



*"To deliver effective and efficient, local government services that benefit our citizens, our businesses, our environment and our future"*

# THE CORPORATION OF THE CITY OF VERNON

## A G E N D A

COMMITTEE OF THE WHOLE

CITY HALL COUNCIL CHAMBER

APRIL 12, 2021

AT 8:40 AM

### AGENDA

#### 1. CALL TO ORDER

- A. THAT the Agenda for the April 12, 2021, Committee of the Whole meeting be adopted as presented.

#### 2. ADOPTION OF MINUTES

### MINUTES

- A. THAT the minutes of the Committee of the Whole meeting of Council held March 22, 2021, be adopted. (P. 3)

#### 3. BUSINESS ARISING FROM THE MINUTES

#### 4. GENERAL MATTERS

### SOCIAL PLANNING COUNCIL QUARTERLY REPORT

(0360-20-35)

(P. 5)

- A. Annette Sharkey, Social Planning Council, will provide Council with a review of the quarterly report (January 1 – March 31, 2021) for the Social Planning Council.

*'THAT Council receive the presentation from Annette Sharkey, for the Social Planning Council of the North Okanagan, Quarterly Report (January 1 – March 31, 2021) as provided at the April 12, 2021 Committee of Whole meeting.'*

### STRENGTHENING COMMUNITIES' SERVICES GRANT APPLICATION AUTHORIZATION

(6460-01, 1855-50)

(P. 13)

- B. THAT Council authorizes Administration to make an application to the Strengthening Communities' Services grant program for bridging activities as described in the memorandum titled "Strengthening Communities' Services Grant Application Authorization" dated March 31, 2021, respectfully submitted by the Manager, Long Range Planning and Sustainability.

#### 5. UNFINISHED BUSINESS

### ON LINE SEMINARS – FOCUS ON GOVERNANCE VIDEO

(45 minutes)

(0530-01) (P. 39)

- A. "Good Governance By George" – Part Two: *What is Governance?*

- 6. NEW BUSINESS**
- 7. LEGISLATIVE MATTERS**
- 8. COUNCIL INFORMATION UPDATES**
- 9. G.V.A.C. / R.D.N.O REGULAR MEETINGS**
- 10. INFORMATION ITEMS**
- 11. CLOSE OF MEETING**

THE CORPORATION OF THE CITY OF VERNON

**MINUTES OF A COMMITTEE OF THE WHOLE MEETING  
HELD MARCH 22, 2021**

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**PRESENT:** Mayor V. Cumming

Councillors: S. Anderson, K. Gares, B. Quiring,  
A. Mund, K. Fehr, D. Nahal

Staff: W. Pearce, Chief Administrative Officer  
P. Bridal, DCAO, Director, Corporate Services  
K. Austin, Manager, Legislative Services  
J. Nicol, Deputy Corporate Officer  
D. Law, Director, Financial Services  
D. Lind, Director, Vernon Fire Rescue Services  
C. Poirier, Manager, Communications & Grants  
K. Flick, Director, Community Infrastructure and Development  
C. Ovens, Director, Operation Services  
B. Bandy, Manager, Real Estate  
S. Melenko, Information Technician I

**CALL TO ORDER**

Mayor Victor Cumming called the meeting to order at 8:43 am.

**AGENDA ADOPTION**

Moved by Councillor Gares, seconded by Councillor Mund:

THAT the Agenda for the March 22, 2021 Committee of the Whole meeting be adopted.

**CARRIED**

**ADOPTION OF THE  
MINUTES**

Moved by Councillor Gares, seconded by Councillor Mund:

THAT the minutes of the Committee of the Whole meeting of Council held March 8, 2021, be adopted.

**CARRIED**

**BUSINESS ARISING FROM THE MINUTES**

**GENERAL MATTERS**

*Councillor Nahal left the meeting at 8:51 am and returned at 8:53 am.  
Councillor Quiring left the meetings at 9:21 am and returned at 9:23 am.*

**ON LINE SEMINARS –  
FOCUS ON  
GOVERNANCE  
VIDEO**

Council viewed a 45 minute video entitled “Good Governance By George – Part One: *What is Governance?*”

UNFINISHED BUSINESS

NEW BUSINESS

LEGISLATIVE MATTERS

COUNCIL INFORMATION UPDATES

G.V.A.C./R.D.N.O. REGULAR MEETINGS

INFORMATION ITEMS

CLOSE OF MEETING

CLOSE

Mayor Victor Cumming closed the meeting at 9:51 am.

CERTIFIED CORRECT:

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
Corporate Officer

# SOCIAL PLANNING COUNCIL/PARTNERS IN ACTION

## Quarterly Report: January 1 to March 31, 2021

**VISION STATEMENT:** A safe, healthy and inclusive community in which to live, work and grow

**MISSION STATEMENT:** To identify and implement manageable solutions to social issues by mobilizing community-based action teams

**COMMITTEE COORDINATOR:** Social Planning Council for the North Okanagan

**COMMITTEE FUNDING SOURCE:** City of Vernon

**ACTION TEAM FUNDING SOURCES:** Provincial and Federal Government, Local Funders and Various Foundations

**COORDINATING COMMITTEE MEMBERS:** Community Safety Office, Community Futures North Okanagan, Interior Health, Kindale Developmental Association, City of Vernon, Archway Society, NexusBC, Independent Living Vernon, Downtown Vernon Association, Restorative Justice Society, North Okanagan Youth and Family Services, Turning Points Collaborative, Upper Room Mission, United Way North Okanagan Columbia Shuswap, Vernon and District Immigrant Services Society, Canadian Mental Health Association, Family Resource Centre, Vernon Native Housing Society, Chamber of Commerce, Community Living BC

### STRATEGIC GOALS:

- Build awareness and understanding of social issues
- Work collaboratively to problem-solve areas of concern
- Develop resources/policies to address gaps
- Monitor and evaluate the Partners in Action model and outcomes
- Provide sustainability for the Partners in Action Committee

Action Team	Open/ Closed	Background/Activities	Outputs	Direct Outcomes	Updates/Follow Up
<b>COVID19 Response</b>					
Strengthening Communities Grant	Open	The City of Vernon is eligible to apply to the Province of BC to support unsheltered homeless populations and address related community impacts. This program is meant to bridge the period between the COVID-19 outbreak and the post-COVID recovery period. The funding is being administered by UBCM on behalf of the Province.	Partnership Development  Completed Grant Application	Improved health and safety of unsheltered homeless people  Reduced community concerns  Improved coordination among health/social service providers	The Social Planning Council has assisted City of Vernon staff to secure partnerships and develop the grant application. The main deliverables include:  <u>Public Washrooms:</u> <ul style="list-style-type: none"> <li>• Peer Program for Public Washrooms</li> <li>• Security for Public Washrooms</li> <li>• Drinking Fountains attached outside both washrooms</li> </ul>

Action Team	Open/ Closed	Background/Activities	Outputs	Direct Outcomes	Updates/Follow Up
				Increased capacity towards culturally safe spaces and trauma-informed responses.	<p><u>Bylaw Department:</u></p> <ul style="list-style-type: none"> <li>Extension of Seasonal Bylaw Program into Winter 2021/22</li> <li>Mental Health Training for four officers</li> </ul> <p><u>Partnering with Turning Points Collaborative:</u></p> <ul style="list-style-type: none"> <li>Additional 42 Motel Rooms</li> <li>Additional Staff: Coordinator Position and Substance Use Worker</li> <li>Minor renovations to Street Clinic Location (former Gateway Shelter) for Shower/Laundry Program</li> <li>Indigenous consultant to develop and implement cultural safety program</li> </ul> <p><u>Partnering with Vernon Native Housing Society:</u></p> <ul style="list-style-type: none"> <li>Wellbriety Program for people staying at the shelter</li> </ul> <p>The grant is due by April 16, 2021 and requires a resolution from City Council approving the application.</p>
COVID Homelessness Planning Team	Ongoing	This team consists of BC Housing, Interior Health, City of Vernon, Social Planning Council and Turning Points Collaborative. The purpose of the team is to develop and implement a plan to ensure that people who are homeless have access to food, harm reduction supplies and a safe space to self distance and self isolate, if needed.	A Risk Management Plan for the Homeless Population has been developed and implemented. The Risk Management Plan is reviewed, monitored and updated regularly.	Two tightly spaced shelter facilities have been merged into one larger facility to accommodate approximately 86 people per night.	A warehouse owned by BC Housing acts as the primary shelter for people who are homeless. Folks on Spokes assisted the shelter program by keeping the shelter location clean and tidy. Over 140 bags of garbage and 51 improperly discarded sharps were removed from the neighbourhood over the course of the winter, with many positive comments from the predominantly senior residents living in the area.

