



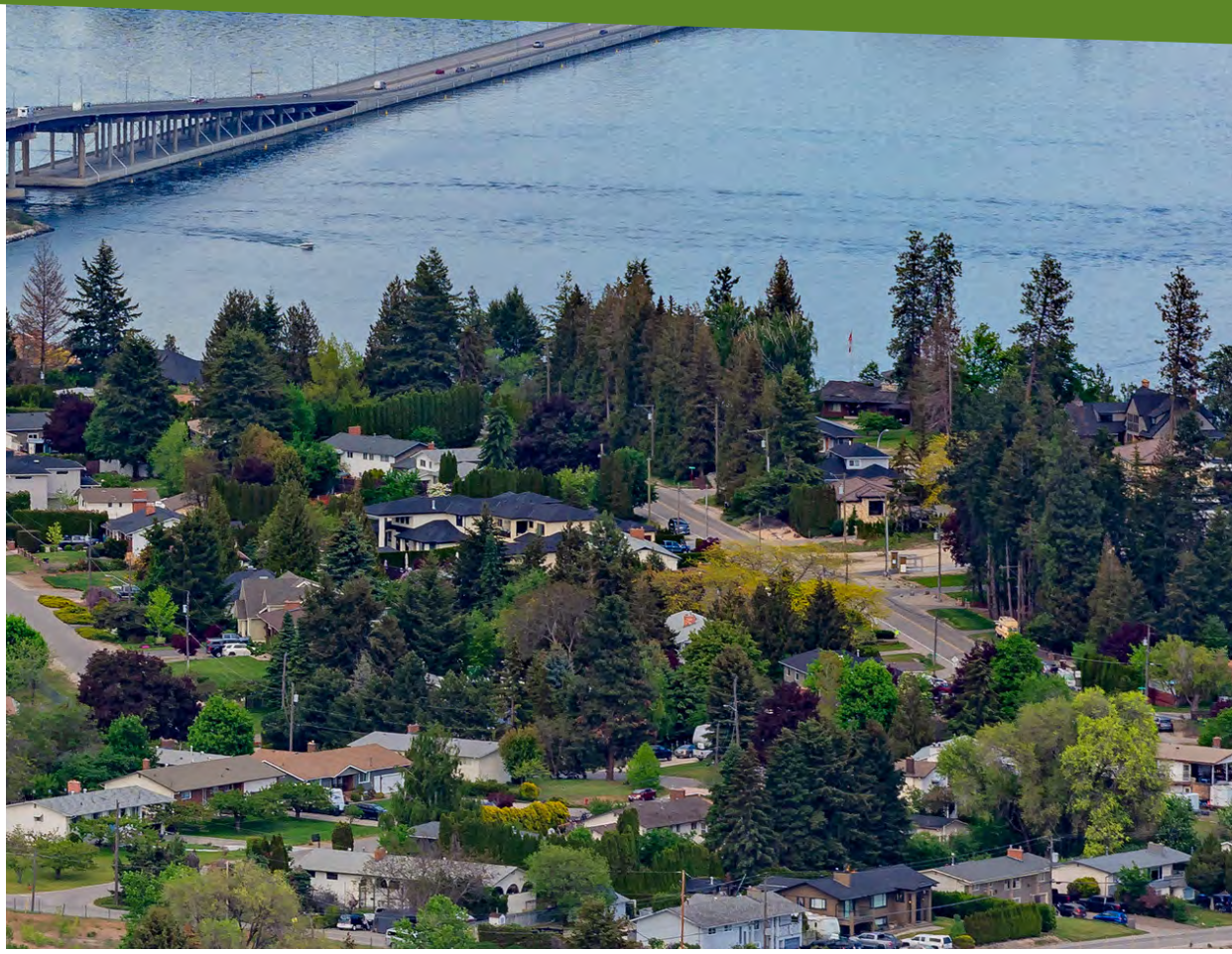
Community Safety and Well-Being Plan

2026





The City of West Kelowna is situated on the traditional territory of the syilx Okanagan people. We recognize and honour these lands where we live, work, play and connect.





This plan was prepared in partnership with Melissa K. Blair of Dharmmarketing Strategic Social Impact and would not have been possible without the care, commitment and contributions of our community.

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Executive Summary

Building a Safe, Connected and Thriving West Kelowna

Community safety is about more than emergency response or crime prevention. It is about creating the conditions that help everyone feel safe, healthy, connected, and able to thrive.

The City of West Kelowna's Community Safety and Well-Being Plan provides a shared roadmap for strengthening our community over the next five years through collaboration, prevention, and coordinated action. It recognizes that many of the challenges affecting neighbourhoods today—including housing instability, mental health, substance use, social isolation, and affordability—are interconnected and cannot be solved by one organization alone.

The Plan positions the City as a supporter, facilitator, connector, collaborator, advocate, enabler and partner, working alongside residents, community organizations, businesses, service providers, non-profit organizations, health sector and education partners, Westbank First Nation, Provincial and Federal housing partners, RCMP, and other partners to improve community well-being.

Our Vision

West Kelowna is a community where all residents feel safe, supported, and connected, and where systems work together to prevent crises before they occur.

How the Plan was Developed

The Plan is grounded in evidence, community voices, and local partnerships. Development included:

- Research and review of local and regional data
- 35 interviews with community leaders, businesses, Indigenous partners, and service providers
- Focus groups with youth, seniors, and people with lived and living experience
- Participation in existing collaborative tables and community partnerships
- Internal City staff workshops
- An online and paper community survey with more than 200 responses
- Community workshops to identify priorities and co-design solutions



What We Heard

Community members consistently shared that safety is shaped by everyday conditions—not just emergency response.

