

The Continuum of Response in Our Communities



COMMON
GOOD UBCM
2026

THE POWER OF PARTNERSHIP

UBCM | September 2026



How We Got Here:

Penticton Council Priorities



Safe & Resilient

Enhance and protect the safety of all residents and visitors to Penticton.

2022-2026

Focus and deliver



Livable & Accessible

Proactively plan for deliberate growth, focusing on creating an inclusive, healthy, and vibrant community.



**Work from
dream home
#pentictonadvantage**

START HERE
Penticton



ake up 27 % of the new arrivals.







WALK OF
PRIDE
celebrating 25 years
of the
walk of
pride
in
vancouver
bc
2018

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The Good Ol' Days

2009

1.5 Bylaw Enforcement
Officers



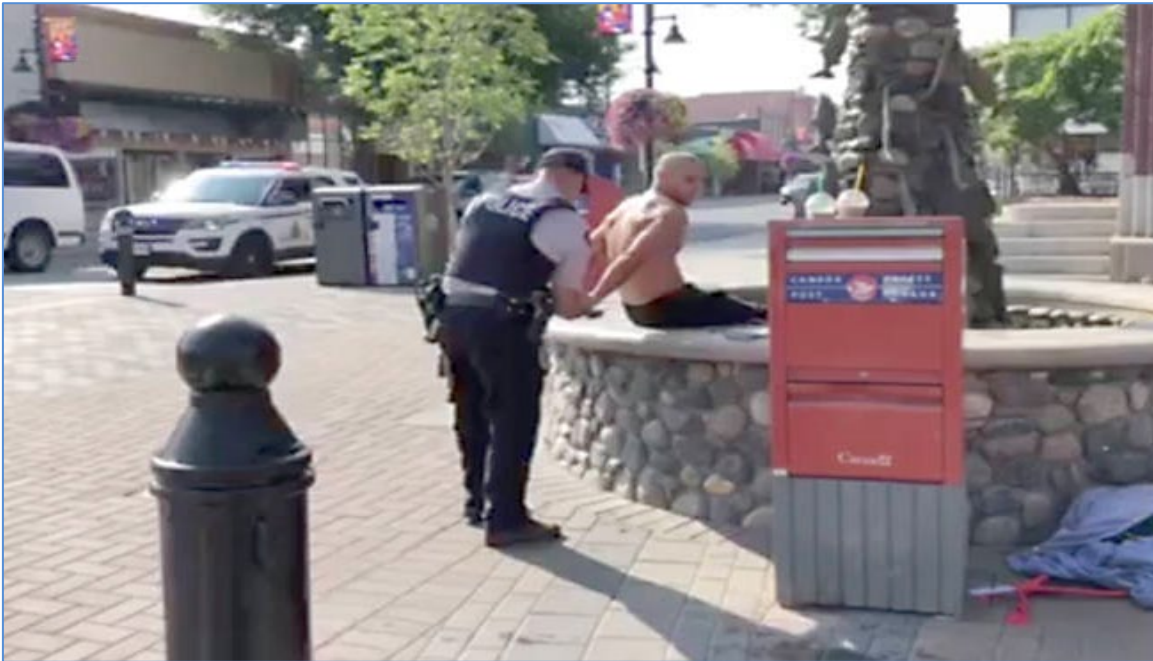
2014:

2 Bylaw Enforcement Officers
& 1 Supervisor



In 2016 Things Began To Change...

2022: 17 FTEs + Relief Staff





And Keep Changing...

Without Provincial Resources Keeping Pace

How We Got Here

The 2022 Community Safety Resource Review

- At the start of the Council term (2022), staff were directed to secure an independent, third-party review of community safety resources.

Purpose:

- Assess long-term staffing and resourcing needs across the community safety portfolio, including RCMP, Bylaw Services, and Fire.
- Provide strategic, long-term direction to support sustainable service delivery.