Action Team	Open/ Closed	Background/Activities	Outputs	Direct Outcomes	Updates/Follow Up
				BC Housing secured units in three local motels to house people who have underlying health issues and have a greater need to self isolate. Approximately 70 people are housed by this program.	BC Housing has successfully partnered with Turning Points Collaborative to support people who are at higher risk of death from COVID to self isolate in three local motels. The facilities are not able to be staffed 24/7 so the rooms are geared towards people who are at a lower risk of overdose and who can live more independently.
Emergency Food Access Team	Ongoing	<p>The following faith groups maintained and/or added programs to help fill the gaps during the pandemic:</p> <ul style="list-style-type: none"> <li>• Salvation Army Bagged Lunch Program</li> <li>• Easthill Community Church/Feed the Streets Program</li> <li>• Saturday Street Lunch at the Anglican Church</li> <li>• Tailgate Sunday Lunch by the North Okanagan Community Chaplaincy</li> </ul> <p>The Community Foundation North Okanagan provided funding when needed to support temporary pop up food programs.</p>	An Emergency Food Plan has been developed, adapted and updated as needed.	People sleeping outside have had access to at least two meals per day (sometimes three) every day of the week throughout the pandemic.	<p>The Social Planning Council continues to assist with coordination of emergency food programs and provides communication regarding changes to the Bylaw Department and local outreach workers.</p> <p>An Easter meal calendar was created in conjunction with the faith groups to ensure access to meals over the long weekend. Additional festive meals were added to the regularly planned food programs. A media release was developed by the partners to avoid “pop up” meals by other groups that may duplicate efforts.</p>

Action Team	Open/ Closed	Background/Activities	Outputs	Direct Outcomes	Updates/Follow Up
Supporting Vulnerable /Isolated Seniors	Ongoing	NexusBC has taken the lead to coordinate volunteers, non-profits and businesses to ensure that seniors stay safe and are receiving the help they need during the pandemic. The Better at Home service includes grocery or pharmacy pick-up and delivery, prepared meal delivery, phone or virtual visiting, support using local libraries (picking up and delivering books), transportation to medical appointments (including vaccinations) and housekeeping. The Community Foundation of the North Okanagan and the United Way of the Lower Mainland are funding the program.	Although the Better at Home Program already existed before the pandemic, the additional funding allowed the program to expand and fill the gaps created by COVID19.	Vulnerable seniors are provided the support that they need to stay safe and to self isolate as required.	<p>The program has added 315 new clients since March 2020, and currently services 487 clients. Approximately 1500 virtual visits and health check-ins have been conducted. At least 100 seniors have received free meals. Volunteers assisted with over 200 grocery shopping trips (with delivery), 400 transportation arrangements to doctors or hospitals (including vaccinations), and almost 1200 hours of housekeeping services.</p> <p>NexusBC and the funders plan to continue indefinitely with the expansion of the Better at Home Program. The service is essential during all phases of the pandemic. It is important for the community to have programs that can protect residents who are at highest risk from COVID19.</p>
Local Funder Coordination	Ongoing	<p>The Social Planning Council has been working closely with local funders to ensure a coordinated response to supporting local charities during the COVID19 crisis.</p> <p>Feedback from the non-profit sector indicated that non-profits who relied on social enterprises and/or fundraising to supplement administration and/or programs were most impacted. In addition, the technology costs to pivot to online programs and services (where possible) were a challenge as not all funders were willing to absorb these costs.</p>	<p>Communication with the non-profit sector regarding the gaps/needs created by COVID19.</p> <p>Meetings with local funders including the Community Foundation North Okanagan, United Way, the Foord Foundation and Kalamalka Rotary.</p>	Many local non-profits have successfully accessed grants to develop/expand programs in response to COVID19.	Local non-profits identified a concern regarding food insecurity for individuals and families accessing their programs. Agencies anticipated that the need for additional food supports would increase during the second wave and/or when government subsidy programs ended. Social Planning Council and the Community Foundation North Okanagan launched a food fund that non-profits can access, as needed, in order to connect individuals and families with grocery cards and/or local food programs. The program was originally going to run from November 2020 to April 2021 but has now been extended to the end of June 2021.



Action Team	Open/ Closed	Background/Activities	Outputs	Direct Outcomes	Updates/Follow Up
<b>Homelessness/Housing</b>					
COOL Team Update	Ongoing	The COOL team is a partnership between bylaw officers and outreach workers for a collaborative approach to addressing homeless camps. The COOL team follows a protocol where bylaw officers and outreach workers connect campers to services provided by Turning Points Collaborative, emergency food programs and Interior Health.	Annual census/survey of homeless population.  Protocol development and updates.	During the pandemic the COOL team has worked closely to monitor the health and safety of camps/spaces.	The COOL Team continues to monitor/connect with people sleeping outside during COVID19 and to maintain communication between outreach workers and the Bylaw Department. COOL Team members continue to report decreased numbers of people sleeping outside in public spaces from an estimated 50-60 pre-COVID to a current average of between 30-40 people. A homeless count is being planned for May 6 and 7, 2021 to ensure Vernon numbers are included in the Provincial Homeless Count. The Street Clinic continues to provide access to showers and a laundry program for people sleeping outside during the pandemic. They are also providing a "warming space" on Saturday and Sunday mornings in conjunction with peer support workers.
Housing Action Team	Ongoing	The housing action team meets quarterly to review the housing inventory, identify gaps and explore opportunities. This provides the non-profit housing sector a chance to network, brainstorm and be strategic with plans for future affordable units.	Quarterly meetings.  Updated inventory.  Increased collaboration and partnership development.	Increased number of affordable units owned and managed by the non-profit sector.	The housing non-profit sector is organized and prepared to apply to provincial and/or federal housing grants. Since 2018, local agencies have secured grants for 392 units of affordable housing (this includes the 100 units of supported housing for Vernon that were announced over the summer). An additional 98 units have been proposed but are awaiting funding confirmation. The main focus for the sector is to secure suitable sites (that are zoned and appropriate for the neighbourhood) as land is required in order to apply for the capital grants.

Action Team	Open/ Closed	Background/Activities	Outputs	Direct Outcomes	Updates/Follow Up
<b>Harm Reduction/HART</b>					
Harm Reduction Team (HART)	Open	Vernon is one of sixteen communities receiving provincial funding to address the opioid crisis at the local level and support Community Action Teams (known locally as HART). The HART team is the advisory body for the implementation of the <i>Harm Reduction and Opioid Overdose Response Strategy</i> . Social Planning Council is the host organization.	<p>Grant secured.</p> <p>Launch of eight action teams since July 2018.</p> <p>Launch of RCMP/OAT Pilot Project.</p> <p>Development and launch of Folks on Spokes Program.</p>	<p>Reduce opioid deaths and overdoses.</p> <p>Enhance access to treatment, recovery, social stabilization, and supports.</p> <p>Reduce the community impacts of opioid addiction.</p> <p>Strengthen cultural supports/services for Indigenous peoples.</p> <p>Reduce stigma and prevent opioid misuse.</p>	<p>The Social Planning Council received funding from the Community Action Initiative to host the HART team and implement the <i>Harm Reduction and Opioid Overdose Response Strategy</i>. The goal of the strategy is to reduce and prevent overdose deaths in Vernon.</p> <p>In February 2020, the HART team was encouraged to see that overdose deaths were down significantly from previous years. Unfortunately, since the pandemic, the number of overdose deaths is on the rise once again with Vernon recording 26 deaths in 2020. In 2019, 15 people died in Vernon from overdose deaths.</p>
RCMP/OAT Action Team	Closed	The RCMP/OAT action team was created to provide supports and interventions in cells that will reduce opioid overdose deaths and also reduce crime committed due to opioid addiction.	RCMP are able to distribute naloxone and refer people to the OAT Clinic for treatment.	<p>Reduce risk of opioid overdose.</p> <p>Reduce crime by connecting opioid users to treatment and supports.</p>	<p>The Vernon RCMP Detachment is currently distributing naloxone from cells and referring people directly to OAT treatment services. These interventions will not only save lives, they will also reduce criminal activity that can result from an addiction to illicit opioids.</p> <p>IH and the RCMP are exploring ways to provide OAT prescriptions directly from cells and may be able to offer this service soon in Vernon.</p>

Action Team	Open/ Closed	Background/Activities	Outputs	Direct Outcomes	Updates/Follow Up
Folks on Spokes/ Community Clean Ups	Open	This action team was created in response to concerns from downtown businesses about discarded needles and debris being found in alleyways.	Community partnership and sharing of resources.  Launch of Folks on Spokes and weekly clean ups.	Reduce number of needles in public spaces.  Provide support and information to local businesses.	During the winter months and until the end of March 2021, Folks on Spokes was successfully redirected to the area where the combined shelter is located. The Community Safety Office is getting ready to launch the regular Folks on Spokes program on April 22, 2021 with support from the Downtown Vernon Association.
Peer Recommendations	Open	The main role of this action team is to get direct input from key target populations with lived experience in order to identify opportunities/priorities.	Focus groups of key stakeholders including: peers currently using opioids; peers in recovery; as well as family members.	Identify gaps/barriers in service.  Provide resources to address gaps.  Ensure people know where to access interventions, treatment and recovery programs.	The Street Clinic continues to host the peer outreach program which provides harm reduction supplies, referrals to treatment, and support services to marginalized people. Peer outreach workers assist with visits to areas where people sleep outside, office support within the Street Clinic, operation of the weekend "warming space", and support coordinating the laundry program.
Indigenous Recommendations	Open	The role of this action team is to ensure that there is an Indigenous voice reflected in the HART strategy. An Indigenous consultant was hired to lead the audit and provide a final report/recommendations to the Cultural Audit Action Team.	Individual interviews of Indigenous peers.  Access to cultural sensitivity training for service providers  New recovery program using Indigenous perspective.	Identify cultural gaps/barriers in service.  Identify resources and tools to address cultural gaps.  Increase cultural capacity of services and the number of culturally sensitive services.	A Wellbriety Program is being offered during the pandemic with proper social distancing measures in place. This is a recovery program that uses Indigenous knowledge and principles to support people seeking to recover from alcohol and/or drug use and make positive changes in their physical, emotional and spiritual wellbeing.

Action Team	Open/ Closed	Background/Activities	Outputs	Direct Outcomes	Updates/Follow Up
<b>Accessibility/Inclusiveness/Multiculturalism</b>					
Local Immigration Partnership Council: Immigration and Settlement Strategy for Vernon	Open	The final strategy document as well as supporting research reports are available at <a href="http://www.socialplanning.ca">www.socialplanning.ca</a>	Community Survey on Immigration.  Labour Market Report.  Marketing Strategy.  Vernon Immigration and Settlement Strategy.	Newcomers choose Vernon and remain in the community indefinitely.  Newcomers participate in the local labour market, broader community and social networks.	Support is being provided to Community Futures North Okanagan for the federal Northern and Rural Immigration pilot. The program is being reviewed and adapted as needed, due to the pandemic and changing job market. At least 50 people (including family members) have been approved under this program.  In addition, diversity training workshops for employers were offered in January and February 2021 with approximately 60 participants. A media campaign (radio, print and social media) ran successfully for the last two weeks of March 2021 to promote the benefits of Immigration in the community.
"Respect Lives Here" Funding	Open	The Province of BC has launched a new program called Resilience BC to provide support to communities to address racism and hate. The Social Planning Council has received a \$7500 grant from the Province to coordinate anti-racism projects at the local level.	Community consultation.  Workshops, education, awareness.	Identify and address racism at the local level.  Provide resources and education to service providers and community members.	More workshops and learning events are being planned for 2021 including a workshop on health equity geared towards service providers. A partnership with a local school for an anti-racism project is also under development.
<b>Evaluation of Partners in Action Committee</b>					
Indicator Updates	Ongoing	As part of the evaluation process, the Partners in Action Committee collect statistics from local partners as well as regional and national sources on an annual basis.	Indicator data tool on a wide range of topics.	Evaluation and monitoring of data guides informed decision making.	The data is used on an ongoing basis by the Partners in Action Committee to inform the discussion of social issues in the community and ways to address these problems/concerns.