Six key themes emerged:

- **Housing, Homelessness and Basic Needs:** Housing affordability, hidden homelessness, food security, and access to basic services are foundational to community safety.
- **Mental Health, Substance Use and Health Services:** Residents want improved access to mental health supports, treatment, prevention, and coordinated health services closer to home.
- **Safe Public Spaces:** People want parks, neighbourhoods, commercial areas, and public spaces that are welcoming, accessible, well-maintained, and safe for everyone.
- **Children, Youth, Families and Seniors:** Residents identified the need for more affordable activities, gathering spaces, transportation options, prevention programs, and opportunities to reduce social isolation.
- **Equity, Reconciliation and Belonging:** Community members emphasized creating an inclusive community where everyone feels respected, welcomed, and culturally safe.
- **Better Coordination:** People often struggle to navigate services and understand where to go for help. Stronger collaboration between organizations was identified as a priority.

Working Together

Improving community safety and well-being is a shared responsibility. The City cannot solve these complex issues alone. Success depends on continued collaboration with residents, businesses, Westbank First Nation, community organizations, service providers, schools, health agencies, emergency responders, and senior levels of government. Together, we can build a healthier, more connected, resilient, and welcoming West Kelowna for everyone.

Our Strategic Actions

The Plan identifies eight strategic actions that will guide collaborative work over the coming years.

1. Strengthen neighbourhood connection, belonging, and opportunities for participation.
2. Support a welcoming, accessible, and inclusive community where people from all backgrounds feel respected and connected.
3. Support prevention, early intervention, community connection, and coordinated approaches.
4. Strengthen alignment between housing planning and collaborative support systems to better support people experiencing housing instability.
5. Enhance safety, accessibility, and respectful use of public spaces.
6. Support community-based approaches to encourage welcoming and respectful use of public spaces.
7. Support workforce awareness, coordination, and approaches to collaboration to support community safety and well-being.
8. Align funding, partnerships, facilities, and communication approaches with community priorities and organizational capacity.

How success will be measured

Progress will be monitored using community well-being indicators and regular reporting, such as:

- Housing stability
- Mental health and well-being
- Public perceptions of safety
- Youth participation
- Seniors' well-being
- Community belonging
- Partnership collaboration
- Service coordination
- Implementation of priority actions

Introduction



Purpose of the Plan

The Community Safety and Well-Being Plan was developed by the City of West Kelowna to provide the community with a clear, coordinated, and forward-looking framework to strengthen safety, belonging, resilience, and quality of life for all residents. It is intended to guide the community and its partners in moving from fragmented, reactive responses toward more preventive, integrated, and community-based action.

The plan was developed because the evidence is clear that many of the issues affecting public spaces and emergency systems are not isolated incidents. They are the visible result of broader and interconnected pressures such as housing insecurity, poverty, food insecurity, mental health needs, social isolation, transportation barriers, service fragmentation, and inequitable access to support. Community engagement consistently reinforced that safety is shaped less by any single event and more by everyday conditions that determine whether people can meet their needs, access support early, move through public space with confidence, and feel connected to the community.

The plan serves several purposes.

First, it provides a shared definition of the issues. It brings together local data, community voice, lived experience, and partner insight to create a grounded picture of the pressures shaping community safety and well-being in West Kelowna. This includes both current conditions and emerging trends, such as hidden homelessness, growing affordability pressures, increased visibility of unmet needs in public spaces, and heightened demands on front-line organizations and City staff.

Second, it clarifies the City's role. The City is not the primary provider of many health and social services, but it does play a critical role in shaping the local conditions that influence safety and well-being. Municipal government has influence through land use planning, public space design, recreation and culture, communications, community development, grant-making, advocacy, convening, and relationship-building. This plan, therefore, positions the City as a leader, convener, connector, and enabler rather than the sole implementer.

Third, the plan is intended to translate insight into action. It identifies a set of strategic directions and implementation priorities that can guide departmental planning, partnership development, advocacy, and

investment decisions over time. It is designed to complement and align with existing work, including the Official Community Plan, the Housing Strategy, local homelessness and housing research, and regional frameworks such as Thrive Okanagan Goals for Well-being and the Central Okanagan Poverty And Wellness Strategy (COPAWS). Rather than duplicating other strategies, it provides a lens through which the City and its partners can better align existing efforts around shared outcomes.

Finally, the plan is intended to function as a living framework. Community safety and well-being are dynamic and shaped by changing social, economic, environmental, and demographic conditions. For that reason, the plan is meant to support ongoing learning, adaptation, and accountability. It creates a structure for monitoring progress, reviewing priorities, engaging the community, and responding to emerging needs over time.

In practical terms, this plan exists to help West Kelowna do three things better:

- Prevent crises before they occur wherever possible,
- Improve coordination and navigation when support is needed,
- Strengthen the community conditions that help all residents feel safe, connected, and supported.





What is Community Safety & Well-Being?

In this plan, community safety and well-being are understood as the overall set of conditions that allow individuals and communities to live free from violence, abuse, neglect, discrimination, and fear, while also feeling healthy, connected, supported, and included in everyday life. It includes physical, emotional, social, cultural, and environmental dimensions of safety. It is experienced in homes, schools, workplaces, neighbourhoods, parks, and commercial areas.

This definition matters because it expands the conversation beyond crime and enforcement. Community safety and well-being is not only about what happens when something goes wrong. It is also about what exists when things are working well. It is present when people have safe and stable housing, when families can access support before problems escalate, when youth have places to gather and trusted adults to turn to, when seniors are connected rather than isolated, when residents know where to go for help, and when public spaces feel welcoming, predictable, and inclusive.