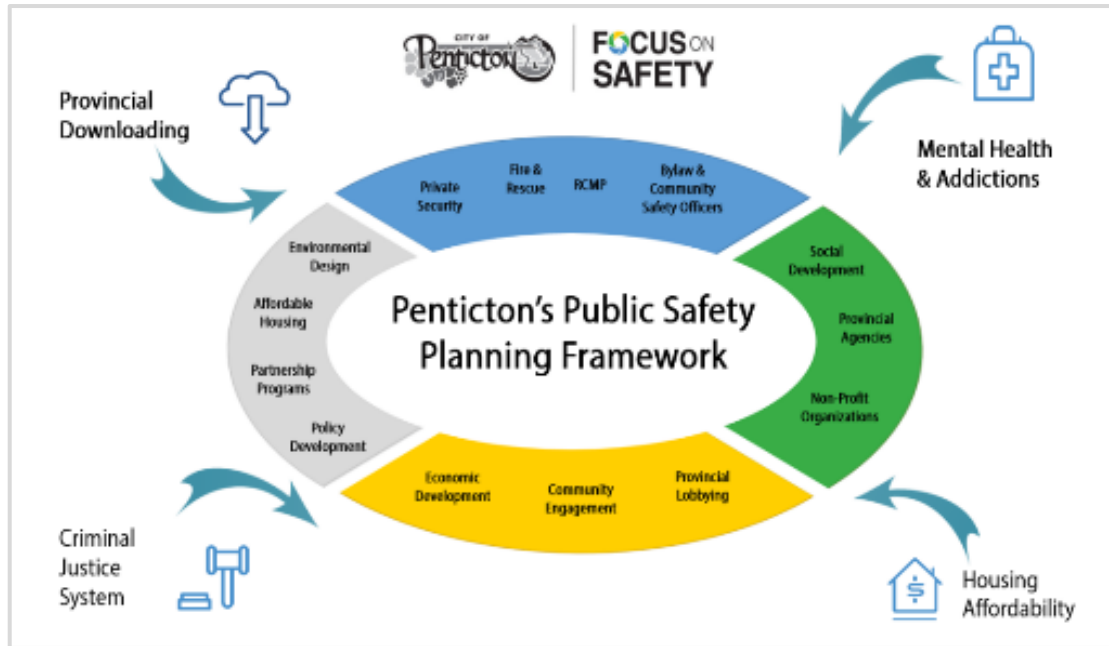
How We Got Here

Key Recommendations of the Review

- Address RCMP capacity constraints that limit **proactive policing**.
- Refocus the Fire Department on **core fire suppression and emergency response** functions.
- Enhance Bylaw **enforcement tools** to improve compliance and effectiveness.
- Establish a **dedicated City position** to coordinate community safety agencies and partners.
- Develop a **Community Safety Plan / Strategy** to align agencies and improve collective impact.



Public Safety & Partnerships Division



GM Public Safety
& Partnerships

Social
Development

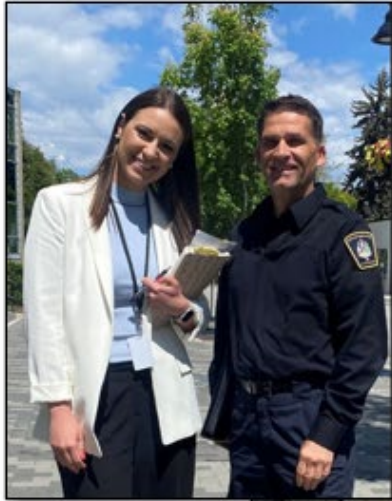
Bylaw Services

Partnerships

RCMP & FIRE



Public Safety Partners



Case Study: 100 More Homes



Guiding Principles:

- Every person in our community deserves to have a home
- Multisector collaboration with shared goals and priorities is essential
- Incorporating the Lived/Living Experience voice within the Committee's work
- No one group or agency can solve the issue of homelessness alone; collaboration is essential



Case Study: 100 More Homes



What is the goal? How do we want to work together?

- Collaboration
- Bridging “Us” and “Them”
- Seeking to understand
- Centering the human in all of us



Case Study: Winter Shelter

Multi-agency 24/7 Safety and Security Plan for the Temporary Winter Shelter. Key elements include:

- Dedicated shelter staff for safety coordination
- Daily neighborhood patrols by RCMP and Bylaw
- Overnight private security
- Ongoing cleanliness efforts with shelter staff and City's Clean Team
- United Way BC (100 More Homes) coordinated regular partner meetings to address emerging issues → **inclusion of Chamber & PIDA, safety agencies**
- Neighborhood engagement sessions for community input
- Data collection by from all partners

Partnerships enabled TRUST to try a new model.

- Temporary Winter Shelter (TWS) is a 24/7 model
- Emergency Winter Response (EWR) is a temperature activated model (0 to -5 degrees usually) that closes in the mornings

24/7 WINTER SHELTER GIVEN GO

Penticton council green lights 24/7 winter shelter

Chelsea Powrie - Oct 2, 2024 / 12:02 pm



Figure 2: Image of subject property from Dawson Avenue looking north. Entrance to shelter to be proposed through gate in fencing. Fencing to be replaced with opaque fencing

Photo: City of Penticton

After a lengthy discussion, Penticton city council has green-lit a 24/7 winter shelter for unhoused individuals from November through March — with some added caveats for safety.

At Tuesday's council meeting, staff presented a plan to grant a temporary use permit at 402 Warren Avenue East for the operation of the shelter by BC Housing and a not-for-profit local



Outcomes 1 year out: 2024 vs. 2025

RCMP calls for service **DOWN 10%**

BYLAW calls for service **DOWN 39%**

Visible Homelessness reduced



HOUSING OUTCOMES

 **159** UNIQUE RESIDENTS IN 2025

 **73** From Penticton

 **86** From Outside Penticton

 **52** RESIDENTS WITH FOSTER SYSTEM

 **28** HOUSED IN 2025
6 ENTERED DETOX/TREATMENT

HEALTH OUTCOMES

 **70%** CONNECTED TO HEALTH SERVICES

 INTERIOR DEATH DATA

259 PHYSICIAN CONTACTS

 **1,800** WOUND CARE VISITS

 ACT: TEAM: 6 CLIENTS HOUSED 2'Stabilized

 **100+** OD EVENTS IN Q4 2025

OVERALL REDUCTION IN HOSPITAL VISITS

Case Study: Outdoor Sheltering

CITY OF Penticton

Temporary Overnight Sheltering in Parks

Only people who have no access to **any form** of indoor shelter are permitted to shelter overnight in parks during the overnight hours of 7 p.m. and 9 a.m.

For a list of parks where overnight sheltering is not allowed, please review the maps provided on the reverse and the requirements below.