## THE CORPORATION OF THE CITY OF VERNON

### **INTERNAL MEMORANDUM**

**TO:** Will Pearce, CAO **FILE:** 6460-10 (1855-20)

**PC:** Kim Flick, Director, Community Infrastructure and Development **DATE:** March 31, 2021

**FROM:** Laurie Cordell, Manager, Long Range Planning and Sustainability

**SUBJECT: STRENGTHENING COMMUNITIES' SERVICES GRANT APPLICATION AUTHORIZATION**

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This memorandum requests a resolution of authorization for the City of Vernon to apply to the Strengthening Communities' Services grant program for up to \$1,246,373.00 to support activities to bridge the COVID-19 recovery period in Vernon.

The Government of Canada and the Province of British Columbia are providing \$540 million in shared funding to local governments under the Safe Restart Agreement to manage the impacts of the global COVID-19 pandemic. These investments will help to protect public health and safety, prepare for potential future waves of the virus, and further support the safe reopening of economies.

Within the Safe Restart funding, \$100 million is being delivered through the Strengthening Communities' Services Program, which aims to support unsheltered homeless populations and address related community impacts through an application-based program. The goal of this program is to support local governments and Treaty First Nations that wish to take action, understanding that this will complement parallel provincial efforts. This program is meant to bridge the period between the COVID-19 outbreak and the post-COVID recovery period. The funding is being administered by UBCM on behalf of the Province and the Government of Canada.

The Social Planning Council of the North Okanagan (SPCNO) has been preparing a grant application on behalf of the City, to the Strengthening Communities' Services grant. This grant is meant to assist the City of Vernon to have a bridging plan between now and the summer of 2022 to support unsheltered people as we move from the height of the COVID-19 outbreak into post COVID recovery (and more supported units). The goals of the bridging plan are to maintain the health and safety of unsheltered people, reduce community concerns, improve coordination of services, and increase culturally safe and trauma-informed practices. The bridging plan is designed to leverage the existing strengths of the community and ensure sustainability beyond the limited timeframe of the project.

Administration has been working with SPCNO to develop proposed activities that will meet the needs of the community and support the operation of the downtown washrooms and the Bylaw Department. These activities would include the following:

1. Public Washrooms:
  - Peer Program for Public Washrooms
  - Security for Public Washrooms
  - Water station attached outside both washrooms
2. Bylaw Department:
  - Extension of Seasonal By-law Program into Winter 2021/22
  - Mental Health Training for four officers
3. Partnering with Turning Points Collaborative:
  - Additional 42 Motel Rooms
  - Additional Staff: Coordinator Position and Substance Use Worker
  - Minor renovations to Street Clinic Location (former Gateway Shelter) for Shower/Laundry Program
  - Indigenous consultant to develop and implement cultural safety program
  - Wellbriety Program for people staying at the shelter



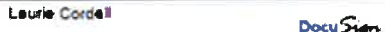
If successful, this grant could bring up to \$1,246,373.00 to the community to provide support to these programs. The grant application is due on April 16, 2021 and requires a resolution of Council. For these reasons, Administration is requesting Council consideration at this meeting.

#### **RECOMMENDATION:**

THAT Council authorizes Administration to make an application to the Strengthening Communities' Services grant program for bridging activities as described in the memorandum titled "Strengthening Communities' Services Grant Application Authorization" dated March 31, 2021, respectfully submitted by the Manager, Long Range Planning and Sustainability.

Respectfully submitted:

Apr 1 2021 4:45 PM

 Laurie Cordell   


Laurie Cordell  
Manager, Long Range Planning and Sustainability

Attachment 1 – Strengthening Communities' Services 2021 Program Application Guide  
Attachment 2 – City of Vernon Strengthening Communities' Services Draft Application



## COVID-19 Restart Funding for Local Governments

### Strengthening Communities' Services

### 2021 Program & Application Guide

#### 1. Introduction

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The Government of Canada and the Province of British Columbia are providing \$540 million in shared funding to local governments under the Safe Restart Agreement to manage the impacts of the global COVID-19 pandemic. These investments will help to protect public health and safety, prepare for potential future waves of the virus, and further support the safe reopening of economies.

#### **Strengthening Communities' Services Program**

The COVID-19 pandemic has led to an increase in the visibility of unsheltered homelessness in many communities, and related community health and safety challenges.<sup>1</sup> Many local governments and Treaty First Nations, despite already experiencing pressures on revenues and staff capacity, have responded to these challenges with a variety of services, infrastructure, and coordination with health authorities and social sector service providers.

Some of society's most vulnerable members face challenges that have worsened in the context of COVID-19. This includes groups that are more likely to experience homelessness and are more vulnerable to the health and safety risks associated with living unsheltered, such as Indigenous people, women, and gender diverse people. People who lack adequate housing are more likely to suffer from a range of health challenges, including mental health and substance abuse issues, and are highly vulnerable to COVID-19.

Within the Safe Restart funding, \$100 million is being delivered through the Strengthening Communities' Services Program, which aims to support unsheltered homeless populations and address related community impacts through an application-based program. The goal of this program is to support local governments and Treaty First Nations that wish to take action, understanding that this will complement parallel provincial efforts. This program is meant to bridge the period between the COVID-19 outbreak and the post-COVID recovery period. The funding is being administered by UBCM on behalf of the Province and the Government of Canada.

#### **Intended Outcomes**

The intent of the Strengthening Communities' Services program is to assist local governments and Treaty First Nations with:

- Improved health and safety of unsheltered homeless people living in public or private spaces, including reduced risk of COVID-19 or other disease transmission;
- Reduced community concerns about public health and safety in neighbourhoods where unsheltered homeless populations are seeking temporary shelter and services;

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<sup>1</sup> [Homeless Hub's definition of homelessness](#) describes a range of physical living situations. Unsheltered homelessness refers to "people who lack housing and are not accessing emergency shelters or accommodation, except during extreme weather conditions." This includes people living in public or private spaces without consent (parks, sidewalks, squares, vacant buildings, lots, etc.) and people living in places not intended for permanent human habitation (vehicles; garages, attics or buildings not designed for habitation; makeshift shelters, shacks or tents).

- Improved coordination among eligible applicants and health/social service providers, Indigenous organizations and others working on housing, homelessness and service provision; and;
- Increased capacity of eligible applicants to work with homeless persons and Indigenous organizations towards culturally safe and trauma-informed responses.

## 2. Eligible Applicants

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All local governments (municipalities, regional districts, and the Islands Trust) and Treaty First Nations (as defined by the *Interpretation Act*) in BC are eligible to apply.

Eligible applicants can submit one application per intake, including regional applications or participation as a partnering applicant in a regional application.

## 3. Funding Guidelines

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The Strengthening Communities' Services Program can contribute up to 100% of the cost of eligible activities.

It is recommended that eligible applicants follow the Funding Guidelines below. Funding permitting, applications for projects that exceed the Funding Guidelines may be considered for funding provided that applicants are able to demonstrate evidence of need in the community and provide a rationale for the request. If the total funding request exceeds the available funding, applicants that have requested additional funds may be asked to reduce their funding request.

**Table 1: Funding Guidelines**

Population (based on 2019 BC Stats Population Estimates)	Funding Guideline
Under 5,000	\$200,000
5,000-40,000	\$450,000
40,000-75,000	\$1,250,000
75,000-200,000	\$2,500,000
200,000-500,000	\$3,500,000
500,000 or greater	\$10,000,000

In order to ensure transparency and accountability in the expenditure of public funds, all other financial contributions for eligible portions of the project must be declared and, depending on the total value, may decrease the value of the grant. This includes any other grant funding and any revenue that is generated from activities that are funded by the Strengthening Communities' Services Program.

## 4. Eligible Projects

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To be eligible for funding, applications must demonstrate that proposed activities meet one or more of the intended outcomes of the program (see Section 1), and all of the following:

- Demonstrate evidence of need in the community (e.g. unsheltered homeless population estimates, housing needs report, community concerns about public health and safety) and provide a rationale for how these issues have been exacerbated by COVID-19;
- Provide temporary solutions that address increased urgent and immediate needs related to unsheltered homelessness and do not create ongoing long-term financial obligations that will not be supported by the applicant;



- Include new activities or expansion of existing activities with costs incurred after September 17, 2020;
- Be capable of completion by the applicant within one year of the date of grant approval.

Applicants must choose to apply as a single applicant (i.e. an individual local government as identified in Section 2) or as part of a regional project.

### **Regional Projects**

Funding requests from two or more eligible applicants for regional projects may be submitted as a single application for eligible collaborative projects. In this case, the maximum funding available would be based on the combined funding guidelines of each of the eligible applicants included in the application. It is expected that regional projects will demonstrate cost-efficiencies in the total grant request.

The primary applicant submitting the application for a regional project is required to submit a resolution as outlined in Section 7 of this guide. Each partnering applicant is required to submit a resolution that clearly states their approval for the primary applicant to apply for, receive, and manage the grant funding on their behalf.

## **5. Requirements for Funding**

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As part of the approval agreement, approved projects must meet the following requirements for funding:

- Any in-person activities, meetings, or events meet physical distancing and other public health guidance in relation to COVID-19.
- Activities must comply with all applicable privacy legislation under the *Freedom of Information and Protection of Privacy Act* in relation to the collection, use, or disclosure of personal information while conducting funded activities. Personal information is any recorded information about an identifiable individual other than their business contact information. This includes information that can be used to identify an individual through association or inference.

