

Report to Council



Date: April 11, 2022
To: Council
From: City Manager
Subject: Community Safety Plan - Update
Department: Community Safety

Recommendation:

That Council receives, for information, the report from the Community Safety Department dated April 11, 2022, with respect to the Community Safety Plan;

AND THAT Council endorse the Community Safety Plan as attached to the report of the Community Safety Department dated April 11, 2022;

AND THAT Council direct staff to begin implementation of the recommendations and actions.

Purpose:

To present Council with the Community Safety Plan for endorsement.

Background:

In 2018, Imagine Kelowna 2040 established a vision and set a path toward a smarter, connected, responsible, and collaborative community. This was created with the community, for the community. In 2019, City Council identified six priorities for its 2019-2022 term to put the Imagine Kelowna vision into action. Community safety was established as a priority, with a focus on reducing crime, increasing sense of safety, and using data and analysis to understand problems and target responses. Further, City Council cited several supporting actions to be taken including the development and implementation of a Community Safety Plan (CSP).

The City of Kelowna is among a small, yet growing, number of municipalities nationally demonstrating leadership and vision in the development of a CSP. Such plans focus on “upstream” actions to reduce risk, vulnerability, and harm in a community. Consistent with the social determinants of health, CSPs are grounded in the knowledge that social, economic, familial, and individual conditions and experiences (i.e., trauma) significantly influence whether a person turns to crime or is more likely to be victimized. Accordingly, all CSPs seek to engage a cross-section of local system leaders, as well as the broader community, to generate a shared vision and collectively commit to actions that address local conditions to improve community safety and sense of safety. To this end, the development and implementation of CSPs are intended to inspire and enable a shift in “how we work”; from siloed

organizations advancing isolated interventions toward a systems approach in which this cross-section of organizations and people work differently and elevate their partnership to accomplish collective impact. Through the development and implementation of this CSP, therefore, we are elevating our partnerships to see a progression from a communication/cooperation relationship among systems to one of true collaboration.

Partnership Continuum:

Compete	Co-exist	Communicate	Cooperate	Coordinate	Collaborate	Convergence
Competition for clients, resources, partners, public attention.	No systematic connection between agencies.	Inter-agency information sharing (i.e., networking).	As needed, often informal interaction, on discrete activities or projects.	Organizations systematically adjust and align work with each other for greater outcomes.	Longer term interaction based on shared mission, goals etc.	Fully integrated programs, planning, funding.

Major Project Milestones:

While the CSP project launched in September 2020, it began in earnest in January 2021 after delaying due to the provincial election. During the 15-month journey since, Kelowna’s first CSP accomplished several milestones including constitution of the CSP Steering Committee, comprehensive research to create a community profile, followed by a range of engagement methods to ensure the community assessment and the Plan were informed heavily by diverse community voices.



Community Consultations:

The CSP employed a truly comprehensive approach to ensure development of the Plan includes community safety and well-being related research, and considerable opportunities for communities to participate and be heard.

Local leaders and service providers were consulted to provide advice and guidance on the most effective way to engage with different community groups. Given the diversity of Kelowna, over 50 groups were invited, and a majority engaged despite the constraints of the global COVID-19 pandemic and wildfires at that time. To further maximize participation from hard-to-reach populations, a do-it-yourself (DIY) toolkit was developed which service providers carried out with those who they serve. These efforts were to ensure all participants felt respected, appreciated, and comfortable during and

after the engagement sessions. In addition to the DIY process, facilitated consultations were held with more than 30 groups, engaging nearly 100 members of diverse communities. An additional 775 voices were heard through the public validation survey, which elicited feedback on community safety themes, gaps in services, and recommendations to address key challenges related to safety and sense of safety.

Key Directions and Recommended Actions:

Kelowna's CSP is committed to being realistic, time-based, and focused. While remaining aspirational and challenging the status quo of how systems operate, it endeavors to realistically reflect real-world constraints (i.e., organizational structures and budgets) and the complexities of bringing multiple organizations and communities together to co-create and implement a plan. Further, the Kelowna CSP seeks solutions that are achievable by local leaders within their spheres of control (i.e., independent of provincial / national policy changes), within the boundaries of the City of Kelowna, and within the next five years.

When applying these foundational principles to the learnings of the community consultation process, themes were identified and now reflect Kelowna's CSP priorities. These priorities are as follows:

1. Crime Prevention, Intervention and Sense of Safety
2. Domestic Violence and Intimate Partner Violence
3. Housing and Homelessness
4. Mental Health and Problematic Substance Use (including alcohol)
5. Racism and Discrimination

Once the CSP priorities were established, a list of recommendations, based upon what was heard from the community, steering committee, and what was learned from City Council and national experts/practitioners was developed. In total, Kelowna's CSP includes five Priorities, 15 Recommendations, and 30 Actions.

Governance and Implementation:

Governing bodies charged with implementing CSPs are, typically, community-based partnerships responsible for developing and later coordinating implementation. As Kelowna's CSP transitions from development to implementation, a Stewardship Team, comprised of continuing CSP Steering Committee members as well as select representatives from NGOs and other partners will be established. This Team will be responsible for providing ongoing championship, guidance, and support for the duration of the CSP implementation.

To ensure implementation of the CSP's 15 recommendations and 30 actions, Action Teams will be established. The Action Teams will broaden the membership of the initiative beyond the Stewardship Team to include other organizations and/or community members. While this increases resources, more importantly it enables community-based participation and ensures that subject matter expertise is focused on areas where implementation happens. Staff within the City's social development and community safety portfolios will provide a base level of secretariat support to both the CSP Stewardship and Action Teams.

Monitoring, Evaluating and Reporting:

The purpose of the CSP is to create positive, long-lasting change in the community and therefore evaluation will be imperative to monitor whether these changes are occurring and where additional

action may be needed. CSP monitoring and evaluation will involve a combination of data collection and analysis, and assessing to what extent the CSP is, or is not, meeting its objectives. Transparent and accountable reporting will occur internally, externally, informally, and formally. The CSP Stewardship Team, with support from the City of Kelowna Secretariat, will also prepare a formal progress report annually for public presentation. This report will include key accomplishments of the Stewardship and Action Teams, progress on each of the priorities, as well as available quantitative and qualitative data used to monitor and evaluate CSP implementation.

Conclusion:

Kelowna's CSP is committed to being aspirational and attainable by being realistic, focused, and time-based. The complexities of bringing diverse organizations, communities, and people together to co-create a vision and a CSP they can commit to implement collaboratively cannot be understated. Therefore, this CSP endeavours to be pragmatic by flexibly reflecting real-world constraints (i.e., differing organizational mandates, structures, and budgets) while still challenging the status quo of how systems operate.

Kelowna's CSP is composed of priorities, recommendations and actions that are realistically achievable by our local leaders within their spheres of control. This CSP is also focused on what the data uncovered about our challenges, and especially what we heard from the cross-section of ~100 people representing 30 organizations, 775 community members, City Council, national subject matter experts, and others in its development. Further, this Plan is focused within the City of Kelowna geographical boundaries, and time-limited with recommendations and actions to be implemented, and results evaluated, within the next five years.

Internal Circulation:

Corporate & Protective Services
Active Living & Culture
Corporate Strategic Services

Submitted by: C. Cornock, Crime Prevention Supervisor

Approved for inclusion:



S. Leatherdale, Divisional Director, Corporate & Protective Services

cc: J. Gabriel, Divisional Director, Active Living & Culture
C. Weaden, Divisional Director, Corporate Strategic Services
D. Caul, Community Safety Director
Supt. K. Triance, OIC - RCMP