

# Report to Council



**Date:** April 8, 2019  
**File:** 5040-00  
**To:** City Manager  
**From:** Lance Kayfish, Acting Director of Community Safety  
**Subject:** Public Safety Liaison Report – Update & Action Plan

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## **Recommendation:**

THAT council receive for information the report of the Acting Director of Community Safety dated April 8, 2019 regarding the Update & Action Plan in response to the recommendations within the Public Safety Report.

AND THAT Council direct staff to report back by November 30, 2019 to provide an update regarding community safety and well-being initiatives;

AND THAT Council direct staff to meet with representatives from other municipalities in the region and the Regional District to convene discussions about working together to address the opioid crisis, homelessness and complex social issues;

AND THAT Council authorize the Mayor to send a letter to the BC Attorney General outlining Council's support for an Integrated Court to operate in Kelowna.

## **Purpose:**

To provide council an update regarding the Community Safety Report received on November 26, 2018 and report on progress, actions and plans arising from the recommendations in that report.

## **Background:**

On November 26 2018 Bill McKinnon provided a report to Council, the Community Safety Report, outlining his findings and recommendations after a six-month assignment working for the City as Community Safety Liaison. Mr. McKinnon was charged with providing leadership on quick actions to

improve the community's sense of safety, assess current circumstances and provide guidance to the City on strategies to improve both real and perceived concerns with safety in general, particularly in the downtown. His assessment and recommendations were his independent professional opinions. Council did not formally endorse or adopt the recommendations in the report but provided positive feedback with the understanding that staff would report back with an action plan and response to the information received.

There were 21 recommendations that ranged from actions and strategies, to areas of further investigation and lobbying senior levels of government. Several of Mr. McKinnon's recommendations related to initiatives already underway that were supported by the report and this update highlights the progress on many of those fronts.

The acting Director of Community Safety has worked with City staff, government partners and community organizations to provide this update and outline a plan for further action based on the insight provided by Mr. McKinnon.

#### **Format & Approach:**

The original Public Safety Report is attached to this document for reference. This Council Report addresses each recommendation, all of which have a response or recommended action. Not all of the 21 recommendations have been forwarded for immediate implementation or to be implemented exactly as indicated by Mr. McKinnon, but each recommendation was found to have merit and accordingly a strategy for addressing the associated issues is included.

Detailed program and work plan information is not provided in this report; it is an overview. As already noted some actions are already underway, others are currently part of staff work plans, or within the work plans of other organizations, and some will require reporting back to Council to obtain approval and resources to proceed.

In addition to the resolution that Council receive this report for information and that staff report back to council on community safety and well-being initiatives, there are two other resolutions included in this report. First, that Kelowna City Council resolve to initiate a call to action to embark on meaningful dialogue between all local governments in the region to seek ways to work together and share strategies with respect to community safety. This type of collaboration will need political support to be successful. Second, that Council resolve to reaffirm its support for a Community Court to be established in Kelowna that will serve the region. This initiative is at a critical juncture and decision makers need to know the importance City Council and our community put on this progressive approach to justice that seeks to address underlying causes of crime.

## TAKING THE LEAD

The Public Safety Report had five recommendations related to leadership (pages 8 &9):

1. That the City of Kelowna lead a committee involving stakeholders (Interior Health, RCMP, City Policy & Planning, Bylaws, BC Housing, Uptown Rutland Business Association (URBA), Downtown Kelowna Association (DKA), Chamber of Commerce) to work collaboratively to come up with actions to deal with the social impact of the opioid and homelessness crisis.
2. The Committee build criteria for the location of shelters and supportive housing in the city.
3. BC Housing, Interior Health, the RCMP and the City of Kelowna share relevant data so that decision makers from all agencies and levels of government can make informed and accurate decisions on social impacts related to opioid and homelessness issues.
4. The City develop performance measures to gage our progress in reducing the impact of social issues and perceptions of public safety. This will also allow the City to make adjustments if the measurements demonstrate we are not moving in the right direction.
5. The City, working with the committee, identify and address public information gaps.