A community safety and well-being approach looks at the social determinants of health and the systems conditions that shape risk and resilience. In West Kelowna, this includes:

- housing stability and affordability,
- mental health and substance use supports,
- access to health care and social services,
- food security and basic needs,
- transportation and mobility,
- inclusive and culturally safe systems,
- neighbourhood connection and belonging,
- safe and accessible public spaces, and
- economic stability and supportive workplaces.

This broader definition is also reflected in the Thrive Okanagan Goals for Well-being framework, which treats well-being as a systemic, shared outcome influenced by the social and cultural environment, health and social care, the built and natural environments, and economic and work conditions. That framing is particularly useful for West Kelowna because it supports an upstream, cross-sector understanding of how safety is created.

Importantly, people do not experience safety equally. Engagement findings showed that Indigenous residents, equity-denied groups, seniors, youth, low-income households, and people living with housing or mental health challenges may experience the same community in very different ways. A comprehensive definition of safety must therefore include equity, inclusion, and cultural safety as core elements, not add-ons.

Community safety and well-being are ultimately both a goal and a way of working. It asks not only how we respond to harm, but how we reduce the likelihood of harm, increase belonging, and strengthen the systems that allow people to live with dignity.



Vision for West Kelowna

West Kelowna is a community where all residents feel safe, supported, and connected, and where systems work together to prevent crises before they occur.

This vision reflects a future in which safety is experienced not only through response and enforcement, but through stable housing, timely support, trusted relationships, equitable access to services, connected neighbourhoods, welcoming public spaces, and strong collaboration across sectors. It reflects the aspiration that residents of all ages, incomes, identities, and life circumstances can participate in community life with dignity and a sense of belonging.



Guiding Principles

Community safety is a shared responsibility:

Safety is created through collaboration among residents, businesses, community organizations, Indigenous partners, schools, health services, housing providers, emergency responders, and governments. No single sector can address these challenges alone – community safety cannot be mandated by laws and enforcement alone.

Prevention and upstream investment matter:

The plan prioritizes addressing root causes such as housing instability, poverty, social isolation, and barriers to support. Prevention reduces long-term pressure on emergency systems and improves outcomes earlier in people's lives.

Equity, inclusion, and cultural safety are essential:

Safety must be experienced by everyone. This requires attention to systemic barriers, culturally safe service design, anti-racism, and inclusive engagement processes.

Safe and welcoming public spaces support belonging:

The design, maintenance, activation, and shared use of parks, streets, trails, civic spaces, and commercial areas all shape perceptions and experiences of safety. Public spaces must work for diverse users and life stages.

Positive relationships between Westbank First Nation and the City of West Kelowna is foundational:

Safety and well-being are shared priorities across the Westside. Effective action requires relationship-based collaboration, respect for jurisdiction, and a commitment to shared planning where interests align.

Community voice and lived experience strengthen solutions:

Residents, youth, seniors, businesses, and people with lived and living experience of vulnerability or system barriers bring essential knowledge about what is working, what is missing, and what meaningful change looks like.

Coordinated systems and clear roles improve outcomes:

People should not need insider knowledge to find support. Clear referral pathways, stronger collaboration, and reduced duplication help systems respond more effectively and humanely.

Evidence-based and adaptive action is necessary:

The plan must remain grounded in data, community feedback, and ongoing evaluation. It should evolve as conditions change and as new learning emerges.

How This Plan Was Developed

Research and Data

This plan was informed by a broad base of evidence. Rather than relying on a single dataset or a one-time consultation process, the City used a mixed-method approach that combined local research, quantitative indicators, community engagement, and best-practice review. This allowed the planning process to capture both measurable trends and the lived realities behind them.

The research foundation included local and regional documents such as the Official Community Plan, the Housing Strategy, housing and homelessness data, regional well-being frameworks, and social sector research. It also incorporated engagement data from interviews, focus groups, surveys, staff sessions, advisory discussions, and sector conversations. In addition, examples from other municipalities were reviewed to understand how other local governments are structuring community safety and well-being work, particularly around prevention, governance, and measurement.

Several sources were especially important in helping frame the local context:

- The City of West Kelowna's Housing Needs Assessment and Housing Strategy, which detailed affordability pressures, rental scarcity, and future housing demand,
 - The Central Okanagan Foundation's Westside sector mapping work, which highlighted fragmentation, capacity constraints, and service navigation challenges,
 - The Thrive Okanagan Goals for Well-being Framework, which offered a regional structure for understanding and measuring well-being outcomes,
 - School district well-being data, which reinforced the importance of connection, belonging, and early intervention for children and youth.
- This combination of sources helped identify not only what issues are most pressing, but how they connect. It showed that housing, mental health, transportation, public space design, service access, and social connection are not separate policy areas. They interact and compound one another in people's lives. That a system's view is central to the plan.
- 2024 Westside Unique Identifier Count Survey and Report, which documented the scale of hidden housing instability, chronic homelessness, and escalating need for basic supports,