No sheltering in:

- Environmentally or culturally sensitive areas
- Footpaths/roads
- Playgrounds
- Cemeteries
- Community gardens/horticultural areas
- Sports fields

Shelters must be:

- 9 m² (approx. 96 ft sq.)
No bigger than 9 square metres
- 4 m / 13 ft
Spaced 4 metres apart for fire safety
- 4 m / 13 ft
4 metres from private properties and environmentally or culturally sensitive areas
- 4 m / 13 ft
4 metres of a sports field or court, footpath or road within a park
- 15 m / 49 ft
15 metres of a playground, spray or wading pool
- 15 m / 49 ft
15 metres from a public facility entrance
- 50 m / 164 ft
50 metres from school property

Please do not:

- Attach shelters to trees, plants, benches, lamp posts or other structures
- Remove tree branches or use City property to construct shelters
- Have open fires

Scan for resources and more

Thank you for your co-operation.

Bylaw Services: 📍 #101-284 Main Street 📞 250-490-2440 ✉️ bylaw@penticton.ca

This handbook is for reference only. Please refer to Parks Regulation Bylaw 2025-15 for full regulation details.

CITY OF Penticton

No overnight sheltering at the following locations

Okanagan Lake Parks

Marina Way Beach, Marina Way Park, Gyro Park, Northern Section of Lakawanna Park, Rose Garden, Japanese Garden, Okanagan Lake Park, Rotary Park, Okanagan Beach, SS Skamoose

Skaha Lake Parks

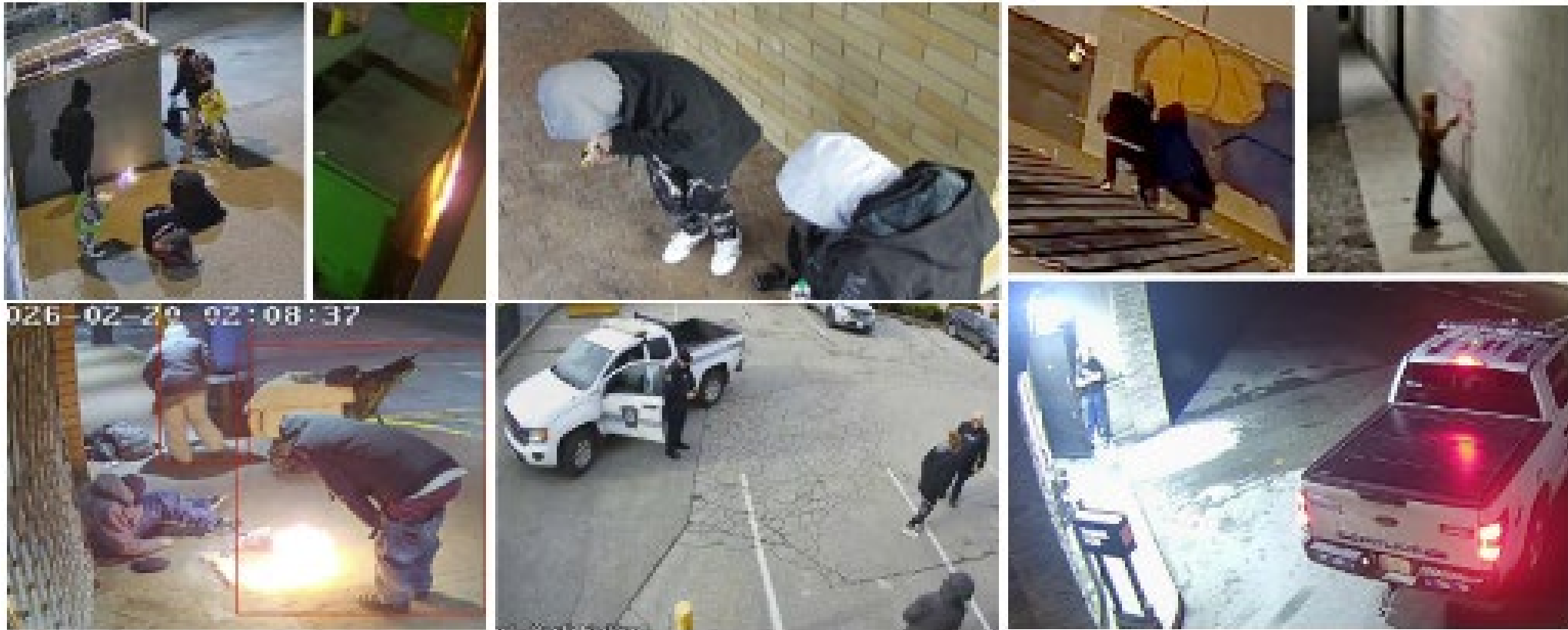
Sudbury Beach, Skaha Lake Beach



PENTICTON INDUSTRIAL DEVELOPMENT ASSOCIATION
...we're geared for Penticton's future...!



Case Study: Camera Program



Community Safety & Well-Being Plan

• *Development Timeline* •



Formalizing Our Partnerships in a Community Safety & Wellbeing Plan

The Planning Process



Community voices are shaping
Penticton's Community Safety and Well-Being Plan.



Community Safety and Wellbeing Engagement

• What We Heard Across Phases 1 and 2 •



1,841

Phase 1
survey responses



417

Phase 2
survey responses



More than
600

participants at two
public open houses



235

focus group and
targeted engagement
participants, including
approximately 50
Indigenous participants

Engagement Overview



Community input informed the five
priority areas for Penticton's CSWB Plan





Penticton's First Draft CSWB Framework

Vision
Priorities
Priority Populations
Systemic Enablers

In conclusion....

