

Report to Council



Date: June 12, 2023
To: Council
From: City Manager
Subject: Community Safety Plan – Annual Public Report
Department: Community Safety

Recommendation:

That Council receives, for information, the report from the Community Safety Department dated June 12, 2023, with respect to the Community Safety Plan.

Purpose:

To present Council with a one-year update on the Community Safety Plan.

Background:

In the spring of 2022, City Council endorsed Kelowna’s first [Community Safety Plan \(CSP\)](#). This collaborative, five-year action plan was the product of a comprehensive assessment of local issues informed by the voices of ~100 people representing 30 organizations, 775 community members, City Council, national subject matter experts and local system leaders from health, social, education, and justice fields. Kelowna’s CSP sets out to reduce risk, vulnerability and harm, and create a community where all people are safe and feel safe. Through this process of developing and implementing a CSP, there is also a thoughtful and deliberate strategy to enhance “how we work together” in Kelowna. The complex nature of crime and community safety demands elevated relationships and partnerships among a cross section of disciplines and sectors.

The CSP is intentionally aspirational and yet pragmatic with its focus on “upstream” actions that are realistically achievable through a concerted and collaborative effort locally. The Plan is comprised of five priorities:



Crime Prevention /
Intervention
& Sense of Safety



Domestic & Intimate
Partner Violence



Housing & Homelessness



Mental Health &



Racism & Discrimination

In support of the five priorities, the Plan includes 15 recommendations and 30 actions, which are designed to align and augment existing efforts, close gaps and, overall, improve the current service landscape through a collaborative process.

Implementation:

Since adoption of the CSP in spring 2022, City staff formed a dedicated “Stewardship Team” comprised of organizations involved in the Plan’s development as well as local non-governmental and post-secondary education organizations. The Team forged its Terms of Reference, and assessed all 30 CSP Actions toward prioritization and adoption of the first seven for implementation.

Crime Prevention, Intervention & Sense of Safety	Lead(s) & Partners
Action 1.2 Explore the creation of alternative, community-based responses to police calls involving people in crisis.	Lead(s): City of Kelowna (CoK) and RCMP Partner(s): Canadian Mental Health Association (CMHA), Downtown Kelowna Association (DKA), Interior Health (IH), John Howard Society (JHS), KCR Community Resources, The Bridge Youth and Family Services, Community Member
Action 2.4 Build on early intervention and prevention approaches to identify and connect at-risk youth to integrated, wrap-around supports and services with the goal of reducing school disengagement, preventing homelessness, and connecting youth requiring mental health supports.	Lead(s): SD23 and Boys & Girls Club Okanagan (BGCO) Partner(s): ARC Programs, CoK, Canadian Observatory on Homelessness CMHA, Ki-Low-Na Friendship Society (KFS), Making the Shift inc., The Bridge, Foundry, YMCA
Domestic Violence & Intimate Partner Violence	
Action 7.2 Enhance collaborative community partnerships to wrap around affected youth and adults.	Lead(s): MCFD and SD23 Partners(s): BGCO, Crown Council, Elizabeth Fry Society, KFS, Metis Community Services, RCMP
Housing & Homelessness	
Action 8.2 Improve planning and emergency responses to vulnerable populations.	Lead(s): City of Kelowna Partner(s): Interior Health, BC Transit, Capital News Centre, JHS, Kelowna Fire Department, Metro Community, KFS, Kelowna Gospel Mission, Kelowna Senior Citizen Society, Library, Okanagan College (OKC), Seniors Outreach Turning Points, SPCA, UBC-O, Westbank First Nation (WFN), YMCA
Action 9.2 Support individuals who are precariously housed or experiencing homelessness with connections to income support and services within the community.	Lead(s): Ministry of Social Development & Poverty Reduction Partner(s): KFS, Community Living BC (CLBC), Okanagan College
Mental Health & Problematic Substance Use	
Action 10.2 Improve accessibility of mental health services for youth.	Lead(s): IH Partner(s): MCFD, CMHA, Foundry, ARC, BGCO, KFS, SD23, WFN
Racism & Discrimination	
Action 13.2 Create an action table to assess & explore strategies to reduce racism & discrimination.	Lead(s): KCR Community Resources Partner(s): All Stewardship Team members

Subsequently, Stewardship Team members assumed leadership for the seven actions by establishing project Action Teams, as necessary, comprised of local partners. The first Action Team launched at the end of Q3, 2022. Since, all Teams have formed, developed Terms of Reference, examined and scoped the Actions, and established concrete Project Charters including deliverables and milestones since that time.