**Taking the Lead - Recommendations 1 & 2:** is that a committee or task force of community stakeholders be tasked with developing solutions to address the opioid and housing crisis locally and build criteria for the location of shelters and supportive housing; staff advise a multifaceted approach to these complex problems rather than assigning the work to a single group. Several actions to this end are complete, underway or being planned:

- The City Manager has restructured to create a new position, the Director of Community Safety. It provides a significant expansion of available staff time at a senior level to work with community organizations both responding to acute issues and participating in, or leading, upstream planning. This position will provide sustained leadership and accountability for the City's role in working with other City staff, the Interior Health Authority, RCMP, BC Housing, URBA, DKA, URBA Chamber of Commerce and others to collaboratively address the social impact of the opioid crisis and homelessness, among other responsibilities related to enforcement and safety.
- The Central Okanagan Journey Home Society is operating now as an independent community service organization, the Executive Director was hired in February and a Board appointed as of March 2019. The Society and City are actively working together on a number of initiatives to improve circumstances for people without homes. A formal partnership agreement with the City is currently under development and an update from the Society to Council is planned for the near future.
- The Central Okanagan Journey Home Society, in partnership with the City, is planning a design lab for the purpose of developing advice and feedback regarding emergency shelters and what the current and future community needs for emergency shelters are. The design lab will engage the community-at-large, human service sector, people with lived experience, local leaders, businesses, the Chamber of Commerce, the DKA, URBA and others. Design labs are an approach

that was used successfully during the development of the Journey Home Strategy to bring a diversity of people together to work on complex issues.

- The Kelowna Outreach and Support Table (KOaST) was made operational in February. This team is a key component that acts as a task force in responding to the opioid crisis, homelessness and at-risk persons here in our City today. More detail is included later in this report.
- A Community Well-being Leadership Table has been initiated with partners, including: the City, RCMP, Interior Health Authority, BC Housing and the Central Okanagan Journey Home Society. Each of these organization is involved in public policy and delivers programs. Several of the organizations at this table are large and may require multiple staff to cover the breadth of their mandate related to community well-being. Although this table is still forming and a terms of reference not yet established, the concept is that it could facilitate sharing information about current needs, long-term priorities and serve an advisory function to the participating organizations. This group may eventually serve as a Community Systems Integration Leadership Committee.
- There are over 40 community based committees and working groups operating in Kelowna that deal with issues ranging from health, enforcement, safety, human services, shelter operations, outreach and more. At the various tables nearly all areas and interests are represented including: institutions, services providers, business community, faith community, government and others. These groups add value and do a lot of good work. However, as new tables and organizations are formed, like KOaST and Central Okanagan Journey Home Society, it only makes sense the system of community committees is reviewed to ensure ongoing relevance, efficiency and to avoid duplication. Work has been completed to map the current committee system.
- Development of a Social Policy Framework would assist to determine roles and responsibilities of community groups and allow focus to be placed on priorities that are data driven and research based. Staff have a plan to develop a Social Policy Framework, phase one is the development of a 'Learning Paper', a proposal for which will be presented to council as part of the 2019 final budget process.
- The Director of Community Safety will convene periodic meetings with community stakeholder groups including: Uptown Rutland Business Association, Downtown Kelowna Association, the Chamber of Commerce and others to share information and ideas about community perceptions of safety, enforcement needs and upstream solutions to respond to the opioid crisis, homelessness and other issues. The first of these meetings will be scheduled for May 2019.

**Taking the Lead - Recommendation 3:** states that agencies should share relevant data. Staff support this recommendation and work is underway to improve information sharing. It should be noted that privacy considerations and legislation can restrict the sharing of data held by organizations such as BC Housing, Interior Health, the RCMP and the City of Kelowna, even amongst other government agencies, therefore data sharing requires a due diligence process that can be resource intensive. To stay within the law and be efficient information sharing must be strategic. A number of efforts are underway in this regard:

- Data sharing and awareness between BC Housing, Interior Health, the RCMP and the City of Kelowna continues to improve as we build upon strong working relationships and grow our collective awareness of the information each other utilizes.
- The RCMP are currently working on a mechanism to facilitate the sharing of crime data with the City in such a way privacy and confidential information is respected. Once complete, the ability to overlay crime data with other metrics and City data will be greatly enhanced.
- The Downtown Kelowna Association, the Uptown Rutland Business Association and contract security services all share information with the City regarding sharps. The City has undertaken analytical modeling and has built a clear picture of inappropriately discarded sharps throughout the City allowing for more targeted response and clean-up.
- BC Housing has introduced a common data sharing platform for all funded agencies Homeless Individuals & Families Information System (HIFIS), in the Journey Home Strategy actions include exploring leveraging the BC Housing information system across the entire sector to enhance coordinated access.