The power of partnership is not just working together - it's aligning priorities, sharing responsibility, and delivering results no one could achieve alone.



QUESTIONS???





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Building Community Safety Together: Langley City's Approach to Safety, Well-Being and Resilience

UBCM Session: The Continuum of Response in Our Communities

September 15, 2026

A practical municipal model for moving from traditional community safety models to coordinated prevention, shared outcomes and measurable community benefit

The Shift

From reactive response to coordinated prevention, shared outcomes and measurable community benefit

Reactive cycle

Complaint

Response

Relocation / cleanup

Repeat call

same pressure,
better pathway

Coordinated system

Prevention

Navigation

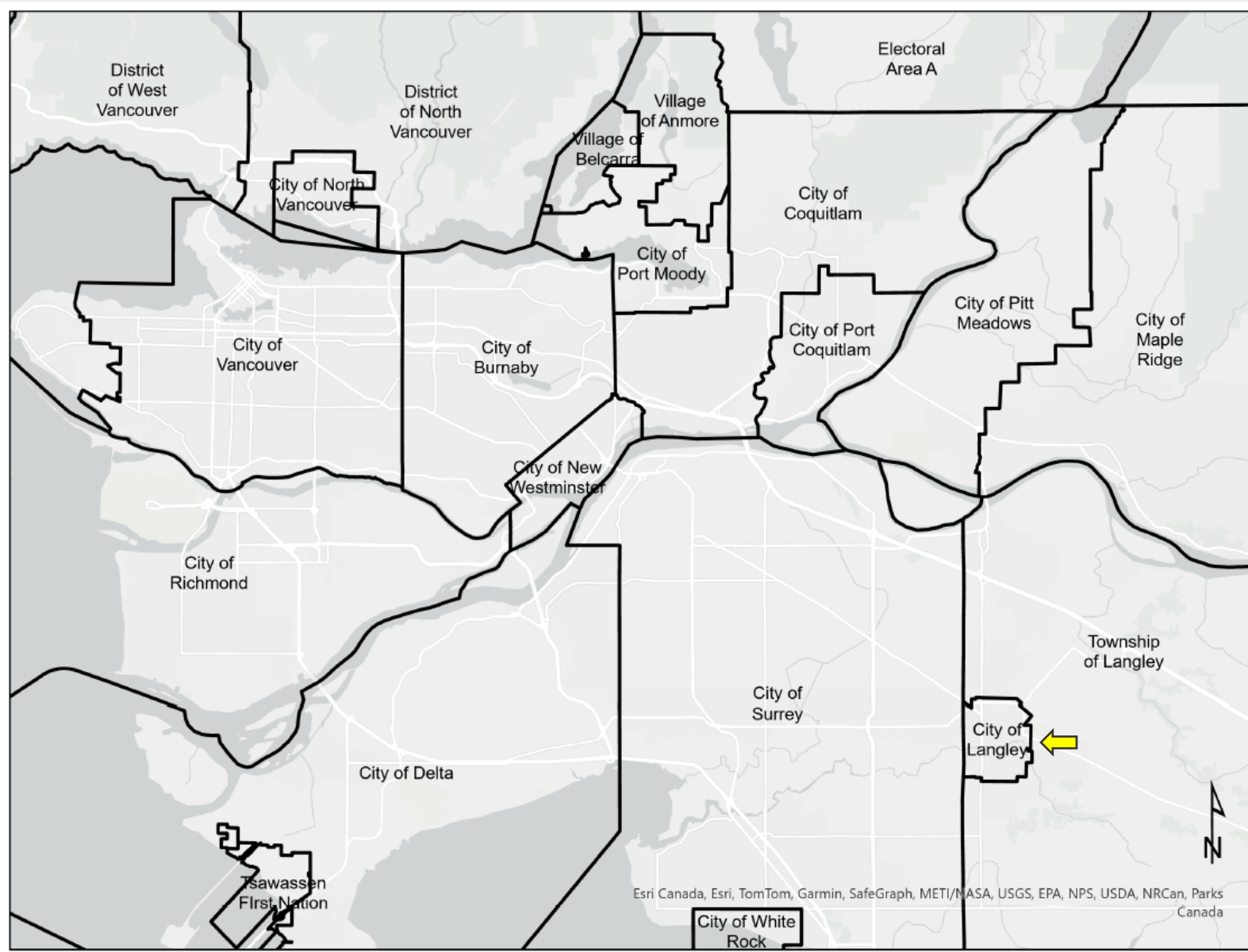
Partnership response

Outcome tracking

Langley City's core move is to keep effective emergency response while building earlier, more appropriate pathways for support before issues escalate.

Langley City Context

Metro Vancouver Region



Langley City Context

A compact, fast-changing urban centre preparing for SkyTrain and growth

~35,316

population

10 km²

urban
centre

2029

SkyTrain to
City Centre

346+

acres of
parkland

Why it matters

Growth, density and mobility will increase opportunity and also increase pressure on housing, public spaces, safety response, services and local businesses if not proactively planned for.