In addition, as part of both the development of the application package and the delivery of the approved project, local governments are encouraged to engage with local First Nations and Indigenous organizations. Engagement by local governments both locally and regionally can help build relationships with First Nations, benefit both communities and enhance reconciliation. More information on engagement best practices is available [here](#).

## **6. Eligible & Ineligible Costs & Activities**

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Eligible costs are direct costs that are approved for funding, properly and reasonably incurred, and paid by the applicant to carry out eligible activities. Eligible costs can be incurred after September 17, 2020 to the date of submission of the final report.

Table 2 identifies examples of activities that are eligible for funding. Other activities that support the intent of the program may be considered for funding. Eligible activities must be cost-effective.

**Table 2: Activities Eligible for Funding (including but not limited to)**

**1. Improved health and safety of unsheltered homeless people living in public or private spaces, including reduced risk of COVID-19 or other disease transmission**

- Temporarily increasing emergency shelter capacity, availability, and services, including:
  - Expansion of existing shelters (e.g. more beds, staff, hours, and shelter-based services);
  - Creation of new temporary shelter spaces within existing buildings or land (e.g. in a civic centre or church, motel rooms), including minor renovations or minor improvements; and
  - Adherence to COVID-19 public health regulations (e.g. shelter capacity reductions, extra cleaning staff, physical distancing, rental of motel rooms to allow infected individuals to safely isolate).
- Providing other temporary options or enhancements for unsheltered homeless populations (e.g. temporary structures such as shipping containers; tents; platforms; fire retardant tarps; warming tents).
- Providing temporary, incremental services (including basic supplies) that are specifically related to supporting unsheltered homeless populations such as:
  - Food and water;
  - Bathroom facilities, showers, laundry;
  - Cleaning and waste management;
  - Harm reduction;
  - Security;
  - First aid;
  - Fire safety; and
  - Outreach teams to connect people to resources and support programs.

**2. Reduced community concerns about public health and safety in neighbourhoods where unsheltered homeless populations are seeking temporary shelter**

- Fostering positive dialogue between unsheltered homeless people, bylaw and protective services, and neighbourhoods or community members (e.g. liaison program with bylaw enforcement).
- Promoting understanding and cooperation through peer-based and/or neighbourhood participatory activities for site cleaning, security, communications etc.
- Providing programs or services that offer storage or security for belongings of unsheltered homeless populations.
- Funding incremental expenditures relating to protective services and bylaw enforcement.
- Participating in, supporting or coordinating community engagement strategies (e.g. neighbourhood outreach, public education materials, participatory dialogues).

**3. Improved coordination among eligible applicants and health/social service providers, Indigenous organizations and others working on housing, homelessness and service provision**

- Partnering with Indigenous leadership, communities and organizations.
- Participating in, supporting or coordinating cross-jurisdictional working groups and service teams related to housing, homelessness, and service provision.

<ul style="list-style-type: none"> <li>• Participating in, supporting or coordinating joint communications programs with health authorities.</li> <li>• Collaborating with health authorities and non-profit service providers on supporting harm reduction services and initiatives to connect people to health services.</li> <li>• Liaising with public health officials on environmental safety, infection prevention and control and overdose prevention focusing on unsheltered homeless populations.</li> <li>• Collaborating with local fire commissioners to increase fire safety.</li> <li>• Participating in, supporting or coordinating peer-based support services including development of peer teams.</li> </ul>
<b>4. Increased capacity of eligible applicants to work with homeless persons and Indigenous organizations towards culturally safe and trauma-informed responses</b>
<ul style="list-style-type: none"> <li>• Training for elected officials, program administration and front-line staff, bylaw and protective services staff, and peers supporting unsheltered homeless populations, addressing topics such as: <ul style="list-style-type: none"> <li>○ Trauma: causes, effects, and trauma-informed approaches;</li> <li>○ Crisis de-escalation;</li> <li>○ Awareness of Housing First and harm reduction principles;</li> <li>○ The distinct needs and barriers of Indigenous peoples at risk of homelessness, as well as Indigenous cultural safety and cultural humility training; and</li> <li>○ The distinct needs and barriers of groups at higher risk of homelessness, including youth, women at risk of violence, LGBTQ2S, people with disabilities (including mental illness, brain injury and cognitive impairments).</li> </ul> </li> </ul>

### **Additional Eligible Costs & Activities**

In addition to the activities identified in Table 2, the following expenditures are also eligible provided they relate directly to eligible activities:

- Honoraria for community members with lived experience of unsheltered homelessness that are participants in funded activities
- Incremental applicant staff and administration costs (i.e. creating a new position or adding new responsibilities to an existing position)
- Consultant or other contract costs relating to service provision
- Public information and engagement costs
- Temporary lease/rental costs related to the delivery of eligible activities
- Minor renovations related to the delivery of eligible activities

### **Ineligible Costs & Activities**

Any activity that is not outlined in Table 2 or the 'Additional Eligible Costs & Activities' section is not eligible for grant funding. This includes:

- Development of funding application package
- Development of architectural, engineering, or other design drawings for the construction or renovation of facilities
- Routine or ongoing operating and/or planning costs or activities that are not incremental to the project

- Purchase of software, software licences, service subscriptions, or membership fees
- Legal, audit, or interest fees or fees to incorporate a society
- Fundraising, lobbying, or sponsorship campaigns
- Project-related fees payable to the eligible applicant(s) (e.g. permit fees, DCCs, etc.)
- Purchase of promotional items, door/raffle prizes, give-away items, and/or gifts for community members
- Major capital improvements to existing facilities and/or construction of new, permanent facilities
- Long-term, permanent capital investments including the purchase of land and/or buildings

## **7. Application Requirements & Process**

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### **Application Deadline**

The application deadline is April 16, 2021. Applicants will be advised of the status of their applications within 90 days of the application deadline.

### **Required Application Contents**

All applicants are required to submit an electronic copy of the complete application, including:

- Completed Application Form with all required attachments.
- Detailed budget that indicates the proposed expenditures from Strengthening Communities' Services program funding and other sources (if applicable) and that aligns with the proposed activities outlined in the application form. Although additional funding or support is not required, any other grant funding or in-kind contributions must be identified.
- Council, Board, Local Trust Committee or Treaty First Nation resolution, indicating support for the current proposed activities and willingness to provide overall grant management.
- For regional projects: Council, Board, Local Trust Committee, Treaty First Nation resolution from each partnering applicant that clearly states approval for the primary applicant to apply for, receive, and manage the grant funding on their behalf.
- Optional: Up to three letters of support as evidence of partnership or collaboration with partners such as community-based organizations, non-profit service providers, health authorities and public health units, local First Nations and/or Indigenous organizations.

### **Submission of Applications**

Applications should be submitted as Word, Excel or PDF files. Total file size for email attachments cannot exceed 20 MB.

All applications should be submitted to:

Local Government Program Services, Union of BC Municipalities

E-mail: [lgps@ubcm.ca](mailto:lgps@ubcm.ca)

### **Review of Applications**

UBCM will perform a preliminary review of all applications to ensure the required application contents have been submitted and to ensure that eligibility criteria have been met.

Following this, an Evaluation Committee will assess and score all eligible applications. Higher scores will be given to applications that:

- Demonstrate greater alignment with the intent of the Strengthening Communities' Services program (i.e. address multiple program outcomes).

- Provide evidence of need in the community (e.g. existing homelessness plans, strategies or initiatives; unsheltered homeless population estimates; community concerns about safety) and provide a rationale for how these issues have been exacerbated by COVID-19.
- Demonstrate partnership and engagement with Indigenous leadership, organizations, and communities.
- Demonstrate a plan for communicating and engaging with unsheltered homeless populations to include perspectives of people with lived experience.
- Apply an anti-stigma lens and increase public awareness and understanding of causes and responses to homelessness.
- Include proposed activities and costs that are part of comprehensive, multi-faceted, approach to addressing unsheltered homelessness.
- Include collaboration with distinct needs-serving organizations, public health, health authorities, non-profit organizations, other local governments, police, bylaw enforcement, etc.
- Demonstrate cost-effectiveness.
- Demonstrate a plan for winding up and concluding the funded activities (or continuing with alternative sources of funding).

Point values and weighting will be established within each of these scoring criteria. Only those applications that meet a minimum threshold point value will be considered for funding.

The Evaluation Committee will consider the population and provincial, regional, and urban/rural distribution of proposed projects. Recommendations will be made on a provincial priority basis. All funding decisions will be made by UBCM.

All application materials will be shared with the Province of BC.

## **8. Grant Management & Applicant Responsibilities**

Grants are awarded to eligible applicants only and, as such, the applicant is responsible for completion of the project as approved and for meeting reporting requirements.

Applicants are also responsible for proper fiscal management, including maintaining acceptable accounting records for the project. UBCM reserves the right to audit these records.

### **Notice of Funding Decision & Payments**

All applicants will receive written notice of funding decisions. Approved applicants will receive an Approval Agreement, which will include the terms and conditions of any grant that is awarded, and that is required to be signed and returned to UBCM.

Grants are awarded in two payments: 50% at the approval of the project and when the signed Approval Agreement has been returned to UBCM and 50% when the project is complete and UBCM has received and approved the required final report and a financial summary.

Please note that in cases where revisions are required to an application, or an application has been approved in principle only, the applicant has 30 days from the date of the written notice of the status of the application to complete the application requirements. Applications that are not completed within 30 days may be closed.

### **Progress Payments**

To request a progress payment, approved applicants are required to submit:

- Description of activities completed to date;
- Description of funds expended to date; and



- Written rationale for receiving a progress payment.

### **Changes to Approved Projects**

Approved grants are specific to the project as identified in the application, and grant funds are not transferable to other projects. Approval from UBCM will be required for any significant variation from the approved project.