**Taking the Lead - Recommendation 4:** provides direction to develop performance measures to gauge our progress in reducing the impact of social issues and perceptions of public safety:

- The City recently completed our first citizen survey on perceptions of public safety, the results will be reported to Council April 15, 2019. This will provide a good benchmark going forward, we expect to repeat this survey at least every two years.
- The Central Okanagan Journey Home Society will develop measures to monitor and respond to housing needs for people experiencing homelessness.
- The current Community Crime Prevention Strategy 2015-2019 is set to be revised for 2020-2024. The current strategy contains performance measures that will be revisited and updated as part of the process. The updated strategy is expected to be broader in scope and encompass Community Safety & Well-Being. The City and RCMP will continue to seek out and adopt innovative community policing methods that enhance well-being and address underlying causes of crime and nuisance behaviors, such as: KOaST, the PACT team and Tiered policing, which are all addressed in more detail later in this report.

- Staff are currently working with Council to establish updated Council Priorities and associated performance measures, community safety, well-being and social development are all expected to be represented.

**Taking the Lead - Recommendation 5** that speaks to the need to identify and address public information gaps:

- The City has taken the lead in hiring a consultant and bringing together key staff from the RCMP, BC Housing, Journey Home Society, Interior Health and the City (Bylaw Services, Community Safety, Social Development & Communications) to form a collaborative working group to help address gaps in communication around social issues such as homelessness and the opioid crisis. The team is tasked with developing a shared communication approach to community messaging around homelessness and the social issues related to it. Messages will be adaptive and flexible to address different audiences while working within various organizational processes. The goal is to produce a strategy that builds awareness about issues and challenges at the same time as erasing stigma and creating support. Council will receive a detailed report when this work is complete.
- The action above is also relevant to recommendation number four regarding information sharing. In the process of working together to develop shared messaging the team is sharing information and evidence to support the communications plan and appeal to various audiences. This is a good example of how working together toward shared goals results in information sharing and improved awareness among agencies.

**Taking the Lead - Additional Recommendations and Comments:**

- The City can play significant leadership role in creating and maintaining a safe, inclusive, and healthy community. Through embracing this role, we can assist in strengthening the community's ability to build comprehensive and strategic plans, coordinate and integrate efforts as well as advocate services and systems changes to meet our community's needs. In order to support such a role, a framework is needed that clearly defines the City's role, measures ongoing community health to identify trends and guides the prioritization for allocation of resources.
- It is recommended Council explore options and opportunities to collaborate with regional local government partners to develop joint advocacy and solutions for addressing social issues. A resolution to support this direction has been included as part of this report.
- Some of the best examples of leadership are demonstrated through Council policy decisions; recent Council support for the Journey Home, supportive housing applications, partnerships and zoning bylaw conditions that are inclusive are all examples of taking the lead.

## ENFORCEMENT

The enforcement section of the Public Safety Report, pages 10-15, is divided into 7 headings: RCMP Resources, Operational Plan, The Auxiliary Constable Program, HUB Model, PACT – Police & Crisis Team, Bike Patrol – RCMP / Bylaw Services and Private Security. Actions and programs that relate to each section are outlined below:

### **Enforcement Recommendations – RCMP Resourcing:**

1. That the City of Kelowna lobby the Federal Government and RCMP to fill all vacant positions and develop a resourcing strategy to promptly fill temporary vacancies for members.
2. Add additional members on an ongoing basis to meet the needs to this growing community and deal with the increased calls for service.
  - The City and Kelowna continues to make our resourcing needs known to the RCMP. Senior City staff and senior RCMP have met recently to discuss the impact vacancies have on our community and the need to more quickly get resources to Kelowna.
  - In the 2019 Provisional Budget, 6 additional RCMP officers were approved to be added to the Kelowna detachment. An additional officer to focus on community policing work and the KOaST table will be presented for consideration at the 2019 final budget.
  - The City is reviewing police resourcing levels based on calls for service and current needs. The scope of work will be an update to the previous RCMP resourcing study (Prosser Report completed in 2012). In addition, this review will include an assessment of not only RCMP policing resourcing requirements but also support functions provided by Police Services. A report on this study was presented to Council on April 1, 2019.