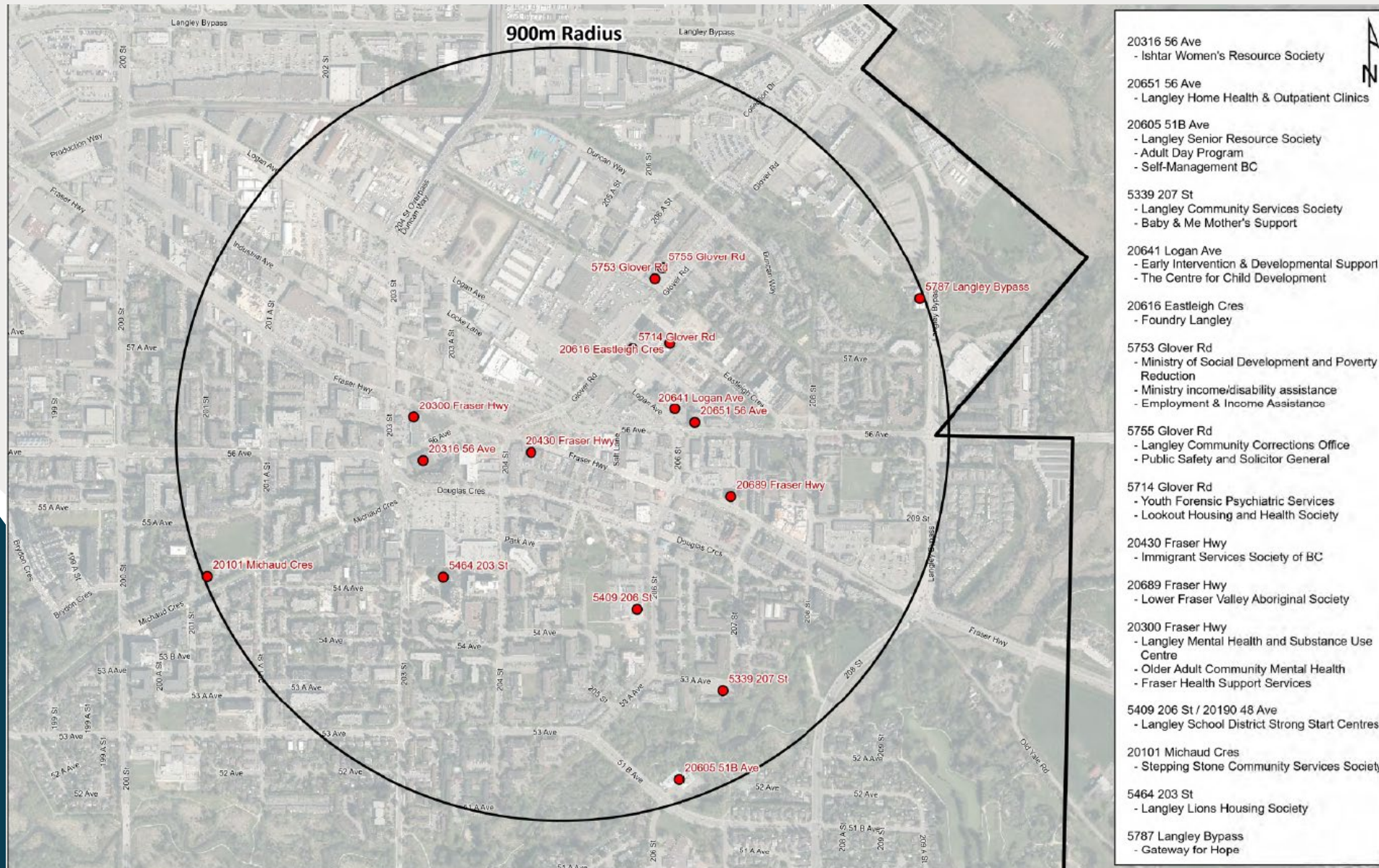
**Prepare
early**

**Coordinate
response**

**Measure
outcomes**

Langley City Context

Concentrated Social Service Ministries and Agencies



What We Are Experiencing

Complex social pressures are showing up in local service demand

Homelessness

Visible public-space impacts, encampments, service gaps and housing instability.

Mental health

More residents require support early, before situations become crisis calls.

Affordability

Housing and food costs increase vulnerability and pressure on families.

Opioid crisis

Overdose risk and crisis response needs continue to affect communities.

These issues are connected

They cannot be solved through enforcement, cleanup, outreach, relocation or emergency response alone.

We do have multi-pronged outreach, and it can be strengthened through coordinated prevention, service access, outreach, housing pathways, health partnerships and community-level resilience.