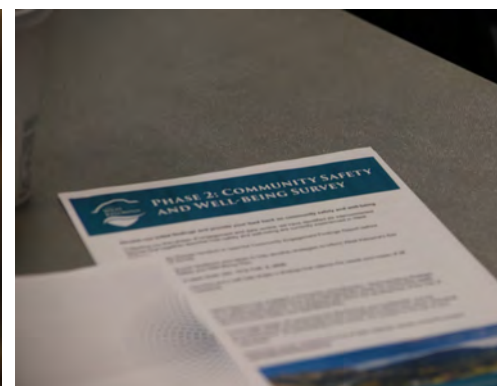
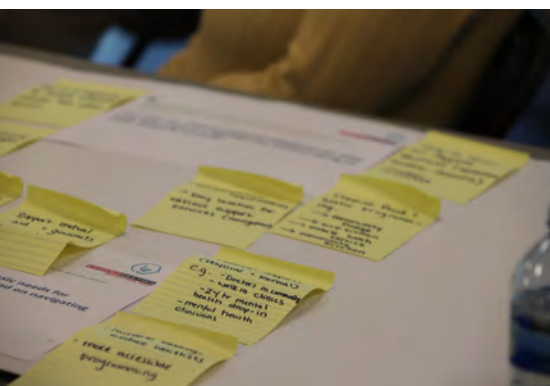
Community Engagement

The engagement process was designed to be intentional, equity-focused, and broad enough to capture a range of community perspectives. It aimed to balance depth and breadth: depth by engaging people and organizations with direct experience of Westside challenges, and breadth by inviting residents, businesses, and community members to share their own ideas, observations, and priorities.

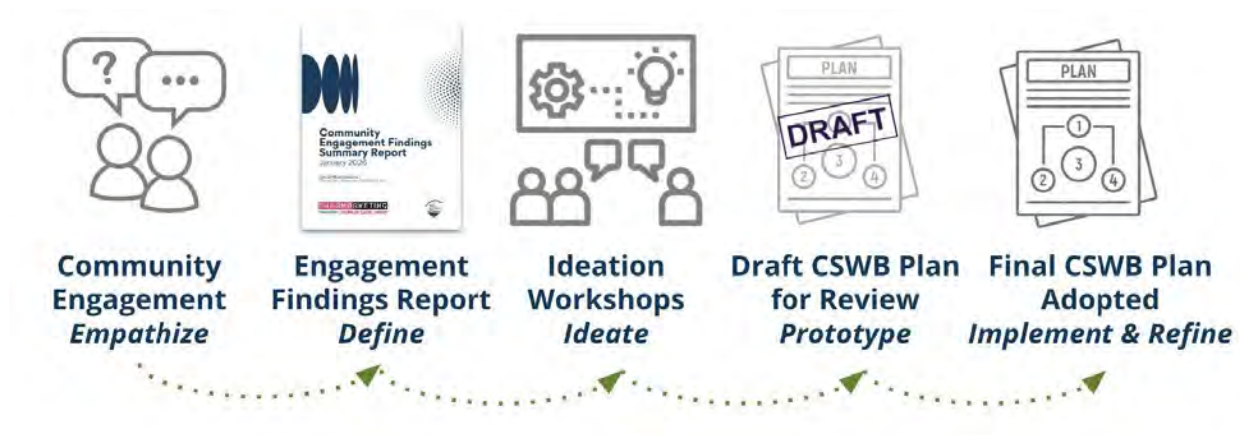
The process included 35 one-on-one partner interviews with local businesses, City leaders, community organizations, service providers, sector partners, and Indigenous partners. At least one-third of those interviews focused on West Kelowna business leaders, reflecting the importance of understanding safety from an economic vitality and commercial area perspective. Five focus groups were held, including groups with youth, seniors, and people with lived and living experience of vulnerability, housing instability, or safety challenges. The City also participated in existing sector tables, such as the Westside Ending Homelessness group, the Youth Advisory Table, the Greater Westside Hub - Situation Table, and the Central Okanagan Early Years Partnership, to build on existing work and avoid duplication. An online and paper community survey and idea submission form received 204 responses between October and November 2025. A National Child Day community conversation was also used to explore the links between child and youth mental well-being and community safety.

Internal engagement was equally important. Staff from Bylaw Services, Parks, Recreation, Planning, Fire Rescue, Engineering, Public Works, Communications, and other departments contributed insights about how community safety and well-being show up in daily municipal work. These conversations helped clarify cross-departmental overlaps, gaps, and opportunities for alignment.

The City also established internal and external advisory groups with key partners, including Interior Health, the City of Kelowna, Westbank First Nation, School District 23, the Greater Westside Board of Trade, United Way, Thrive Okanagan, and the Central Okanagan Foundation to interpret findings, test emerging directions, and support alignment between the plan and community priorities. This layered process helped ensure that the strategy was not built in isolation, but through ongoing dialogue with those closest to the issues and those responsible for implementation.



Analysis Approach



Qualitative data from interviews, focus groups, surveys, staff sessions, and the document review were synthesized using a design-thinking-informed approach focused on pattern recognition, systems behaviour, and practical problem framing. The project team coded insights across issue areas, equity and belonging, coordination and governance, systems level, and strategic alignment. This allowed themes to emerge across audiences and locations while also highlighting where perspectives diverged.

The analysis of qualitative and quantitative inputs, including interviews, focus groups, surveys, staff sessions, and document review, was synthesized using a design-thinking-informed approach to identify patterns, system dynamics, and key areas of need. This process led to the development of the Needs Assessment and Engagement Findings Report, which identified six interconnected themes shaping community safety and well-being. These findings were shared with the community via the City of West Kelowna's online engagement platform, advisory committees, and partners for input and validation, ensuring the themes reflected both lived experience and system-level insight.

Building on this foundation, a series of in-person community workshops and an online idea forum were held to explore root causes, identify prevention opportunities, and co-design strategic directions across key areas. It translated community input into clear problem statements about the current state, who is most affected, and where systems are breaking down.

These workshops brought together community partners, service providers, and City staff. This approach reflects a commitment to co-creation, ensuring the plan is grounded in local experience and designed to support both immediate actions and longer-term system change.