To propose changes to an approved project, applicants are required to submit:

- Amended application package, including updated, signed application form, updated budget, and an updated Council, Board, Treaty First Nation or Local Trust Committee resolution.
- Written rationale for proposed changes to activities and/or expenditures.

Applicants are responsible for any costs above the approved grant unless a revised application is submitted and approved prior to work being undertaken.

### **Extensions to Project End Date**

All approved activities are required to be completed within the time frame identified in the approval agreement and all extensions beyond this date must be requested in writing and be approved by UBCM. Extensions will not exceed one year.

## **9. Final Report Requirements & Process**

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Final reports are required to be submitted within 30 days of completion of the project. Applicants are required to submit an electronic copy of the complete final report, including the following:

- Completed Final Report Form with all required attachments (see Appendix 1).
- Detailed financial summary that indicates the actual expenditures from the Strengthening Communities' Services program funding and other sources (if applicable) and that aligns with the actual activities outlined in the final report form.
- Copies of any materials that were produced with grant funding.
- Optional: any photos or media related to the funded project.

Please note, as a requirement of funding, the program and approved projects may be subject to a compliance audit.

### **Submission of Final Reports**

Final reports should be submitted as Word, Excel or PDF files. Total file size for email attachments cannot exceed 20 MB.

All interim and final reports should be submitted to:

Local Government Program Services, Union of BC Municipalities

E-mail: [lgps@ubcm.ca](mailto:lgps@ubcm.ca)

### **Review of Final Reports**

UBCM will perform a preliminary review of all final reports to ensure the required report elements have been submitted.

All final report materials will be shared with the Province of BC.

## **10. Additional Information**

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For enquiries about the application process or general questions regarding the Strengthening Communities' Services program, please contact UBCM at [lgps@ubcm.ca](mailto:lgps@ubcm.ca) or (250) 356-0930.

## Strengthening Communities' Services 2021 Application Form

Please complete and return the application form and all required attachments. All questions are required to be answered by typing directly in this form. If you have any questions, contact [lgps@ubcm.ca](mailto:lgps@ubcm.ca) or (250) 356-0930.

SECTION 1: Applicant Information	AP- <i>(for administrative use only)</i>
Local Government or Treaty First Nation: City of Vernon	Complete Mailing Address: 3400 30 Street, Vernon BC, V1T 5E6
Contact Person: Kim Flick	Position: Director, Community Infrastructure and Development
Phone: 250 550-3594	E-mail: <a href="mailto:kflick@vernon.ca">kflick@vernon.ca</a>

\*Contact person must be an authorized representative of the applicant.

SECTION 2: <u>For Regional Projects Only</u>
<p><b>1. Identification of Partnering Applicants.</b> For all regional projects, please list all of the partnering eligible applicants included in this application. Refer to Section 4 in the Program &amp; Application Guide for eligibility.</p>
<p><b>2. Rationale for Regional Projects.</b> Please provide a rationale for submitting a regional application and describe how this approach will support cost-efficiencies in the total grant request.</p>

SECTION 3: Project Information
<p><b>3. Project Information</b></p> <p>A. Project Title: COVID19 Homelessness Bridging Program for Vernon BC</p> <p>B. Proposed start and end dates. Start: July 2021 End: July 2022</p>
<p><b>4. Funding Request.</b> Please refer to Section 3 in the Program &amp; Application Guide for the Funding Guidelines.</p> <p>A. Total proposed project budget: \$1,246,373.00</p> <p>B. Total proposed grant request: \$1,246,373.00</p>



C. If the proposed grant request exceeds the Funding Guideline, please provide a rationale for the increased request:

D. Have you applied for, or received, funding for this project from any other sources? No

**5. Project Summary.** Provide a summary of your project in 150 words or less.

BC Housing has approved 104 new supported housing units for Vernon that will be operational by the Summer of 2022. The new supported units will provide much needed relief to shelter services once they are built and operational. This project will assist the City of Vernon to implement a bridging plan between now and the Summer of 2022 to support unsheltered people as we move from the height of the COVID-19 outbreak into post COVID recovery (and more supported units). The goals of the bridging plan are to maintain the health and safety of unsheltered people, reduce community concerns, improve coordination of services, and increase culturally safe and trauma-informed practices. The bridging plan is designed to leverage the existing strengths of the community and ensure sustainability beyond the limited timeframe of the project.

#### **SECTION 4: Detailed Project Information**

**6. Local Context & Evidence:**

A. Describe the extent of unsheltered homeless populations in your community and existing responses (including local or regional strategies, plans or projects):

Results from the point-in-time counts from 2016 to 2019 confirm that Vernon has approximately 150 people who are homeless on a nightly basis, with at least a quarter of those people sleeping outside each night (on average 35 people per night). Point-in-time counts tend to be conservative estimates, with annual shelter data recording at least 300 different individuals using shelter services each year in Vernon. Point-in-time counts survey mostly public spaces and do not always capture smaller camps in isolated areas of the community.

Due to COVID-19 restrictions, a point-in-time count did not take place in 2020, but shelter data indicates that the number of homeless individuals has increased in Vernon since the pandemic began. Thanks to support from BC Housing to lease motel rooms, Vernon's shelter capacity increased by approximately 70 spaces during the pandemic, but Bylaw Compliance Officers and social service outreach teams are still anecdotally reporting 30 to 40 people observed sleeping in public places each night (this does not include people sleeping in more isolated areas). If the numbers of homeless people had remained at pre-COVID levels, the extra 70 spaces should have provided enough beds to bring everyone inside. In a collaboration between the Bylaw Department and Turning Points Collaborative, approximately 50 people were identified as sleeping outside on a regular basis during the pandemic.

Existing Responses:

The coordinated community response to homelessness falls under the umbrella of the Partners in Action Committee, facilitated by the Social Planning Council for the North Okanagan (SPCNO) and funded by the City of Vernon. The main service provider for shelter services and programs is Turning Points Collaborative (TPC), predominantly funded by BC Housing. There are two community strategies that are overseen by the Partners in Action Committee and work in tandem: Vernon's Homelessness Strategy (2018) and Vernon's Harm Reduction/Opioid Response Strategy (2019). The COOL Team was launched by the Partners in Action Committee in 2009 and ensures ongoing communication

and collaboration between the Bylaw Department, the RCMP and social service outreach workers. For the most part, the COOL Team is the implementation arm of Vernon's Homelessness Strategy. The COOL Team membership includes: Interior Health, the Upper Room Mission, Bylaw Department, Community Safety Office, Probation, Ministry of Social Development and Poverty Reduction, RCMP, Turning Points Collaborative, and the Social Planning Council. The HART Committee oversees the implementation of the Harm Reduction/Opioid Response Strategy and includes Interior Health, non-profit organizations, the City of Vernon, business associations, people with lived experience and the Social Planning Council. There is a high level of coordination and collaboration between these groups and the Social Planning Council acts as the coordinating hub for the various committees and partnerships.

Vernon regularly turns away people from shelter services, so there is an understanding that people will be sleeping outside on a nightly basis. Unsheltered people are required to dismantle their tents each morning and are unable to set up or maintain a permanent camp in public spaces. As a result, the community has developed wrap around services to ensure unsheltered individuals have access to meals, showers, laundry, health care, harm reduction supplies, and places to stay warm in the colder months. An extensive resource list, called the Vernon Survival Guide, is maintained and updated on a regular basis to ensure that service providers and their clients know what programs and services are available in the community.

COVID-19 interrupted many of the wrap around services for unsheltered people, so alternative solutions needed to be quickly implemented as urgent needs arose. The City of Vernon relied heavily on the resourcefulness of community partners to immediately adapt existing programs, or develop new programs, as needed.

- B. Provide a summary of evidence of unsheltered homeless populations in your community. This may be derived from existing strategies, plans or projects or from recent homeless population counts or housing needs reports. *Copies of documents should not be submitted with the application.*

SPCNO has been tracking housing and income indicators since 2009, and the Partners in Action have identified these indicators as areas of significant concern. BC has been in a housing crisis for many years, and Vernon (with the additional housing pressure of being a desirable retirement destination) has been directly impacted by this crisis. According to the 2016 Census for Vernon, 50% of people who rent and 16% of people who own their homes are spending more than 30% of their household income on housing costs. According to the recently released North Okanagan Regional District's Housing Needs Assessment, one in three renters in Vernon are in core need and considered very vulnerable.

The rental vacancy rate has remained below 2% since 2015, with the most current CMHC rental rate being reported at 1%. It is very difficult to secure housing in Vernon, in particular, if you have a mental health and/or substance use issue. This leaves marginalized people who are new to the community or who experience an end to their current rental accommodation incredibly vulnerable in the current housing market. The risk of homelessness is very real.

Between 2009 and 2015, the Partners in Action Committee tracked the number of homeless camps in the Spring and Fall, in addition to tracking annual shelter usage. In 2016, the Partners in Action moved to an annual point-in-time census/survey in order to provide more in-depth information about the demographics and needs of the local homeless population.

Results from the point-in-time counts from 2016 to 2019 confirm that Vernon has approximately 150 people who are homeless on a nightly basis, with at least a quarter of those people sleeping outside each night (on average 35 people per night). Point-in-time counts survey mostly public spaces and do not always capture smaller camps in isolated areas of the community. Point-in-time counts tend to be conservative estimates, with

annual shelter data recording at least 300 different individuals using shelter services each year in Vernon.

The following is a snapshot of the demographics of Vernon's homeless population in the 2019 Point-in-time count:

- 63% were male and 35% were female; 2% indicated transgender/other
- Average age for sleeping outside was 38 years (men) and 33 years (women)
- Average age in the shelters was 42 years (men) and 38 years (women)
- 31% of respondents indicated they had been in the foster care system
- 36% identified as having Indigenous ancestry
- 7 % identified with the LGBTQ community
- 5% indicated that they had served in the military
- 28% have lived in Vernon for less than one year
- 60% indicated that they had grown up in Vernon or had family connections

Due to COVID-19 restrictions, a point-in-time count did not take place in 2020, but shelter data indicates that the number of homeless has increased in Vernon since the pandemic began. Thanks to support from BC Housing, Vernon's shelter capacity increased by approximately 70 spaces, but Bylaw Compliance Officers and social service outreach teams are still anecdotally reporting 30 to 40 people observed sleeping in public places each night (this does not include people sleeping in more isolated areas). If the numbers of homeless people had remained at pre-COVID levels, the extra 70 spaces should have provided enough beds to bring everyone inside. In a collaboration between the Bylaw Department and Turning Points Collaborative, approximately 50 people were identified as sleeping outside on a regular basis during the pandemic.