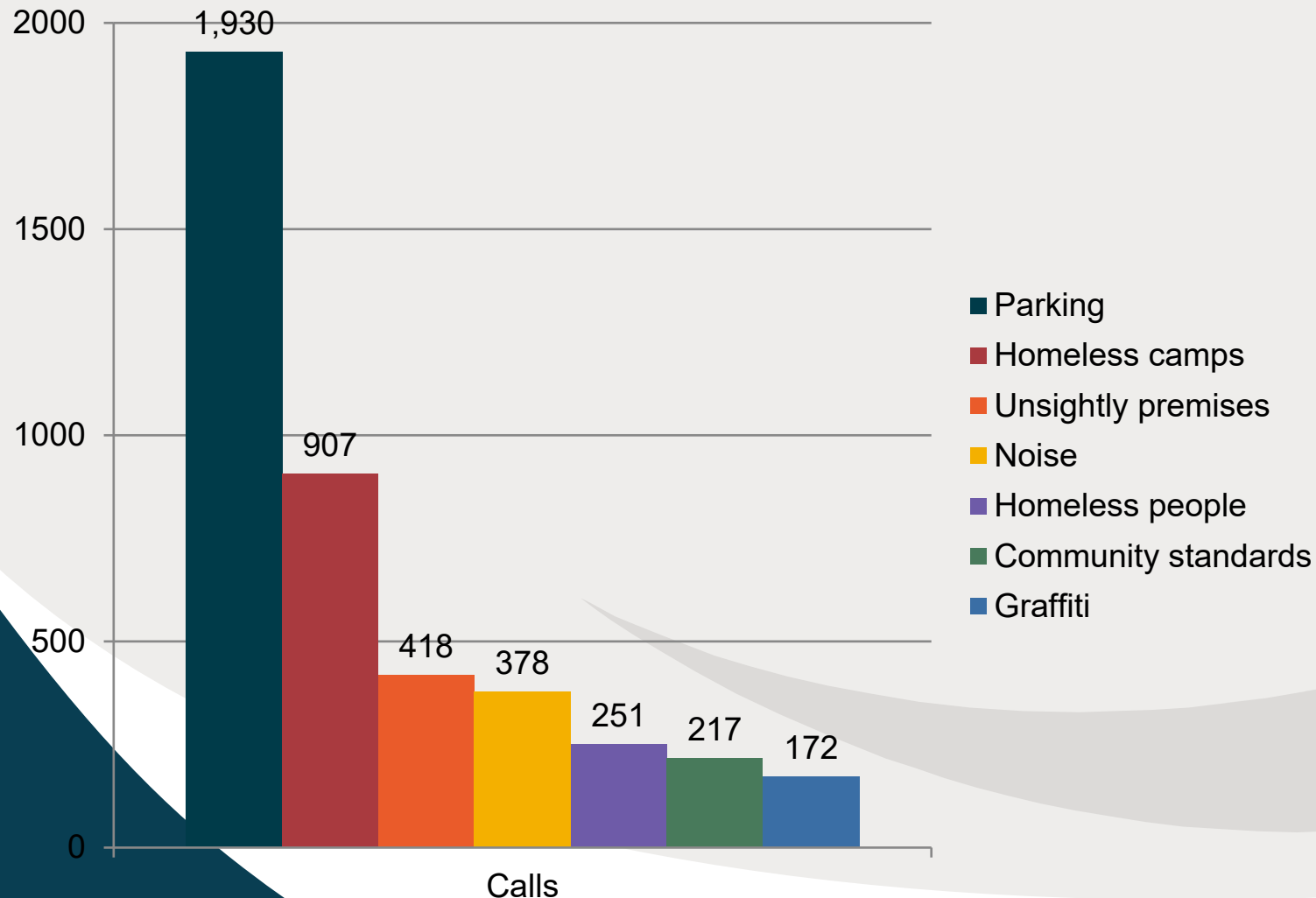
Municipal response systems feel the pressure

Police, Fire, Bylaw, Parks, Engineering and community partners are responding to issues that often originate outside direct municipal mandates.

Local action + senior government partnership

Current Response Pressures

Bylaw calls show where social pressures and public-space impacts meet municipal operations



5,414

Bylaw calls analyzed
from 2021–2025

1 in 5

Bylaw calls associated with
homeless camps or people

Interpretation

The call data confirms the need for a more specialized response: some calls are regulatory, while others require service navigation, health, housing, outreach or crisis diversion pathways.

Why a New Approach Is Needed

Enforcement and relocation alone do not solve root causes



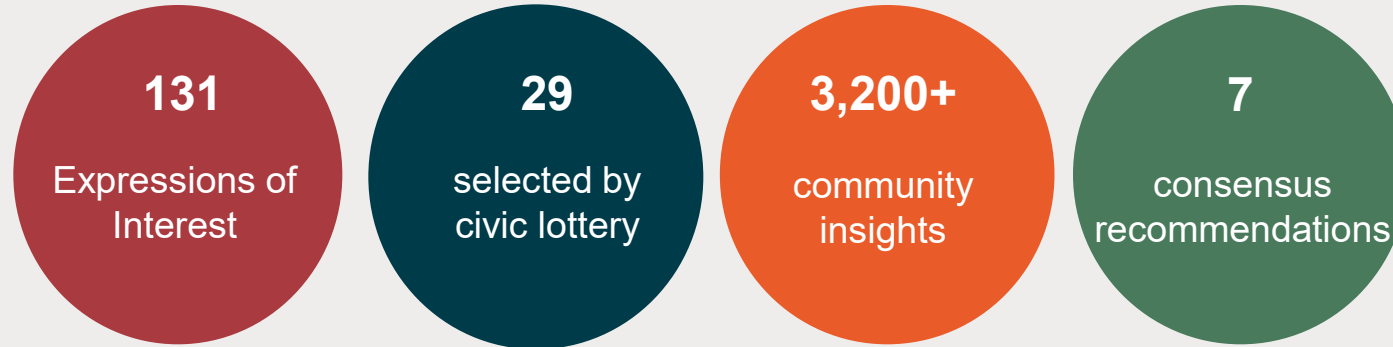
Practical shift

Move from “who enforces this?” to “what is the right pathway to resolve the unique needs of individuals in a compassionate, appropriate, and effective manner?”