### **Enforcement Recommendation – Operational Plan:**

1. By April 2019, the RCMP should present to Council a report outlining the 2019 summer Operational Plan for policing of the downtown and city parks.
  - The Kelowna RCMP Detachment Superintendent will present the Spring / Summer Operational Plan to Council in the near future.

### **Enforcement Recommendations– The Auxiliary Constable Program:**

1. The City of Kelowna ask the Provincial Government, Ministry of Public Safety, the Solicitor General and the Commanding Officer of “E” Division to reinstitute the RCMP Auxiliary Program and to have the volunteers trained prior to May 2019 so that they can be in service for next summer.

- City Council and the Union of British Columbia Municipalities (UBCM) have asked the RCMP Commanding Officer of “E” Division, to reinstitute the RCMP Auxiliary Program in BC and requested the uniform design for Auxiliary RCMP reflect traditional policing uniform standards. “E” Division has not yet provided details of how the Auxiliary Constable program will be implemented in BC. Early indications are that uniforms will not be consistent with past practices for all tiers of Auxiliary Constables.

**Enforcement Recommendation– Hub Model:**

1. That the Kelowna RCMP Detachment implement the Hub model and engage with key partners in its development: Interior Health, City of Kelowna, Ministry of Children & Family Development, Westbank First Nation, School District 23, Downtown Kelowna Association, Prosecution Service of BC, BC Probation Services, BC Corrections, and BC Housing. Further, that an application for grant funding through the Province be made to fund the initial costs and training required.
- Following a community information session on January 22<sup>nd</sup> and practitioner training February 19<sup>th</sup>- 21<sup>st</sup> the Kelowna HUB model, called Kelowna Outreach and Situation Table (KOaST) went live February 21, 2019. KOaST is a strategic alliance of community based agencies, guided by common principles and processes in order to mitigate risk situations in a timely manner, usually within 24-48 hours. The term “table” highlights that it is a meeting, which convenes regularly, with police, and other human service professionals from a variety of organizations. During a situation table, practitioners work together to review situations of acutely-elevated risk (AER) and determine if an individual is at imminent risk of harm and victimization and then coordinate interventions to reduce the risks. By addressing situations of AER, the table works collaboratively to reduce multiple risk factors that increase the likelihood that someone within a community will experience harm and victimization. To date 8 KOaST situation tables have been held with the result of supporting more the 14 individuals.

**Enforcement Recommendation – PACT, Police & Crisis Team:**

1. That City Council dedicate additional RCMP officers to further enhance the PACT teams.
  2. That City Council lobby Interior Health to provide matching nurse resources.
- The PACT continues to be a successful initiative and warrants consideration for expansion.
  - The RCMP will seek to provide additional resources to the PACT and work with IHA to assign matching support. Both agencies are working toward this goal that will result in 2 person teams working 7 days per week, up from 4 days currently.



### **Enforcement Recommended Options - Bike Patrol – RCMP / Bylaw Services:**

**Option 1:** The RCMP form a dedicated bike patrol consisting of four members working May 1 – October 15 each year and an additional four officers during July 1- September 1. If for any reason a member is absent for duty, an Auxiliary Constable (tier 3) or another RCMP member would fill this void.

**Option 2:** Explore the viability of enhancing Bylaw Officers’ authorities in a tiered policing approach (Special Provincial Constable status) which would give Bylaw Officer’s Peace Officer status. This would give them the ability and authority to enforce provincial and criminal behaviours. The upgrade would require significant training for Bylaw Officers and increased liability for the City of Kelowna. Bylaw officers could then partner with RCMP on a combined Bike Patrol or form their own bike squad to patrol the parks and downtown Kelowna.