The workshop series focused on four key areas:

Upstream Conditions Driving Crisis:

Housing, basic needs, and mental health

Who Is Most Affected:

Youth, families, seniors, and equity-denied groups

Safety in Public Spaces:

Place-based safety, infrastructure, and community presence

Systems Coordination:

Governance, service navigation, and collaboration

The experiences, ideas, and priorities shared through engagement were a primary input into the development of this plan.

What We Heard

This section synthesizes what was heard across the City of West Kelowna's engagement activities for the Community Safety and Well-being Plan. Findings reflect a shared understanding that safety is shaped by everyday conditions, not only by emergency response or enforcement. The six themes presented in this section emerged organically across engagement methods and partner groups and, while distinct, were consistently described as deeply interconnected.



Theme 1: Housing, Homelessness, and Basic Needs

Lack of stable housing, safe day spaces, and access to basic needs such as washrooms, showers, and laundry is a foundational driver of visible disorder, conflict in public spaces, and repeated calls for service. Housing instability affects not only unhoused individuals but also families, seniors, and people living in precarious or overcrowded conditions.



Theme 2: Mental Health, Substance Use, and Health Services

Residents and service providers described fragmented mental health and substance-use supports, limited walk-in and after-hours services, and difficulty navigating pathways between detox, treatment, housing, and ongoing care. These gaps result in people cycling through emergency rooms, shelters, and justice systems rather than receiving consistent, trauma-informed support.



Theme 3: Community Safety in Public Spaces and Neighbourhoods

Public spaces such as Main Street, transit hubs, parks, and commercial areas were frequently identified as feeling unsafe or unwelcoming due to visible disorder, substance use, harassment, inadequate lighting, lack of amenities, and vacant or underused sites. Women, seniors, youth, and businesses reported uneven experiences of safety and comfort.



Theme 4: Children, Youth, Families, and Seniors

Engagement highlighted gaps in safe, affordable, and welcoming spaces for youth, limited prevention and early supports for families, and mobility, access, and isolation challenges for seniors. These issues increase vulnerability, reduce participation in community life, and contribute to long-term safety and well-being concerns.



Theme 5: Equity, Reconciliation, and Belonging

Stigma, discrimination, and cultural unsafety — particularly toward Indigenous residents, unhoused people, people who use substances, and other equity-denied groups—undermine trust, belonging, and perceptions of safety. Participants emphasized the need for culturally grounded approaches, Indigenous-led solutions, and inclusive community spaces.



Theme 6: Systems Coordination, Navigation, and Prevention

City departments, health services, policing, and community organizations often operate in silos, with unclear roles, limited shared data, and scattered service information. As a result, Bylaw and first responders are frequently left as default responders to complex social issues, while prevention and early intervention remain under-resourced.

[The full detailed Community Engagement Report can be found here.](#)

Theme 1: Housing, Homelessness, and Basic Needs

This theme emerged as a foundational driver of pressures on community safety and well-being. Participants described housing instability, hidden homelessness, food insecurity, lack of daytime spaces, and missing basic infrastructure as interconnected conditions that push people into crisis and public spaces. Without consistent access to affordable housing, food, hygiene, and early stabilization supports, impacts ripple across neighbourhoods, businesses, and emergency services.

- **1.1:** Not enough housing options across the full continuum
- **1.2:** Food security and basic affordability pressures
- **1.3:** Basic day-to-day supports are missing for unhoused individuals, especially daytime spaces
- **1.4:** Hygiene, washrooms, and basic infrastructure are a daily pressure point
- **1.5:** Displacement and “moving people along” does not resolve the problem
- **1.6:** Public spaces, businesses, and front-line staff are absorbing the impacts

Theme 2: Mental Health, Substance Use, and Health Services

This theme reflects widespread concern about the growing gap between community need and available supports, particularly on the Westside. Limited access to timely, local mental health, substance use, and recovery services contributes to crisis escalation and increased reliance on RCMP, fire, bylaw, and paramedics. Youth mental health pressures were consistently identified as an early warning signal that is not being addressed early enough. The sub-themes are:

- **2.1:** Mental health needs are increasing, while access remains limited
- **2.2:** Substance use is increasingly visible and tied to unmet health needs
- **2.3:** Co-occurring mental health and substance use needs are not well supported
- **2.4:** Accessing health services is complicated, fragmented, and inequitable
- **2.5:** First responders are carrying responsibility for health crises beyond their mandate
- **2.6:** Cultural safety, trust, and continuity matter

Theme 3: Community Safety in Public Spaces and Neighbourhoods

This theme highlights that perceptions of safety are shaped by predictability, presence, and shared expectations, not by isolated incidents. Participants emphasized that uncertainty about acceptable behaviour, who to call, and what response to expect contributes to frustration and escalation. Infrastructure gaps, nuisance fires, graffiti, vacant sites, and limited non-enforcement presence strongly influence how safe people feel in public spaces. The sub-themes are:

- **3.1:** Safety concerns are concentrated in specific, high-use locations
- **3.2:** Infrastructure gaps directly affect safety and behaviour
- **3.3:** Vacant and underused sites become safety hot spots
- **3.4:** Women, youth, and seniors experience safety differently
- **3.5:** Mobility and accessibility challenges increase risk for seniors
- **3.6:** Safety is shaped by predictability, presence, and shared expectations

Theme 4: Children, Youth, Families, and Seniors

This theme emerged from consistent concerns about isolation and prevention gaps across the life course. Youth identified limited safe, welcoming, and low-cost spaces, transportation barriers, and mental health stress. Families reported accessing supports too late, while seniors cited mobility, transportation, and digital barriers that exacerbate isolation. Participants emphasized the importance of consistent community programming and neighbourhood-based supports. The sub-themes are:

- **4.1:** Youth lack safe, welcoming, and low-cost spaces
- **4.2:** Families often receive support too late
- **4.3:** Seniors face mobility, transportation, and digital access barriers
- **4.4:** Social isolation is increasing across age groups
- **4.5:** Recreation, arts, culture, and consistent programming are essential prevention infrastructure but are under-resourced
- **4.6:** Navigation and coordination challenges affect families and seniors most

Theme 5: Equity, Reconciliation, and Belonging

This theme reflects that safety and well-being are not experienced equally. Indigenous participants and equity-denied groups described racism, discrimination, and cultural unsafety as barriers to accessing services and participating in community life. Participants emphasized reconciliation-in-action through Indigenous leadership, culturally grounded services, and collaboration with Westbank First Nation. The sub-themes are:

- **5.1:** Stigma and discrimination undermine safety and access to support
- **5.2:** Indigenous residents experience racism and cultural unsafety in systems and spaces
- **5.3:** Jurisdictional complexity creates gaps in responsibility and coordination
- **5.4:** Equity-denied groups often feel unwelcome in public and community spaces
- **5.5:** Reconciliation and destigmatization require action, not only acknowledgement
- **5.6:** Belonging is foundational to community safety and well-being

Theme 6: Systems Coordination, Navigation, and Prevention

This theme ties together the system dynamics shaping all others. Participants described fragmented outreach, unclear roles, limited non-profit space, workforce burnout, transportation and digital barriers, and lack of shared data as obstacles to early intervention. Without coordinated navigation and prevention structures, systems default to crisis response rather than long-term solutions. The sub-themes are:

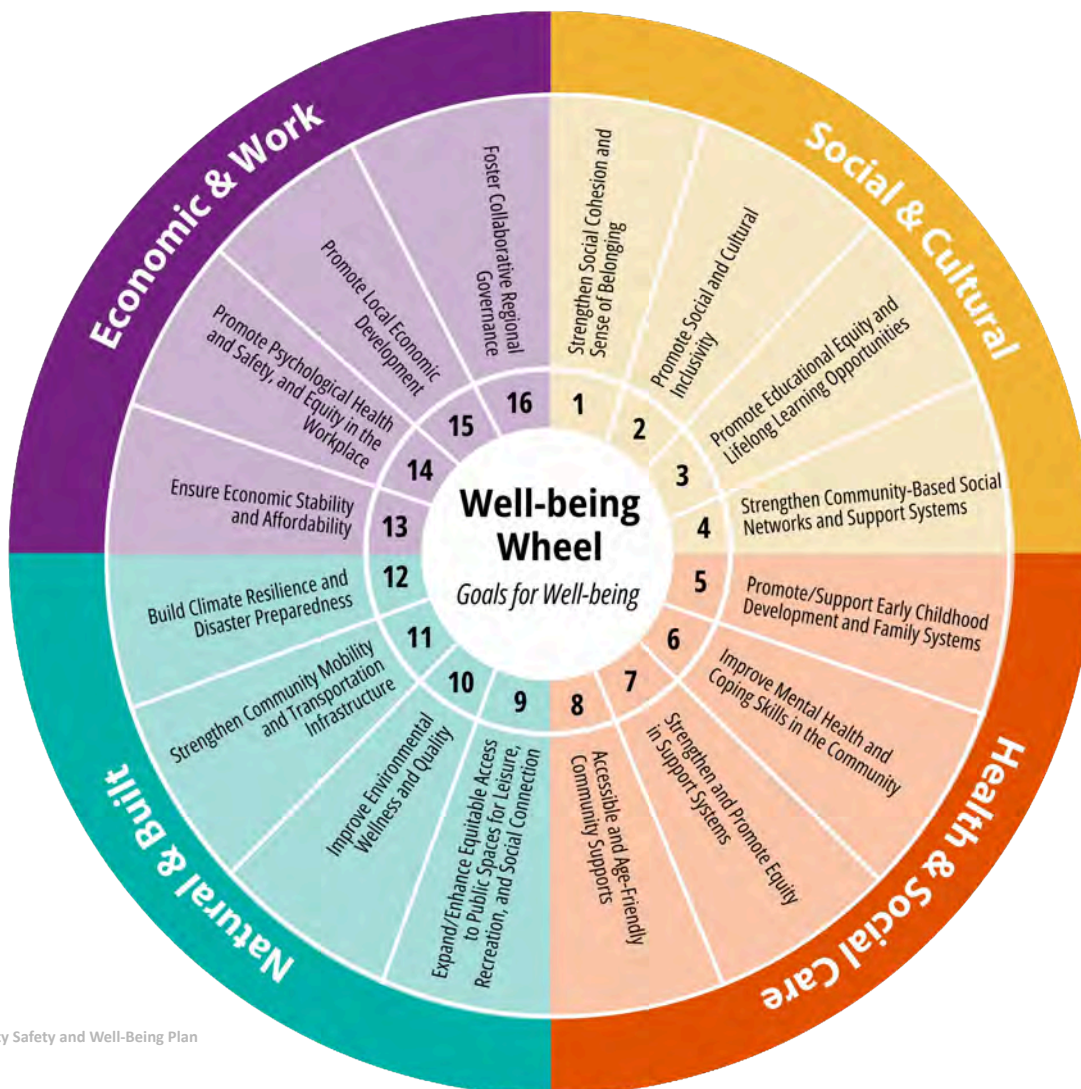
- **6.1:** Emergency and enforcement services are overburdened as default responders
- **6.2:** Roles and responsibilities across systems are unclear
- **6.3:** Service navigation is complex, and information is scattered
- **6.4:** Limited shared data, feedback loops, and collective infrastructure constrain prevention and system learning
- **6.5:** Non-profit service expansion is constrained by lack of appropriate space
- **6.6:** Funding, space, and decision-making processes shape which services exist and who they serve

Strategic Framework

This plan is organized using the Thrive Okanagan Goals for Well-being Framework as its strategic foundation. The Goals for Well-being Framework illustrates community well-being through four interconnected environments: Social and Cultural, Health and Social Care, Natural and Built, and Economic and Work. Within these environments, the framework identifies 16 actionable goals that together address the social determinants of health, belonging, resilience, and safety.