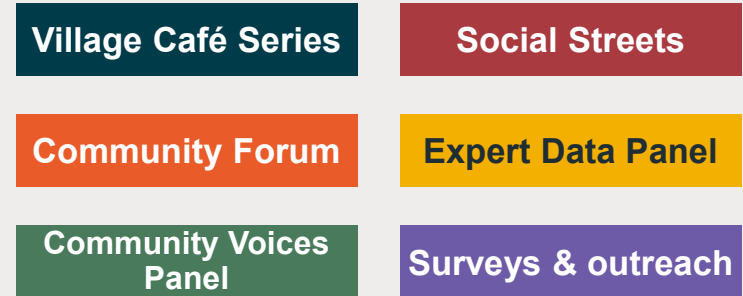
This approach does not replace public safety response. It helps preserve emergency response for emergencies while building upstream pathways that can reduce repeat calls over time.

Citizens' Assembly as Direct Democracy

City Council Motion ensured Community voice, evidence and shared learning shapes Community Safety and Well-Being recommendations



Integrated participation ecosystem



The Assembly did not work in a vacuum.

Members learned, listened, deliberated and reached consensus while being informed in real time by community voices, data, front-line experience, local organizations and City departments.

Seven Recommendations, One System

Implementation links neighbourhood connection, navigation, safety, housing, crisis response and communication

Resilient Neighbourhood Networks

Neighbourhood connection, preparedness, informal support and local activation.

Service Navigation

Clearer pathways to housing, health, income and community supports.

Balanced Safety

Visibility paired with prevention, outreach and community supports.

MICR

Police-health response for people in crisis.

Housing as an Anchor

Housing and supports as core community infrastructure.

Housing Assembly

Community-led housing solutions.

Responsive Communication

Timely, plain-language channels and feedback loops.

The seven recommendations and implementation priorities already underway

Risk data

Service coordination

Wrap-around support

Food Security

Homelessness prevention
& response

Implementation Priorities Already Underway

Moving from recommendations into coordinated action

RNN pilots

Two pilot neighbourhoods + community-wide participation to build local connection, preparedness and informal service links.

Resilient Food Systems

Pathways for shared stewardship, food access, community growing and underutilized spaces.

Balanced Safety

Target visibility + outreach + prevention supports to reduce impacts on businesses and public spaces.

No Wrong Door

Clear public and business access to information, questions, issues and service pathways.

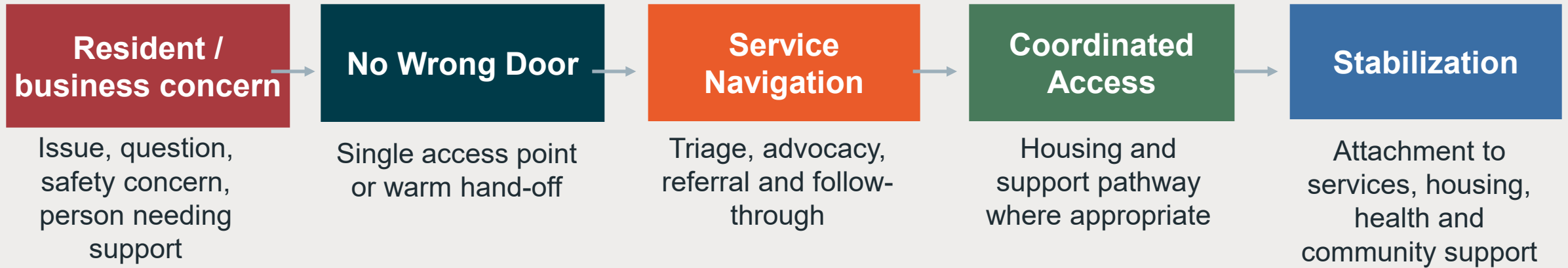
Data + Dashboard

Shared outcomes, evidence, reporting and advocacy for senior government participation.

Implementation principle: learn → test → pilot → measure → adapt → scale

Hub Approach: Coordinated Access & Service Navigation

Helping people reach the right housing, health, income and support pathways faster



Why it matters

Residents and businesses should not have to know which system owns which mandate.

The goal is clear access, warm hand-offs, and the right service pathway-especially for people who are vulnerable or facing complex needs.

Municipal and Provincial roles

Municipal government can convene, identify, inform, leverage, advocate, and coordinate its resources with local agencies, sectors, and all levels of government to respond to critical community issues, while working towards more effective shared outcomes.

Municipal coordinated response works well when Senior Government partners with their mandates, funding, and funded agencies to deliver appropriate levels of housing, health, income, justice and social-service infrastructure locally.

Community Safety Transformation

Langley City Citizen Assembly Recommendation: A person-first, service-oriented community safety and well-being response model

From

Complaint-driven

Relocation / cleanup

Single-service response

Repeat demand

right response
right pathway

To

Triage + de-escalation

Service navigator pairing

Hub / No Wrong Door

Crisis diversion + follow-through

Outcome intent: reduce emergency response overlap, leverage existing resources (Fed and Prov funded, local services), connect vulnerable people to community supports and stabilization, and reduce repeat pressure on municipal services (Project Blackfeather, Coordinated Access, REACT-Now).