- The Kelowna RCMP Detachment Superintendent will present the Spring / Summer Operational Plan, including bike patrol details on April 15, 2019.
- The RCMP and Bylaw Services will operate independently but will coordinate bike patrols in 2019.
- Significant work has been done on assessing the viability of developing tiered policing within the City of Kelowna. A business case and policy analysis has been completed in-house, including identifying a potential mechanism for developing an officer training program in partnership with the Justice Institute of BC.
- The next phase of feasibility and option analysis for tiered policing in Kelowna will be performed by a qualified independent consultant. Council provided for this work to be completed within the 2019 provisional budget. A consultant has been identified and work is expected to start in May 2019. A council update will be provided once complete.

### **Enforcement Recommendation – Private Security:**

1. That the City of Kelowna hire a full time Security Manager to oversee private security needs for the community as well as the organization.
  - A Security & Business Continuity Manager position is approved in the 2019 Budget, once recruited in June or thereabouts, this position will provide dedicated oversight of security services and increase outreach to the community regarding security concerns.
  - The City has expanded the use of contract security services to include increased patrols of streets and lanes in some areas, a 2019 final budget item will be presented for consideration with respect to this initiative.

## COMMUNITY COURT (INTEGRATED COURT)

A Community Court brings together the resources and necessary background information from the justice, health and social services sectors in a coordinated manner to comprehensively address underlying issues. This allows the court to impose responsive, timely, and focused bail and sentencing orders for these offenders experiencing homelessness, and/or suffering from mental health and substance use issues. The evolving practices in this field have resulted in amending the reference of Community Court to Integrated Court, meaning a means of integrating the justice system and human service systems together.

Individuals experiencing homelessness, substance use or living with mental health illness appear before the Provincial Court every day in Kelowna. Frequently their offences (such as petty theft, open drug use) are not as serious or as complicated as the issues that underlie the offence (substance use, mental health illness, etc.).

As an alternative to traditional prosecution of crimes, a Community Court offers a different approach where sentencing is deferred when offenders pre-agree to attend tailored solutions that meet the individual's needs and support community needs.

The Community Court section of the Public Safety Report (page 16) has one recommendation:

**Community Court - Recommendation:** That a Community Court be re-instated in Kelowna, and that the City of Kelowna lobby local MLA's and the Ministry of Justice to support and provide the appropriate provincial resources for a Community Court in Kelowna as soon as possible.

- Kelowna had a Community Court from 2010-2012, but its operation relied on the availability of Provincial Judges and the Crown Prosecutor's Office to participate in this system and was not sustainable at the time. In 2018, a great deal of work was conducted by the Kelowna Integrated Court Steering Committee, made up of broad representation from human service organizations, RCMP and the City, to re-introduce an Integrated Court to Kelowna. A business case was forwarded in June 2018 to the BC Ministry of Justice and further updated with additional information in December 2018. Council provided a letter of support for the Integrated Court proposal.
- The John Howard Society of Central & South Okanagan is leading the Integrated Court initiative, with the stewardship of retired judge the Honorable Geoffrey Barrow, and has committed to funding a Court Liaison position will help people navigate the Community Court system and ensure their specific circumstances and vulnerabilities, such as losing housing, mental health and substance use are considered in the sentencing process.
- Positive communication with the Ministry of Justice has taken place in the first quarter of 2019, however the biggest obstacle remains concerns from the local Crown Prosecutor's Office regarding resourcing and scheduling impacts.
- The Steering Committee will continue to work with the Ministry of Justice to advance the proposal. Staff will continue to report to Council on the progress of this initiative.

- It is recommended the Mayor send a letter on behalf of Council to the BC Attorney General reaffirming support for this initiative and requesting appropriate resources be provided to the Kelowna Court to successfully re-introduce an Integrated Court to Kelowna.

## MENTAL HEALTH & SUBSTANCE USE

Mental Health & Substance Use section of the Public Safety Report, page 17, has two recommendations related to Treatment and one for Education & Stigma.

An excerpt from the report summarizes the issue: “treatment of those individuals with addictions is extremely complex. It’s an oversimplification to say, there are not enough detox or treatment beds, as substance use rehabilitation requires different strategies. No two individuals are the same in terms of use, type of substance, time they have been using the substance, daily intake. Other factors to consider are psychological characteristics of each individual and elements of their lifestyle.”