C. Provide a summary of concerns about public health and safety in relation to unsheltered homeless populations that have been identified in your community:

Based on feedback from service providers and people with lived experience, the following health and safety concerns were identified in Vernon's Homelessness Strategy as well as the Harm Reduction/Opioid Response Strategy:

- Access to basic necessities including: regular healthy meals; drinking water; public washrooms with hygiene stations; showers; laundry facilities; storage for possessions; and warm and safe spaces to relax and unwind. People experiencing homelessness have a significantly higher risk of death. Exposure to the elements is a major hazard. In cold weather, the risk of frostbite and hypothermia is substantial, and in hot weather, severe sunburn and heatstroke can occur.
- Access to health services including: primary care; harm reduction and overdose prevention services and supplies; and mental health and substance use treatment and support. People who are homeless are at increased risk for chronic illness, mental health issues and infectious diseases. Continued access to health care is critical for people who are unsheltered.
- Access to culturally safe and appropriate services; more cultural awareness and trauma informed training for service providers and enforcement organizations. Indigenous people are over-represented in the homeless population due to generational traumas caused by the impact of colonization and the residential school system.
- Access to permanent housing with appropriate supports; shelters can be unsafe environments for some unsheltered people who prefer to sleep outside. Housing is the

most critical determinant of health and is the foundation for addressing other health concerns related to homelessness.

- Addressing stigma within the wider community regarding people who are unsheltered, and in particular, people who are unsheltered and who use drugs. There was a significant increase in overdose deaths in 2020, due to the negative impacts of the pandemic on the toxicity level of the illicit drug supply.

The Partners in Action Committee, the COOL Team and the HART Committee have been able to address many of these concerns through collaboration, partnerships, and increased program funding. COVID-19, however, led to a disruption in many of these programs and services. Alternative solutions needed to be quickly implemented as urgent needs arose. The resourcefulness of community partners led to the adaptation of existing programs, or the development of new programs, as needed.

**7. Impact of COVID-19.** Based on the local context identified in Question 6, provide a description of how these issues have been exacerbated by COVID-19.

Meeting the needs of unsheltered clients during COVID-19 has been very challenging. COVID-19 interrupted many of the wrap around services for unsheltered people, so alternative solutions needed to be quickly implemented as urgent needs arose. The City of Vernon relied heavily on the resourcefulness of community partners to immediately adapt existing programs, or develop new programs, as needed. This included:

- A new plan for shelter services as the two existing smaller shelters have very confined quarters and lacked social distancing capacity. A new model was developed that included one larger combined shelter space along with additional motel rooms. The City of Vernon provided access to the local Curling Rink and BC Housing funded the shelter beds and motel rooms. Turning Points Collaborative is the contracted operator of services for the model. There was not enough human resource capacity to staff the motel rooms 24/7, so these units needed to be carefully assigned and additional peer supports added. The model has been a huge success and the motel rooms have become an integral part of the community response to homelessness.
- A different model for emergency food programs as the Upper Room Mission (the main provider of emergency meals) closed within a few weeks of the pandemic. The Community Foundation North Okanagan provided funding to additional faith groups to fill the gap created by the closure of the Upper Room Mission. Not one meal was missed during the pandemic, thanks to the extraordinary efforts of local faith groups.
- Many of the service provider drop-in programs came to a halt in the early stages of the pandemic, and there were fewer public places for vulnerable people to go during the day (for example, the library or recreation centre). In addition, the closing of the Upper Room Mission also meant the closure of the only laundry program available to unsheltered individuals. The Street Clinic (operated by TPC) has a peer outreach program that pivoted quickly to provide "warming spaces" every day of the week, including weekends. This was critical during the colder weather. In addition, they managed a temporary laundry program in partnership with a local laundromat and funding from the HART Committee.
- Access to public washrooms and running water has been critical for unsheltered individuals during the pandemic. The City of Vernon did add an additional public washroom and expanded the operating hours of public washrooms, but this service is now at risk, due to ongoing damage and vandalism of the facilities.
- COVID-19 disrupted the illegal drug supply chains, leading to a more toxic drug supply, and an increase in overdoses and overdose deaths. Access to health services has been more challenging, including access to inpatient treatments and referrals, as hospitals face pressure to



serve those impacted by COVID-19. Interior Health relies heavily on two of their programs in the downtown core to support unsheltered individuals including the Mental Health and Substance Use Team and the Urgent and Primary Care Clinic.

**8. Proposed Activities.** Refer to Sections 4 to 6 of the Program & Application Guide for funding requirements and eligibility and provide the following information:

**A. Describe the specific activities you plan to undertake:**

The project activities will assist the City of Vernon to implement a bridging plan between now and the Summer of 2022, to support unsheltered people in the interim, until the 104 newly built supported housing units are operational. The proposed activities are designed to leverage the existing strengths of the community and ensure sustainability beyond the limited timeframe of the project. The activities are outlined as follows:

Improve health and safety of unsheltered homeless people living in public or private spaces, including reduced risk of COVID-19 or other disease transmission with the:

- addition of 42 new shelter spaces in the form of motel rooms to temporarily house people who are homeless and allow homeless individuals a safe space to self isolate when needed; and
- with minor renovations to existing infrastructure in the downtown core, increase access to drinking water (attached to public washrooms) and showers and laundry (at the local Street Clinic).

Reduce community concerns about public health and safety in neighbourhoods where unsheltered homeless populations are seeking temporary shelter by:

- extending the bylaw seasonal enforcement unit (who work closely with the homeless population and outreach workers) into the winter months;
- increasing security to continue access to public washrooms overnight and address vandalism issues; and
- developing a peer ambassador program located close to two downtown public washrooms to address business concerns and connect people who are unsheltered to programs and services.

Improve coordination of health/social service providers, Indigenous organizations and others working on housing, homelessness and service provision by:

- subcontracting with Turning Points Collaborative to hire a temporary coordinator to manage the shelter/motel program and liaise with the extended bylaw enforcement team and outreach workers; and
- subcontracting with Turning Points Collaborative to hire a temporary substance use facilitator to support unsheltered people accessing the shelter/motel program and connect them to IH Mental Health Substance Use services, including treatment and recovery programs.

To increase capacity to work with homeless persons and Indigenous organizations towards culturally safe and trauma-informed responses by:

- subcontracting with Turning Points Collaborative to hire an Indigenous consultant to oversee a program to "Indigenize" the shelter/motel program to become more culturally safe

(the best practices from this process would be carried over to the new supported housing units);

- subcontracting with the Vernon Native Housing Society to hire an Indigenous facilitator to offer a Wellbriety program for people staying at the shelter/motels; and
- providing training opportunities to members of the COOL Team including Bylaw Compliance Officers.

B. How will activities provide temporary solutions that address increased urgent and immediate needs related to unsheltered homelessness and not create ongoing long-term financial obligations:

It is anticipated that the additional supported housing units in 2022 will take pressure off the existing shelter system thereby not requiring an extension of the activities outlined in this proposal. It is also anticipated that many of the partnering organization's drop-in programs and services will be fully operational by the Summer of 2022 and will once again fill the gaps created by their temporary closures.

Access to additional motel rooms has been critical to the community's COVID-19 response. Expanding this program until the new supported housing units are operational is critical to improving the health and safety of unsheltered homeless people living in public or private spaces, including reduced risk of COVID-19 or other disease transmission. As well, minor renovations that will increase access to drinking water, handwashing facilities, showers, and laundry within existing infrastructure in the downtown core ensures unsheltered people have access to basic necessities. These minor renovations will provide permanent improvements ensuring the sustainability of this portion of the project beyond the funding timeline. Access to basic necessities contribute to better health and reduce the risk of COVID-19 and other communicable disease transmission.

Extending the Bylaw seasonal enforcement unit into the winter months, increasing security for the public washrooms, and funding a peer ambassador program attached to the public washrooms will reduce community concerns about public health and safety in the downtown core where traditionally there have been the most concerns. It will also ensure that access to public washrooms continues for unsheltered people during this transition period, if security and vandalism concerns can be addressed. This will also act as a pilot project for the Bylaw Department to see if extending the seasonal enforcement throughout the winter months should be operationalized in future budgets, depending on the outcomes.

Providing a transition team (coordinator and substance use facilitator) to liaise with the COOL Team will improve coordination of health/social service providers, Indigenous organizations and others working on housing, homelessness and service provision. This team will also be critical to assist Turning Points Collaborative in the process of screening tenants from the existing unsheltered population for the new supported housing units. Once the units are operational it is anticipated that this team may transition into permanent staffing positions at the supported housing facilities.

Offering cultural awareness and mental health training to the COOL Team and Bylaw Compliance Officers as well as hiring a consultant to oversee a program to "Indigenize" the shelter/motel program is designed to increase capacity towards a culturally safe and trauma-informed responses. These best practices can be carried over to the new supported housing facilities.

C. How will the proposed activities meet the intent of the funding program. Refer to Section 1 of the Program & Application Guide:

As outlined in question 8A and 8B, each of the activities has been linked to the funding program's intended outcomes:

Expanding the motel program until the new supported housing units are operational is critical to improving the health and safety of unsheltered homeless people living in public or private spaces, including reduced risk of COVID-19 or other disease transmission. As well, minor renovations that will increase access to drinking water, handwashing facilities, showers, and laundry within existing infrastructure in the downtown core ensures unsheltered people have access to basic necessities.