Concurrent to this work, City staff, as the backbone support to the CSP, developed foundational orientation materials, project management and reporting processes, assisted in contract procurement

processes, and administratively supported the CSP Stewardship Team and Actions Teams throughout their work.

CSP Action Team Project Milestones:

	Community Partners Identified	Action Team Formed	Action Team Active	Project Scoped	Resources/ Milestones & Deliverables Identified
Crime Prevention, Intervention & Sense of Safety					
Action 1.2	✓	✓	✓	✓	✓
Action 2.4	✓	✓	✓	✓	✓
Domestic Violence & Intimate Partner Violence					
Action 7.2	✓	✓	✓	✓	⌚
Housing & Homelessness					
Action 8.2	✓	✓	✓	✓	✓
Action 9.2	✓	N/a *	✓	✓	✓
Mental Health & Problematic Substance Use					
Action 10.2	✓	✓	✓	✓	✓
Racism & Discrimination					
Action 13.2	✓	✓	✓	⌚	⌚

✓ Complete ⌚ In progress

N/a * Action expands base business to enhance CSP initiatives and, therefore, does not require the establishment of a new, dedicated Action Team.

Metrics & Evaluation:

Adopting and evaluating key performance indicators is imperative to facilitate positive, long-lasting change in the community. For each CSP Action, specific measurements will be used to determine successful delivery of the project. Further, to ensure transparent and accountable reporting of all initiatives undertaken, quarterly updates of the Action Teams are received by the CSP Stewardship Team. Examples of key performance indicators:

Action 1.2:

- # of mental health calls diverted from police to civilian responders
- Reduction in calls for service over the first operational year

Action 2.4:

- % of students/families reporting feeling an increased sense of belonging, safety, and security at school
- % of students/families reporting improvements to their overall health and/or wellness

In the six months since the first Action Team convened, four others formed while a fifth Team (Action 13.2) leveraged a pre-existing community table. Today, through the Action Teams, 35 organizations are actively engaged in the CSP on a pathway to impactful results for our community.

The Stewardship Team, through City funding, has allocated \$50,000 in seed funding to four Action Teams. Funding has supported the procurement of consultants as facilitators for Action Teams 1.2 and 7.2, and will fund research for long-term funding opportunities, an environmental scan, data analysis and engagement efforts for Action Teams 2.4 and 13.2.

Next Steps and Timelines:

In Q3, it is anticipated that Action Team 1.2 will complete its work with a concept model for community-based, non-police, responses to people experiencing crisis. In 2023, it is anticipated that the majority of the work of the initial Actions Teams will be concluded and, as they are, outstanding CSP Actions will be reassessed, prioritized, and initiated.

Conclusion:


The implementation of Kelowna’s Community Safety Plan continues to build momentum, garnering interest at a provincial and national level. Community engagement needs increased as the Stewardship Team pivoted from development to implementation of the Plan. This required time to develop the necessary relationships, trust, and consensus to build foundational structures and practices (i.e., project charters and project management frameworks). Ultimately, these efforts will facilitate timelier launch of future Action Teams.

While this initial implementation phase has experienced delays, these can be attributed to both relationship building needs and capacity constraints of identified partners. Nationally, the social-serving sector is currently experiencing the most difficult staff shortages in recent memory. Experts suggest this could last five years. This is no doubt contributing to our partners' challenges in attending and supporting the Action Teams. As implementation continues, particularly with foundational/backbone supports now established, and engagement broadened, the CSP Stewardship Team projects an increase in the pace at which progress is made.

Internal Circulation:

- Corporate & Protective Services
- Active Living & Culture
- Corporate & Strategic Services

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