“Even during the crisis, there is the need to support individuals with substance use issues and encourage them towards harm reduction and then into treatment services. Looking at the numbers for the mobile safe consumption service, this facility is well attended and is delivering a service that is valued by the clients. However, referrals from the mobile to other services have been low, potentially due to the lack of space and time available to engage clients in confidential discussions about treatment options and harm reduction.”

### **Mental Health & Substance Use – Treatment Recommendations:**

1. That the City of Kelowna continue to lobby both the federal and provincial government for new and additional funding for substance use treatment within our community.
  2. That the City work, through the committee, with Interior Health to find a location for a permanent safe consumption site. This would allow services from the mobile unit to be maximized as a secondary location.
- Expanded funding for substance use treatment in Kelowna and the region is occurring, in the past year Interior Health has expanded programs and services, including:
    - Enhancing existing services and increasing the range of Opioid Agonist Treatment (OAT), the Kelowna clinic has successfully reduced wait time to within 24 hours;
    - The Mobile Supervised consumption service is continuing operation, the one-year evaluation supports the continued need for this service in our community currently;
    - Intensive Substance use Day Treatment program established in Kelowna;
    - Substance Use Connection Team follows up with individuals who present in the healthcare system that are at high risk of overdose, the team supports transition to follow up services and community programs, this program is expanding;
    - Overdose Prevention Nurse is in place, engaging with and supporting community agencies that provide services to people engaged in substance use.

- The Journey Home Strategy gathered data and outlined the current community need for mental health and substance use related services. Staff will continue to monitor opportunities to advocate for additional health services in our community, including those identified within the Journey Home Strategy, and recommend to Council advocacy options.
- Implementing a fixed location safe injection site, with other support services and outreach, is under consideration as part of the long-term strategy for Interior Health to respond to the opioid crisis. Staff will update Council regarding this as details become available.

**Mental Health & Substance Use – Education & Stigma Recommendation:**

3. That City Council and appropriate city staff further build their understanding and awareness of Mental Health and Addictions best practices and continue to support those in our community struggling with these medical issues through the use of non-stigmatizing language.
  - City staff are working together with Interior Health staff to provide Council an update presentation regarding current community health challenges, services provided and addressing stigma.
  - The Ministry of Health has excellent resources and training material to educate their staff and promote the use of non-stigmatizing language. Staff are exploring how to implement similar practices at the City of Kelowna.
  - As noted in the ‘Taking the Lead’ section, The City, RCMP, BC Housing, Journey Home Society, Interior Health are working together to help address gaps in communication around social issues such as homelessness and the opioid crisis. The result will be a shared communication approach to and flexible to address different audiences. The goal is to produce a strategy that builds awareness about issues and challenges at the same time as addressing and reducing stigma and creating support.
  - The “Homeless Simulator” is designed as a creative and meaningful way to inform the greater community about the experience of homelessness, in order to reduce stigma. The LECoH (Lived Experience Circle on Homelessness), Journey Home and other partners, including: Central Okanagan John Howard Society, United Way, Okanagan Boys & Girls Club and the City of Kelowna, with support from the Central Okanagan Foundation Impact Grant came together to design a business friendly, portable, experiential program that will help to dispel misperceptions. The goal of the Homeless Simulator is to address the discrimination and stigma that contribute to people’s paths into homelessness. A key focus of the Journey Home Strategy is to create a new community conversation by providing opportunities for citizens to have an emotional experience that builds understanding of what it is like to be homeless. The premise is that it will take the entire community to end homelessness, and providing meaningful opportunities to change perspectives is a good place to start.

## BASIC NEEDS

The Public Safety Report section on basic needs included shelters, washrooms, transportation, water and peer empowerment & employment (pages 18-20). Some of these recommendations are the most challenging issues raised by Mr. McKinnon's report and staff are not yet able to point to specific actions and next steps for each one but will continue work in all these areas.

**Basic Needs Recommendation - Shelters:** Low barrier shelters should be strategically located in the City of Kelowna: close to services, but separated from other shelters. Through the proposed committee, the City of Kelowna needs to engage with BC Housing, Interior Health, RCMP, Bylaw Services, Chamber of Commerce and the community to identify appropriate locations for emergency shelters in the city. Ultimately, the location of supportive housing and shelters need to be part of the long-term planning process in collaboration with all stakeholders.