Extending the Bylaw seasonal enforcement unit into the winter months, increasing security for the public washrooms and funding a peer ambassador program attached to the public washrooms will reduce community concerns about public health and safety in the downtown core where traditionally there have been the most concerns. It will also ensure that access to public washrooms continues for unsheltered people during this transition period, if security and vandalism concerns can be addressed.

Providing a transition team (coordinator and substance use facilitator) to liaise with the COOL Team will improve coordination of health/social service providers, Indigenous organizations and others working on housing, homelessness and service provision.

Offering cultural awareness and mental health training to the COOL Team and Bylaw Compliance Officers as well as hiring a consultant to oversee a program to "Indigenize" the shelter/motel program is designed to increase capacity towards a culturally safe and trauma-informed responses. These best practices can be carried over to the new supported housing units.

- D. How will the proposed activities and costs form part of comprehensive, multi-faceted approach to addressing unsheltered homelessness:

The proposed activities and costs were developed by cross referencing recommendations from Vernon's Homelessness Strategy and the Harm Reduction/Opioid Response Strategy and then reviewing the recommendations through the context of the impacts of COVID-19. Both strategies were developed with significant input from peers, service providers, Interior Health, enforcement agencies and business associations. These strategies are housed under the Social Planning Council and have extensive community partners collaborating on the implementation of each strategy. The COOL Team focuses on the Homelessness Strategy while the Harm Reduction Team (HART) and Cultural Audit Team oversee the Harm Reduction/Opioid Response Strategy. The proposed activities help further the recommendations of each strategy, as well as strengthen the community's ability to support unsheltered people as we transition out of the pandemic and move into a post pandemic model with more supported housing units.

- 9. Anti-Stigma Lens.** Describe how proposed activities will apply an anti-stigma lens and increase public awareness and understanding of causes and responses to homelessness.

A significant portion of the budget has been allocated to support a peer ambassador program that will be hosted by the Community Safety Office. The peer ambassador program will include outreach in two high traffic areas in the downtown core (close to the public washrooms) in order that peer outreach workers can act as ambassadors to help address business concerns and connect people who are unsheltered to programs and services. There is support from the Downtown Vernon Association to work closely with the Community Safety Office to ensure that an anti-stigma approach is built into the program. A similar peer program called Folks on Spokes has been very successful in changing perceptions and relationships between businesses, service providers and people who are homeless. This new program will run parallel with the seasonal Folks on Spokes Program and then continue through the winter months.

**10. Partnerships & Engagement.** Please indicate how you intend to engage or collaborate with the following and what specific role they will play in the proposed activities. If possible, please identify the specific agencies or organizations you intend to work with.

- A. Indigenous leadership, organizations and communities, including engagement during the development of the application package:

The recommendations within Vernon's Harm Reduction/Opioid Response Strategy contain a separate and distinct Indigenous perspective. As part of the development of the strategy, a Cultural Audit Team was created with membership being limited to Indigenous organizations and champions. The Cultural Audit Team provided support to an Indigenous consultant who worked closely with Indigenous peers and developed the Indigenous peer recommendations within the strategy. The Cultural Audit Team is provided with a separate implementation budget each year and engages with Indigenous peers on programs and projects. The need to Indigenize shelter services as well as provide more access to Indigenous medicine (such as the Wellbriety program) are outlined within the strategy. The Cultural Audit Team was consulted during the development of this application and they will continue to be updated and offered opportunity to provide input and feedback during the duration of this project. The Cultural Audit Team members include the North Okanagan First Nations Friendship Society, Okanagan Indian Band, Independent Living Vernon, the Restorative Justice Program, and Vernon Native Housing Society. The City of Vernon will partner with the Vernon Native Housing Society to ensure a Wellbriety Program is available to people who are unsheltered.

- B. Distinct needs-serving organizations, public health, health authorities, non-profit organizations, other local governments, police, bylaw enforcement):

As the main service provider for shelter services, Turning Points Collaborative will be a significant partner for the City of Vernon as they will lease the motel rooms and coordinate supports for people staying at the motels. They will also oversee the minor repairs to improve the shower and laundry program at the downtown Street Clinic location. However, the COOL Team is an integral part of this bridging program and will work closely with Turning Points Collaborative team and the Bylaw Compliance Officers. The COOL Team membership includes: Interior Health, the Upper Room Mission, Bylaw Department, Community Safety Office, Probation, Ministry of Social Development and Poverty Reduction, RCMP, Turning Points Collaborative, and the Social Planning Council. Interior Health has expanded Mental Health and Substance Use services in the downtown core and works closely with members of the COOL Team. The Community Safety Office will partner with the Downtown Vernon Association to develop and implement the peer ambassador program. The City of Vernon will oversee the installation of water fountains in the downtown core and arrange for increased security for the public washrooms. In addition, the HART Committee has provided support for this application and had a chance to review the activities and provide input. The HART Committee includes Interior Health, non-profit organizations, the City of Vernon, business associations and people with lived experience.

- C. Other:

**11. People with Lived Experience.** Indicate how you intend to communicate and engage with unsheltered homeless populations to include perspectives of people with lived experience.

As previously outlined, the proposed activities were developed through a review of recommendations from community strategies that included significant input from people with lived experience, so a peer perspective is already embedded into the proposal. The peer ambassador program is largely peer driven and will assist with communicating and engaging



with people who are currently unsheltered. The Street Clinic oversees a peer outreach program funded by the HART Committee. The peers work closely with the unsheltered population, including outreach to camps and staffing temporary warming centres during the pandemic. Peer support workers who attended the HART Committee and were provided an overview of the project activities indicated support for the proposal.

**12. Outcomes & Performance Measures.** Please describe the proposed outcomes and performance measures.

**A.** How will the outcomes address the challenges identified in Questions 6 and 7:

Outcome 1: Improved health and safety of unsheltered homeless people living in public or private spaces, including reduced risk of COVID-19 or other disease transmission.

Minor renovations to existing infrastructure in the downtown core will increase access to drinking water, handwashing facilities, showers, and laundry and ensures unsheltered people have access to basic necessities. These minor renovations will provide permanent improvements ensuring the sustainability of this portion of the project beyond the funding timeline and contribute to better health for people who are unsheltered (as well as reduce the risk of COVID-19 and other communicable disease transmission). The addition of 42 new shelter spaces in the form of motel rooms to temporarily house people who are homeless will allow homeless individuals a safe space to self isolate when needed. This would be considered a bridging program until the new supported housing units are constructed and operating in Vernon.

Outcome 2: Improved coordination of health/social service providers, Indigenous organizations and others working on housing, homelessness and service provision.

Providing a transition team (coordinator and substance use facilitator) to liaise with the COOL Team will improve coordination of health/social service providers, Indigenous organizations and others working on housing, homelessness and service provision.

Outcome 3: Increased capacity to work with homeless persons and Indigenous organizations towards culturally safe and trauma-informed responses.

Offering cultural awareness and mental health training to the COOL Team and Bylaw Compliance Officers as well as hiring a consultant to oversee a program to "Indigenize" the shelter/motel program is designed to increase capacity towards culturally safe and trauma-informed responses. These best practices can be carried over to the new supported housing units.

Outcome 4: Reduced community concerns about public health and safety in neighbourhoods where unsheltered homeless populations are seeking temporary shelter.

Extending the Bylaw seasonal enforcement unit into the winter months, increasing security for the public washrooms and funding a peer ambassador program will reduce community concerns about public health and safety in the downtown core where traditionally there have been the most concerns. It will also ensure that access to public washrooms continues for unsheltered people during this transition period, if security and vandalism concerns can be addressed. The seasonal Folks on Spokes program has received very positive feedback from businesses and neighbours who interact with peers, as they provide clean up services close to shelter facilities.

**B.** What performance measures will be used to assess these outcomes:

Outcome 1: Improved health and safety of unsheltered homeless people living in public or private spaces, including reduced risk of COVID-19 or other disease transmission.

Performance measures/sources:

- Increased access to shelter, public washrooms, showers and laundry services (social stabilization)/ TPC Data: number of new supported beds, number of participants in shower and laundry program; City of Vernon: hours of operation for public washrooms.

Outcome 2: Improved coordination of health/social service providers, Indigenous organizations and others working on housing, homelessness and service provision.

Performance measures/sources:

Increased access to support programs including mental health services and treatment and recovery/COOL Team and Interior Health: number of successful referrals to programs.

Outcome 3: Increased capacity to work with homeless persons and Indigenous organizations towards culturally safe and trauma-informed responses.

Performance measures/sources:

- Increased cultural safety within existing and new services/ pre and post survey results by Indigenous clients/peers.

- Feedback from Indigenous organizations / Cultural Audit Team.

Outcome 4: Reduced community concerns about public health and safety in neighbourhoods where unsheltered homeless populations are seeking temporary shelter.

Performance measures/sources:

- Reduced complaints from businesses and residents / Bylaw complaint trends and statistics.

- Increase peer empowerment/ Community Safety Office - number of peers who take part in programs and initiatives.

- Feedback from businesses and downtown customers / Downtown Vernon Association.

- Feedback from peer ambassadors / Community Safety Office.

C. Demonstrate a plan for winding up and concluding the funded activities (or continuing with alternative sources of funding):

As outlined previously, it is anticipated that the additional supported housing units in 2022 will take pressure off the existing shelter system thereby not requiring an extension of the activities outlined in this proposal. This project is designed to be bridging program and sustainability has been built into the design of the plan.

Expanding the motel program is only needed until the new supported housing units are operational. The minor renovations to existing infrastructure in the downtown core to increase access to drinking water, handwashing facilities, showers, and laundry ensures will provide permanent improvements, ensuring the sustainability of this portion of the project beyond the funding timeline.

Extending the Bylaw seasonal enforcement unit into the winter months, increasing security for the public washrooms and funding a peer outreach program attached to the public washrooms will ensure that access to public washrooms continues for unsheltered people during this transition period, if security and vandalism concerns can be addressed. This will also act as a pilot project for the Bylaw Department to see if extending the seasonal enforcement throughout the winter months should be operationalized in future budgets, depending on the outcomes.