This is a strong fit for the community of West Kelowna for several reasons. First, it aligns with the community's own engagement findings, which consistently emphasized that safety is influenced by relationships, housing, services, public space design, and economic conditions, not only by enforcement or incident response. Second, it supports a systems-based, upstream orientation. Third, it helps connect local action to broader regional work already underway and to other initiatives. Finally, it provides a flexible framework for measurement and continuous learning.

Using the Thrive Okanagan Goals for Well-being Framework also helps clarify that community safety and well-being work is not owned by one department or one sector. It cuts across community development, land use, housing, recreation, business vitality, Indigenous partnership, service coordination, public health, and accessibility. The strategic priorities in this plan therefore, sit within a broader well-being model while remaining grounded in the specific issues heard in West Kelowna.



Strategic Actions

8 STRATEGIC ACTIONS

Building a Safe, Inclusive & Connected West Kelowna



1

Strengthen Neighbourhood Connection and Belonging

Build strong neighbourhoods where people feel connected, participate, and belong.



2

Advance Accessibility, Cultural Understanding & Respectful Relationships

Strengthen accessibility, cultural understanding, and respectful relationships across the community.



3

Support Prevention, Early Intervention & Coordinated Partnership Approaches

Focus on prevention, early support, and strong coordination to build community well-being.



4

Strengthen Alignment of Housing Planning & Community Well-Being

Align housing planning and collaboration to help support stable, inclusive communities.



5

Enhance Public Spaces for All

Create accessible, well-maintained, and welcoming public spaces that support community well-being.



6

Support Community-Based Approaches for Welcoming Public Spaces

Encourage community-led initiatives that promote safety, inclusion, and positive use of spaces.



7

Support Workforce Awareness, Coordination & Collaboration

Strengthen understanding, communication, and realistic collaboration across people and systems.



8

Align Funding, Partnerships & Communication with Community Priorities

Use resources and partnerships strategically to support community priorities and long-term impact.

Social and Cultural Environment

The social and cultural environment reflects the relationships, connections, and sense of belonging that shape how safety is experienced in everyday life. Strengthening social cohesion, supporting youth and seniors, and advancing equity and reconciliation are essential to prevention. When residents feel connected, included, and supported, communities are more resilient and better able to respond to challenges before they escalate.

ACTION 1 - Strengthen neighbourhood connection, belonging, and opportunities for participation.

1.1 Neighbourhood Connection & Participation

Support neighbourhood activities and community-led initiatives that help people connect, get involved, and build relationships close to home.

1.2 Youth Connection & Participation

Support leadership opportunities, accessible and affordable gathering spaces and diverse programs that help young people connect, participate, improve their mental well-being and feel part of their community.

1.3 Supporting Seniors to Stay Connected

Support opportunities that help seniors stay connected, participate in community life, and access programs and services.

ACTION 2 - Support a welcoming, accessible, and inclusive community where people from all backgrounds feel respected and connected.

2.1 Indigenous & Cultural Relationships

Continue building relationships, and working and planning with Westbank First Nation, Indigenous communities, and people from different cultural backgrounds.

2.2 Welcoming Community Spaces and Programs

Improve awareness of and access to community spaces, programs, and opportunities that are welcoming and accessible to everyone.

Mental Health & Social Care Environment

The health and social care environment focuses on how residents access mental health, substance use, and social supports. Engagement highlighted the need for earlier intervention, improved coordination, and more accessible services. Strengthening prevention, reducing reliance on emergency response, and improving navigation are critical to supporting individuals before challenges escalate into crisis.

ACTION 3 - Support prevention, early intervention, community connection, and coordinated partnership approaches.

3.1 Connecting People to Information and Support Early

Help residents, especially youth and families, find information, services, and supports early through community partnerships and awareness activities.

3.2 Community Responses to Complex Situations

Support community partnerships and discussions about how people can be helped through community and health supports before situations become emergencies.

3.3 Working Together Across Organizations

Support communication, collaboration, and relationship-building between community organizations, service providers, and the City.

BUILT & NATURAL ENVIRONMENT

The built and natural environment includes public spaces, infrastructure, and mobility systems that shape how safety is experienced day-to-day. Engagement emphasized that design, maintenance, and activation of public spaces directly influence both real and perceived safety. Creating safe, accessible, and welcoming environments requires a combination of infrastructure improvements, programming, and clear communication.

ACTION 4 - Strengthen alignment between housing planning and collaborative support systems to better support people experiencing housing instability.

4.1 Housing Planning & Community Well-Being

Support housing planning and land use decisions that consider social supports, accessibility community well-being and local needs.

4.2 Housing & Community Support Connections

Support communication and collaboration between housing, health, and community organizations to improve awareness of and access to housing, mental health, treatment, and support services.

4.3 Planning for Housing Challenges and Homelessness

Support community partnerships and planning efforts that help address root causes of homelessness and housing challenges.