- As noted in the 'Taking the Lead' section, the Central Okanagan Journey Home Society, in partnership with the City, is planning a design lab for the purpose of developing advice and feedback regarding emergency shelters and what the current and future community needs for emergency shelters are in our community.
- When BC Housing announced the goal of closing the Cornerstone shelter located at 425 Leon Avenue at the end of June 2019, in cooperation with the City, the Central Okanagan Journey Home Society and the John Howard Society, it was done with the understanding that sufficient housing will not be available by that time to accommodate the all people displaced. At the same time a goal was set to find alternate housing or shelter space to bridge the need until sufficient permanent housing can be built. Several community stakeholders including the Chamber of Commerce and Downtown Kelowna Association have been invited to provide suggestions for further investigation of locations to place bridge housing space until sufficient permanent housing can be built.
- Staff and others agree that low barrier shelters should be strategically located in the City of Kelowna: close to services, but separated from other shelters.
- The City has hired a consultant to work with stakeholders and the community at large to assist in identifying temporary locations for bridge housing space to meet current demand until sufficient permanent housing can be built.
- There is a need for the community to work toward the development of extreme weather protocols and plans for both hot and cold seasonal conditions.

**Basic Needs Recommendation - Washrooms:** The City of Kelowna needs to have additional public washrooms in high traffic areas, that are accessible year-round, in other areas of the downtown core. Possible examples include the Portland Loo and the Winnipeg pop-up public toilet.

- There is not an immediate action attached to this recommendation. The Infrastructure Division is assessing the need for additional bathrooms in the Downtown and City Park in conjunction with other work.
- Two portable washrooms were provided downtown last year; staff will continue to monitor this installation.
- Staff will consider additional washroom facility options for the downtown and may include an associated request for the 2020 budget.
- One of the challenges with providing washroom facilities can be that the amenity is misused and access problem behaviors, which can be mitigated using attendants to monitor and manage the space. This creates an opportunity for peer employment that is being explored as an option to address this recommendation.

**Basic Needs Recommendation - Transportation:** The City of Kelowna explore supplying transportation options to people experiencing homelessness in order to provide the means to deal with normal necessities of life.

- An immediate action is not attached to this recommendation at this time.
- BC Housing and their operators do provide transit passes to people using supportive housing and shelters.

**Basic Needs Recommendation - Water:** the City of Kelowna explore the installation of drinking water fountains in additional areas of downtown Kelowna.

- Staff do not have an immediate action attached to this recommendation. The Infrastructure Division is assessing the need for additional water fountains in the Downtown and City Park in conjunction with other work.
- The City will continue to encourage service organizations to provide water.
- Staff are preparing to work with community partners to distribute water in the case of an extreme heat event.
- Using peer outreach workers to help provide water is being explored and may be implemented in 2019.

**Basic Needs Recommendations – Peer Empowerment & Employment:**

1. City to support and contribute to the development of the Peer Empowerment and Employment program;

2. Through the HUB table, at-risk individuals interacting with businesses and community, would be supported through connection with trained peer support workers.
  3. Support and contribute to Journey Home Society’s work in developing peer employment opportunities including developing social enterprises to contribute to: addressing stigma, community beautification (including sharps clean-up); and public facility attendance (i.e. downtown public washroom/shower facilities).
- Through the Community Action Team and Lived Experience Circle on Homelessness, a new organization has been created in Kelowna: ‘PEOPLE Employment Services’ that seeks to transform the experiences of individual experiencing venerable circumstances who are seeking help. They are developing a curriculum and training program and expect he first cohort to enter into work placements in July 2019. Council will receive an update report on this initiative and the future meeting.
  - The City is planning to hire peers to conduct outreach and other activities this Summer, a final budget request will be presented to council for 2019 to expand the use of peers with lived experience.

**Internal Circulation:**

Deputy City Manager  
 Divisional Director, Human Resources and Community Safety  
 Divisional Director, Active Living & Culture  
 Divisional Director, Corporate Strategic Services  
 Superintendent, RCMP, Kelowna Detachment  
 Manager, Social Development  
 Manager, Bylaw Services  
 Supervisor, Crime Prevention  
 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:**

Submitted by: L. Kayfish, acting Director of Community Safety

Approved for inclusion:

