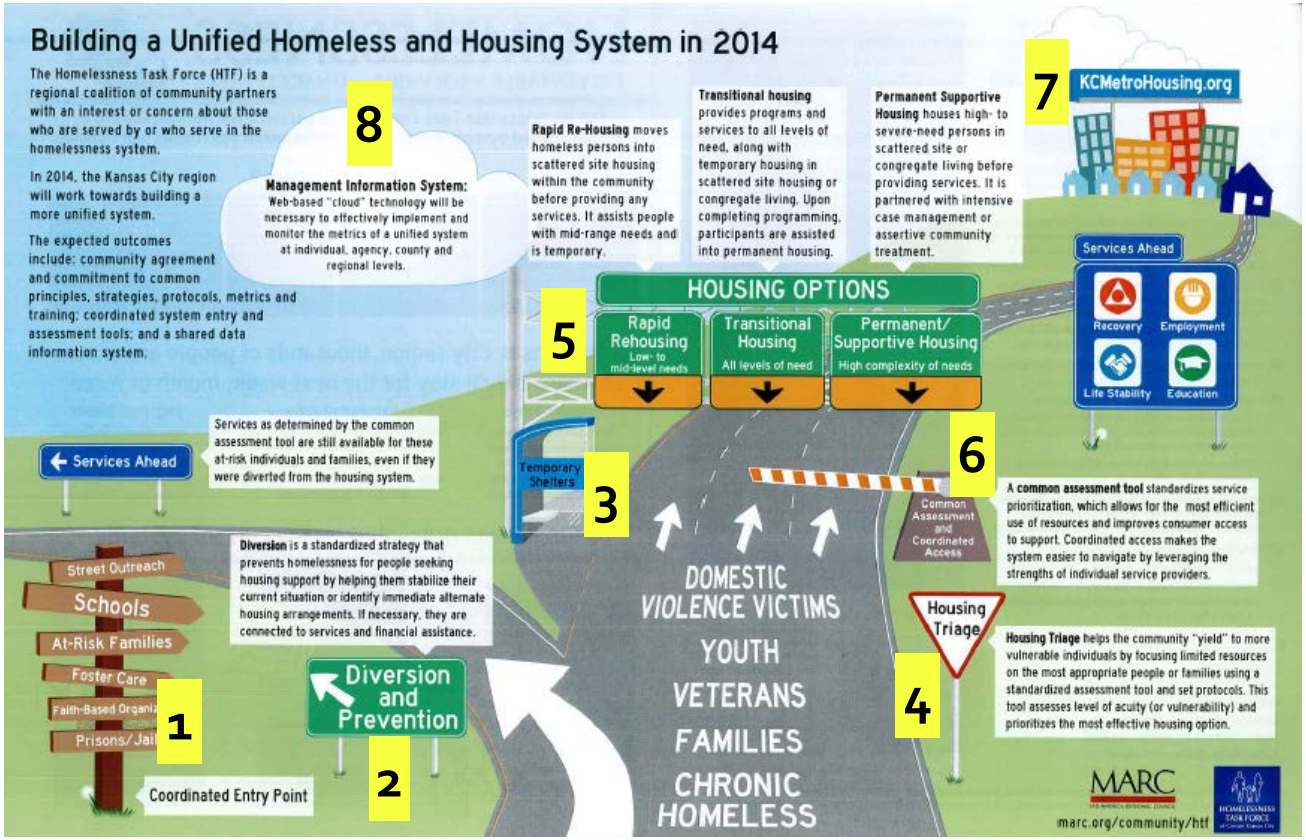
What must we stop doing immediately?

Are our decisions and policies based on myths or facts?

1 Clear homeless system entry point

2 Common diversion protocol *exhausts natural and preventive supports before shelter entry*

3 Temporary shelter access *with uniform intake and strong commitment to housing*



4 Housing triage process *with clear and appropriate housing options based on need*

5 Available housing options understood */community efforts to expand supply*

6 Common Assessment Tool

7 Accessible/ searchable real-time housing information

8 Comprehensive management information system

Leadership Readiness

Principles that inform Systems Design

- Fundamental beliefs in systems approach
- Foundation for service delivery behavior and chain of reasoning
- Inform ethics and standards of service
- Guide transparency
- Determine “rights” and “wrongs” in how we deliver services

Coordinated Access

Integrated person-centred system:

- Front Door (what, who answers, every door provides access)
- Foyer (safe place while waiting, choice)
- Staircase (what service pathway eligible for, has space, is recommended)
- Bedroom (which housing solution makes sense, what support to stay housed)

Housing First Service Orientation

- Housing stability is primary objective
- Get people housed & help them stay housed
- Connect to community resources
- Believe in Hope
- People can and do recover

- Work is guided by evidence
- Use common assessment tool
- Assessment guides opportunities to coach/support
- People can and should be respectfully challenged to change
- Proactive planning beats reactionary crisis response

Leadership Input

Local Leadership

Broad Participation

Collective Resolve

Keys to Success

- Keep momentum
- Ensure broad and transparent consultation
- Achieve agreement on priorities/find common ground, compromise)
- Build trust within sector

To succeed:

- Clarity – clear vision
- Agreement on Priorities
- Council buy-in
- Transparency/trust
- Task Force with Manageable size
- Mechanisms to ensure all voice are heard

Governance:

- Interim Structure
- Collaboration model for single voice to make decisions
- Articulated shared understanding and shared priorities
- Develop shared Vision/Guiding Principles to guide Strategy development
- Develop Principles through Broad Engagement

Accountability:

- Requires accountable leadership/convenor
- Agreement that City best position to take leadership role
- Structure must be designed so strategy is developed and owned by community

Membership:

Selection process and membership design are critical to the overall success achieving

Leadership Input

Local Leadership

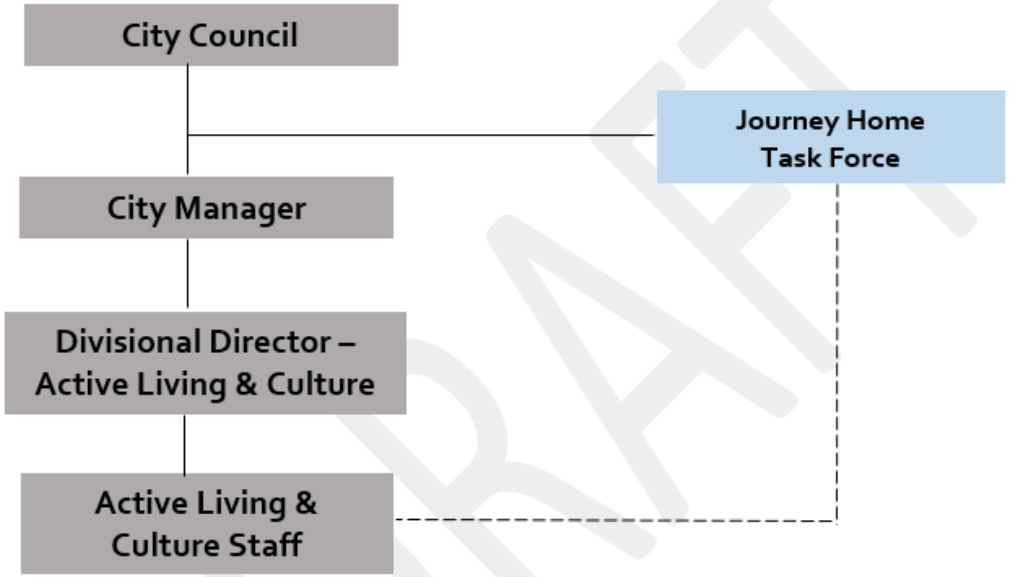
Broad Participation

Collective Resolve

Membership:

- Clear role, clear terms of reference – to determine membership of both Task Force and working groups
- Role – to facilitate inputs (working groups) to inform decisions on recommendations
- Membership – consider skills sets as well as constituency representation
- Representation needs to be diverse and broad:
  - Lived experience voice, service providers (front-line and leadership), community leaders
- Comfort with Sector Representation needs to be addressed through engagement opportunities
- Stakeholder-balanced membership

Proposed Journey Home Strategy Governance Structure



Best Practices and Community-Informed:

Leadership

Accountability

Collective Impact

Broad Participation

Council Approval:

Task Force Terms of Reference

Task Force Membership

Homelessness Strategy and Implementation Plan

DRAFT

Proposed Journey Home Task Group

Reports to Council - Interim for approximately one year

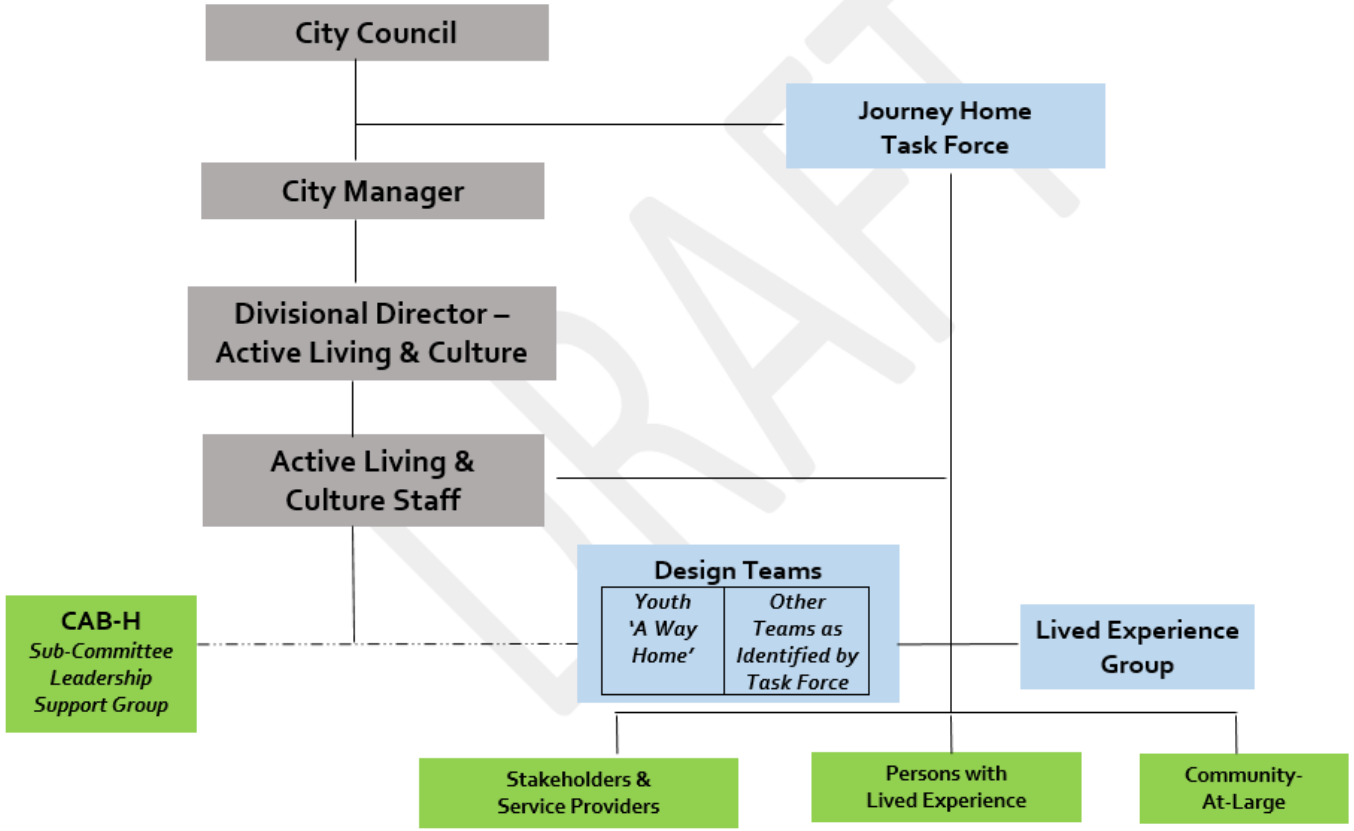
Multi-Sector Membership

Vision, Goals, Direction to Backbone Support and Consultant

Steers Planning Process

Recommends Final Strategy and Implementation Plan to Council

Proposed Journey Home Strategy Governance Functioning



DRAFT
Proposed Governance Structure for Homelessness Strategy

Council Approval of Task Force Terms of Reference

Overall Governance Structure to demonstrate functioning

Proposed Governance Structure - Functioning

Backbone Support

Active Living & Culture Staff

Implement Task Force Directions

Facilitate Design Teams

Facilitate Stakeholder Readiness, Ensure Broad Participation, and Support Connections

Provide Ongoing Communication

Design Teams

Focus of Teams to be determined based on Task Group priorities

Broad Participation across all sectors required

Facilitation and Coordination provided by Facilitating Backbone

Youth "A WAY HOME" *– recognition of need for specific focus on youth*

Consultation with Stakeholders

Persons with Lived Experience

Stakeholders & Service Providers

Community-At-Large

Community Advisory Board on Homelessness (CAB-H)

Provides input and support for development/facilitation of Design Teams

Build community leadership and collaboration capacity

Alignment of Federal Homelessness Partnership Strategy (HPS) Community Plan with Homeless-Serving Systems Strategy and Implementation Plan

Alignment facilitates targeted and collective impact of investments

Journey Home Task Force - OBJECTIVE

Develop locally-informed solution-focused Homeless-Serving Systems Strategy through a community-wide collaboration framework:

- driven by local and lived experience knowledge
- application of best practices based on the Systems Planning principles:
  - person-centred, coordinated, outcome-focused
- guide decision-making on addressing affordable housing and homelessness issues

Present the completed strategy and implementation plan to Council for consideration and adoption.

SCOPE OF WORK

- vision and goals to guide strategy
- review community background research
- establish priority focus areas to inform design teams
- review and approve design team recommendations
- guide strategy development including implementation plan outlining financial implications
- finalize strategy and implementation plan and present for Council consideration and adoption by Spring, 2018

MEMBERSHIP

Ensure diverse representation
Selected based on skills, knowledge, experience, & interest in homelessness / housing

15 representatives appointed by Council for one-year term
To be appointed from 6 identified sectors

Sector Representation	Number of Positions
Private/Funding Sector	2
Social Services Sector	4
Health Sector	2
Housing Sector	3
Public Systems Sector	2
Cultural/Community Sector	2
TOTAL	15

Task Force Membership Selection Process

15 Members - Appointed by Council

Establish Selection Committee
Recommendation to Council

Mayor
Co-Chairpersons
City Manager
Active Living & Culture Staff

Appointment of Co-Chairpersons
- **Business/Funders Sector**
- **Social Services Sector**

Selection Committee Finalizes Skills Representation Matrix

Sectors Identified for:
- Application
- Appointment of Sector Representation

Recommendation to Council for Appointment

DRAFT Task Force Membership Make-up and Selection

Process:
Selection Committee
Transparent Process

Sector Representation:

Sector Representation	
Private/Funding Sector *	
Social Services Sector *	
Health Sector	
Housing Sector	
Public Systems Sector	
Cultural/Community Sector	
TOTAL	15

** Co-Chairs Included in Sector Numbers*

Application of Skills Representation Metrix:

Homelessness Task Force Skills Representation Matrix – Example		
Perspective	*Critical Elements*	*Core Qualities*
Examples: o Mental Health o Substance Use o Academic Lens o Property Management o Housing Development	Examples: o Lived Experience/ Openness to appreciating lived experience contribution o Previous Task Force experience o Gender Balance o Demographics Balance o Distinct Population representation (i.e. Aboriginal, Youth)	Examples: o Broad Vision o Collaborate openly o Knowledge of ending homelessness (systems re-design, Housing First) o Credibility o Consensus Builder o Understands Collective Impact o Fundraising Strength o Understanding of Public Policy o Appreciation of Diversity and Cultural lens o Willingness to Learn

Examples of Representation of Sectors for Selection Committee Consideration

Sector Representation Examples

Private/Funding Sector
- Business Sector perspectives could include: Law, Development, Economic
- Funders – Foundations, etc
- United Way
- Central Okanagan Foundation/Service Canada

Social Services Sector
- Ministry of Social Development
- Ministry of Children and Family Development
- Outreach focus
- Mental Health Providers
- Substance Use Providers
- Employment Services

Health Sector
- Interior Health
- Health Related Agencies
- Division of Family Practice (Doctors)

Housing Sector
- BC Housing
- Emergency Housing Providers
- Supportive Housing Providers
- Youth Emergency/Transitional Housing Providers
- Landlords/Property Management

Public Systems Sector
- Justice/Corrections
- RCMP
- Education
- Exiting Justice System Supports

Cultural/Community Sector
- Indigenous
- New Immigrants
- Faith Groups

Journey Home Strategy Update

Stakeholder Readiness

Partnership Development
- Participation Commitments
- Funding/Grants

Housing Needs Assessment

Governance Structure

Systems Mapping
Background Research

Consultation and Engagement Strategy

A Way Home Strategy – Youth Homelessness

Questions?