Providing a transition team (coordinator and substance use facilitator) to liaise with the COOL Team will also be critical to assist Turning Points Collaborative in the process of screening tenants from the existing unsheltered population for the new supported housing

units. Once the units are operational it is anticipated that this team may transition into permanent staffing positions at the supported housing facilities.

Offering cultural awareness and mental health training to the COOL Team and Bylaw Compliance Officers as well as hiring a consultant to oversee a program to “Indigenize” the shelter/motel program is designed to increase capacity towards a culturally safe and trauma-informed responses. These best practices can be carried over to the new supported housing units.

**13. Additional Information.** Please share any other information you think may help support your submission.

## SECTION 5: Required Attachments

Please submit the following with the completed Application Form:

- ☐ Detailed project budget
- ☐ Council or Board, Local Trust Committee or Treaty First Nation resolution that indicates support for the proposed project and a willingness to provide overall grant management
- ☐ For regional projects: Council, Board, Local Trust Committee, Treaty First Nation resolution from each partnering applicant that clearly states approval for the primary applicant to apply for, receive, and manage the grant funding on their behalf.
- ☐ Optional: Up to three letters of support as evidence of partnership or collaboration with partners such as community-based organizations, non-profit service providers, health authorities and public health units, local First Nations and/or Indigenous organizations.

Submit the completed Application Form and all required attachments as an e-mail attachment to [lgps@ubcm.ca](mailto:lgps@ubcm.ca) and note “2021 SCS” in the subject line. Submit your application as either a Word or PDF file(s).

**SECTION 6: Signature.** Applications are required to be signed by an authorized representative of the applicant. Please note all application materials will be shared with the Province of BC.

I certify that: (1) to the best of my knowledge, all information is accurate, (2) the area covered by the proposed project is within the applicant’s jurisdiction (or appropriate approvals are in place) and (3) we understand that this project may be subject to a compliance audit under the program.

Name: Kim Flick

Title: Director Community Infrastructure and Development Services

Signature:

Date:

All applications should be submitted to:

Local Government Program Services, Union of BC Municipalities

E-mail: [lgps@ubcm.ca](mailto:lgps@ubcm.ca)

**City of Vernon Strengthening  
Communities Grant - Budget**

<b>Item</b>	<b>Description</b>	<b>Amount</b>
Public Washroom Security		\$ 96,000.00
Bylaw Vehicle Cost	\$1440 per month X 5 months	\$ 7,000.00
Bylaw Training	Mental Health First Aid & Trauma Informed Practice Training	\$ 4,000.00
Bylaw Team	Wages of 2 Officers X 5 months	\$ 90,000.00
Water Fountains/Hand washing x	Based on Quote	\$ 25,380.00
Update/Repair Street Clinic	Based on Quote	\$ 11,572.00
Add Washer Dryer to Street Clinic	Baseon on Quote	\$ 10,000.00
Motel Rooms	42 x \$1250 x 12months	\$ 630,000.00
Coordinator		\$ 57,474.00
Substance Use Navigator		\$ 65,254.00
Indigenous Consultant		\$ 75,641.00
Benefits		\$ 49,592.00
Wellbriety Program		\$ 5,000.00
COOL Team Training		\$ 10,000.00
Peer Ambassador Program		\$ -
Shelter / Tent		\$ 200.00
Tent Side walls		\$ 70.00
tent weights		\$ 100.00
Waggon/trailer		\$ 150.00
Table		\$ 65.00
2 x chair		\$ 25.00
Propane heater		\$ 200.00
Training	Based on 20 x 2 hour training	\$ 1,000.00
Uniform Shirts		\$ 200.00
Coats		\$ 2,000.00
Masks		\$ 50.00
Toques		\$ 200.00
Gloves		\$ 200.00
Water		\$ 200.00
tear drop promo Flag		\$ 300.00
Discretionary Fund		\$ 500.00
Honourariuns	8 hours x \$25 x 2 x 5 days x 52	\$ 104,000.00
	<b>TOTAL</b>	<b>\$ 1,246,373.00</b>

## Strengthening Communities Grant – LOGIC MODEL for VERNON BC

**GOAL:** Assist the City of Vernon to implement a bridging plan between now and the Summer of 2022, to support unsheltered people as we move from the height of the COVID-19 outbreak into post COVID recovery (and more supported housing units)

Inputs	Outputs			Outcomes	Indicators
	Objectives/Activities	Deliverable	Key Stakeholders		
<p>Strengthening Communities Grant</p> <p>Lead Agency: City of Vernon</p> <p>Subcontract with Turning Points Collaborative and Vernon Native Housing Society</p> <p>Partners in Action Committee</p> <p>CAT Advisory Team (HART) and their action teams (additional partner agencies, peers and champions)</p> <p>COOL Team (Bylaw, RCMP and Outreach Workers)</p> <p>In-kind staffing, resources and volunteers</p> <p>Linking related initiatives including peer recommendations and Indigenous peer recommendations with the Homelessness and Housing Strategy and the Harm Reduction/Opioid Response Strategy</p> <p>Leveraging additional grants as needed</p>	<p>Improve health and safety of unsheltered homeless people living in public or private spaces, including reduced risk of COVID-19 or other disease transmission:</p> <ul style="list-style-type: none"> <li>Addition of 42 new shelter spaces in the form of motel rooms to temporarily house people who are homeless and allow homeless individuals a safe space to self isolate when needed. This would be considered a bridging program until the new supported housing units are constructed and operating in Vernon.</li> <li>With minor renovations, increase access to drinking water, handwashing facilities, showers, and laundry within existing infrastructure in the downtown core.</li> </ul> <p>Reduce community concerns about public health and safety in neighbourhoods where unsheltered homeless populations are seeking temporary shelter:</p> <ul style="list-style-type: none"> <li>Extend the bylaw seasonal enforcement unit (who work closely with the homeless population and outreach workers) into winter months. This would be considered a bridging program until the new supported housing units are constructed and operating in Vernon.</li> <li>Increase security to continue access to public washrooms overnight and address vandalism issues.</li> <li>Develop a peer ambassador program located close to two downtown public washrooms to address business concerns and connect people who are unsheltered to programs and services.</li> </ul> <p>Improve coordination among health/social service providers, Indigenous organizations and others working on housing, homelessness and service provision:</p> <ul style="list-style-type: none"> <li>Subcontract with Turning Points Collaborative to hire a temporary coordinator to manage the shelter/motel program and liaise with the extended bylaw enforcement team and outreach workers.</li> <li>Subcontract with Turning Points Collaborative to hire a temporary substance use worker to support unsheltered people accessing the shelter/motel program and connect them to treatment and recovery programs.</li> <li>These positions would oversee the bridging program with the shelter/motels until the new supported housing units are constructed and operating in Vernon.</li> </ul> <p>Increase capacity to work with homeless persons and Indigenous organizations towards culturally safe and trauma-informed responses:</p> <ul style="list-style-type: none"> <li>Subcontract with Turning Points Collaborative to hire an Indigenous consultant to oversee a program to ensure the shelter/motel program becomes more culturally safe. The best practices from this process would be carried over to the new supported housing units.</li> <li>Subcontract with Vernon Native Housing to hire an Indigenous facilitator to offer a Wellbriety program for people staying at the shelter/motels.</li> <li>Provide training opportunities to members of the COOL Team including Bylaw Compliance Officers.</li> </ul>	<p>Peer Program for Public Washrooms</p> <p>Security for Public Washrooms</p> <p>Drinking Fountain/Hand Washing</p> <p>Shower/Laundry Program</p> <p>Motel Rooms</p> <p>Extension of Seasonal By-law Program into Winter</p> <p>Coordinator Position</p> <p>Substance Use Worker</p> <p>Indigenize Services Coordinator</p> <p>Wellbriety Program</p>	<p>People with lived experience of homelessness (peers and Indigenous peers)</p> <p>City of Vernon (By-law, RCMP, CSB, Community Safety Office)</p> <p>Turning Points Collaborative (TPC)</p> <p>Cultural Audit Team including: North Okanagan Friendship Centre Society, Restorative Justice Program, Okanagan Indian Band, Vernon Native Housing Society</p> <p>Interior Health</p> <p>CMHA</p> <p>Upper Room Mission</p> <p>Ministry of Social Development and Poverty Reduction</p> <p>Probation</p> <p>Business Associations including: Downtown Vernon Association and Vernon and District Chamber of Commerce</p> <p>Social Planning Council</p>	<p>Improved health and safety of unsheltered homeless people living in public or private spaces, including reduced risk of COVID-19 or other disease transmission.</p> <p>Reduced community concerns about public health and safety in neighbourhoods where unsheltered homeless populations are seeking temporary shelter and services.</p> <p>Improved coordination among eligible applicants and health/social service providers, Indigenous organizations and others working on housing, homelessness and service provision.</p> <p>Increased capacity of eligible applicants to work with homeless persons and Indigenous organizations towards culturally safe and trauma-informed responses.</p>	<p>Reduce number of people sleeping outside/use TPC and Bylaw data to measure results</p> <p>Increase access to mental health services and treatment and recovery/number of successful referrals to programs.</p> <p>Increase access to shelter, public washrooms, showers and laundry services (social stabilization)/ number of new supported beds, hours of operation for public washrooms, number of participants in shower and laundry program.</p> <p>Reduced complaints from businesses and residents / bylaw complaint trends and statistics</p> <p>Increase cultural safety within existing and new services/ pre and post survey results by Indigenous clients/peers.</p> <p>Increase peer empowerment/ number of peers who take part in programs and initiatives</p>

## Session Two: What is Governance: Part Two

George follows session One with a further definition of key principles of good governance (8-14). Each Council will run into situations which cause them to reflect on these principles: were we open; were we respectful of our colleagues; do we trust the word of the CAO; do we believe that the key information has been made available; do we have the right to act on this matter or is it one for another level of Government; is our vision for the future clear; and does it drive our policy agenda? Good governance is an ongoing process.

## Session Two: What is Governance: Part Two

1. How does a Council “set the tone”?
2. Why is trust cited as a critical element of success?
3. Why is respect for fellow Councillors more important than friendship on a Council?