Data-Informed Constellation Governance

Shared outcomes, shared evidence and shared accountability



**What outcome are we contributing to? • What evidence do we have? •
What are we learning? • What should change?**

KPIs: Measuring What Matters

Shared outcomes make the approach visible, accountable and adaptable

System effectiveness and efficiency

Diverting repeat calls, response overlap, triage pathways, service access

Stabilization

housing/service attachment, crisis diversion, support follow-through, community infrastructure investment

Community outcomes

belonging, perceived safety, public-space activation, preparedness (Resilient Neighbourhood Networks, Incredible Edible Network, Social Streets, Service connections)

Financial /Holistic ROI

For every \$1 Langley City funding + \$7 External Funding/Contribution = \$8 return to Community Benefits

leverage ratios, avoided costs, resource utilization

Resilience

neighbourhood capacity, emergency readiness, food security, adaptation (Whole systems approach, community action, measured outcomes)

IOF → PERS → Data Collaborative → Healthy City Dashboard

A continuous loop for evidence, interpretation, learning, reporting and adaptation.

Measurable Outcomes & Return on Investment

Municipal catalyst dollars leverage partner and senior government investment



The collective outcome story: local government can catalyze, convene and measure-but sustained impact depends on aligned provincial and federal partnership.

What We Can Achieve with Strong Provincial Partners on Shared Outcomes

Local implementation succeeds when mandates, funding and partnerships align

Mobile Integrated Car Response funding

Sustained health-side staffing and integrated crisis response capacity.

Housing with supports

Affordable, supportive and rent-geared-to-income pathways with wrap-around services.

Crisis diversion

Earlier, more appropriate pathways for mental health, substance use and safety-related calls.

Data sharing

Safe, useful cross-system data to guide local response and track outcomes.

Coordinated Access

Participation in local housing and service-navigation pathways.

Implementation partnership

Senior government at the table for shared priorities and shared outcomes.

- ✓ **Municipalities can coordinate, convene and catalyze.**
- ✓ **The Province helps make the right local responses possible.**

When systems align, community response with Provincial partnership produce effective outcomes

Closing Message

Langley City is demonstrating how a mid-sized municipality can align community voice, data, partnerships and prevention to achieve shared, measurable community safety and well-being outcomes

“Langley City is not only asking how community safety should change - We are demonstrating how to do it in real time, with community, data, and measurable results.”

Thank you



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The City of Fort St. John's Response to Homelessness

A northern community response: housing + supports + partnerships + appropriate enforcement

Overview

- Housing First Pilot Project
- CRCHES and its role
- Working collaboratively with BC Housing
- Partnerships with the Salvation Army, Northern Health, RCMP and agencies
- Homeless encampments and community safety
- Situation Table
- Bylaws and appropriate enforcement



Why housing and homelessness matter to Fort St. John

- Homelessness is not a single-issue problem
- The City's role is to regulate, coordinate, advocate, and support local solutions.
- Fort St. John's Housing Needs identified ongoing needs for affordable housing, supportive housing, and housing for people experiencing homelessness.



Housing First Pilot Project

What Fort St. John is doing

- \$294,500 Northern Healthy Communities Fund funding supports the Housing Solutions Initiative.
- Developing a locally tailored Housing First model.
- Permanent housing is prioritized first, followed by individualized supports.
- Pilot intended to test a practical model for a smaller northern community.



From Committee to Coordinated Action

Council's Response Committee on Housing and Emergency Shelter (CRCHES)

- Brought a municipal lens to the impacts of homelessness on public safety, health, housing, and economic stability.
- The committee created a forum for Council, service providers, community organizations, and other partners to identify gaps and opportunities.
- Northern Health reported that there had been a noticeable shift in community stigma and that stronger connections among frontline agencies were developing.



Working with BC Housing

City: coordination, land-use/regulatory tools, local data, advocacy and community engagement

BC Housing: housing assets, supportive-housing funding and housing-sector expertise.

Community agencies: outreach, case management, tenancy supports and connections to health/addictions services.

Shared objective: move people from homelessness into stable housing with appropriate supports.

Community Partnership

- Fort St. John has an established supportive-housing partnership involving BC Housing and the Salvation Army.
- The 42-unit Salvation Army supportive-housing building opened in November 2022 and provides 24/7 on-site support.
- Warming space provided an important safety measure during periods of inclement weather
- The RCMP continues to play an important enforcement role while increasingly working alongside community partners to respond to vulnerable people, mental-health calls, substance use, and nuisance properties.



Encampment, Public Safety & Community Impacts

- Encampments can reflect unmet housing and support needs.
- They can also create legitimate concerns regarding safety, sanitation, property impacts and public-space use.
- Responses must consider available shelter/housing pathways and the legal and human-rights context.
- The objective should be safe public spaces while creating realistic pathways to housing and supports



Situation Table

- The Situation Table brings together the RCMP and multiple community agencies to identify and respond collaboratively to situations involving elevated risks to community safety.
- Made possible through support from the Collaborative Public Safety Programs Initiative



Parks and Open Spaces Bylaw

- The City with clearer tools for managing public spaces
- Provides a consistent framework for addressing:
 - overnight sheltering
 - abandoned belongings
 - accessibility concerns
 - behaviours





Moving from Emergency Response to Coordinated Housing Solutions.



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Vancouver Food Runners

In appreciation of our speakers today and with thanks for your contribution, UBCM has made a donation to the Vancouver Food Runners. Building connections between local businesses, nonprofits, and volunteers to ensure surplus food reaches essential community food programs. Vancouver Food Runners believe in turning surplus food into meaningful change. They believe good food belongs to people, not landfills!