ACTION 5 - Enhance safety, accessibility, and respectful use of public spaces.

5.1 Safe, Accessible, and Well-Maintained Public Spaces

Continue improving the accessibility, maintenance, and everyday usability of parks, trails, streets, City facilities and public spaces.

5.2 Encouraging Respectful Use of Public Spaces

Support city-led and community-led activities, events, and partnerships that encourage people to gather, participate, and enjoy accessible public spaces in respectful ways.

5.3 Improving Information About Public Spaces

Help residents find, use, and enjoy parks, trails, facilities, transportation options, and community amenities through clear, accessible information, signage and communication tools.

ACTION 6 - Support community-based approaches that encourage welcoming and respectful use of public spaces.

6.1 Community Leadership and Neighbourhood Pride

Explore community-led ambassador and stewardship approaches that encourage neighbourhood pride, volunteerism, and positive community presence.

6.2 Building Connections Between Businesses and Community Partners

Support communication and relationship-building between businesses, community organizations, and the City.

6.3 Helping Businesses Access Community Information

Help businesses better understand available community resources and who to contact for non-emergency situations.

ECONOMIC & WORK ENVIRONMENT

The economic and work environment reflects the systems, partnerships, and workforce capacity needed to support community safety and well-being. Strong governance, coordinated action, and a supported workforce are critical to moving from fragmented responses to more integrated and preventive approaches.

ACTION 7 - Support workforce awareness, coordination, and approaches to collaboration to support community safety and well-being.

7.1 Understanding Roles & Responsibilities

Improve understanding of the roles, responsibilities, and communication between municipal departments, community organizations, and service providers.

7.2 Staff Training & Learning

Increase City staff training and learning opportunities that help staff work respectfully and effectively with people from different backgrounds, experiences, and life situations.

7.3 Cross-Sector Learning & Information Sharing

Support learning and information-sharing opportunities that helps organizations better understand community needs, services, accessibility and supports.

ACTION 8 - Align funding, partnerships, facilities, and communication approaches with community priorities and organizational capacity.

8.1 Aligning Funding, Partnerships, and Community Spaces

Support alignment and coordination of funding, partnerships, external funding opportunities/grants, and shared community spaces with community priorities and prevention-focused initiatives.

8.2 Providing Access to Community Facilities & Spaces

Support fair and transparent access to community facilities, partnership opportunities, and shared spaces.

8.3 Helping People Find Services and Supports

Help residents and businesses find information about community services and supports.

Implementation Framework

The Community Safety and Well-Being (CSWB) Plan is designed to move from strategy to coordinated and sustained action. Successful implementation will depend on clear roles, strong partnerships and a shared commitment to prevention, alignment and continuous learning.

The implementation opportunities identified in this Plan provide strategic direction; they do not automatically authorize new programs, staffing or expenditures. Actions will advance in accordance with municipal authority, organizational capacity, confirmed partner participation, available funding, and future Council budget and policy decisions.

Because the actions vary in scope, complexity and readiness, implementation will be phased over time. Some actions can build on existing initiatives and begin in the short term, while others will require further development, partnership alignment, resourcing or Council approval. Progress will be monitored regularly, allowing implementation to adapt to emerging needs, available resources and lessons learned.

Implementation may also involve the appropriate sharing of service information, aggregate trends and referral knowledge to strengthen coordination, planning and access to supports. Information-sharing activities will focus on aggregate, non-identifying information unless personal information is lawfully collected, used or disclosed through an approved process. Any initiative involving personal information will be subject to applicable privacy legislation, consent requirements, City information management and security policies, formal agreements where required, and appropriate privacy review. Participation in a coordinated initiative does not, by itself, authorize an organization to share personal or confidential information.





Roles and Responsibilities

Implementation of this plan is a shared responsibility across the City, community partners, and other orders of government, with each contributing within their respective roles and mandates. The recommended Implementation Framework, including proposed roles, partners and resources, is provided in Appendix A. The City of West Kelowna will act as a:

- **Supporter** — supporting community well-being through planning, communication, recreation, accessibility, funding opportunities, and partnership development.
- **Facilitator** — bringing together community organizations, service providers, residents, businesses, and partner agencies to encourage collaboration, shared awareness, and coordinated approaches.
- **Connector** — strengthening relationships, communication pathways, and awareness of available community supports, services, and resources.
- **Collaborator** — working alongside community organizations, Indigenous partners, service providers, businesses, and other levels of government on shared priorities and initiatives within the City's mandate and available capacity.
- **Advocate** — advocating for community needs and supporting alignment with senior governments, health agencies, Indigenous partners, and community organizations.
- **Enabler** — using municipal planning, policies, grants, infrastructure, shared spaces, and communication tools to help support community priorities and community-led initiatives where feasible.

Key municipal functions include:

- Land use planning, public space design, and strategic investments
- Supporting community programming, recreation, and engagement
- Coordinating implementation across departments
- Communicating with residents and partners
- Advocating to provincial and federal governments

The success of this plan will depend on strong alignment and collaboration with a range of community partners and agencies, including health sector and education partners, Westbank First Nation, Provincial and Federal housing partners, RCMP, non-profit organizations, and business associations. While roles will vary across initiatives, these partners play an essential role as collaborators and contributors in advancing shared outcomes. The plan recognizes the importance of working alongside these organizations as willing participants, building on existing relationships, mandates, and areas of expertise to support coordinated and effective responses.

Provincial and federal governments play a critical role in shaping housing, health care, income supports, and justice systems. The City will continue to advocate for resources, policy changes, and investments that support local priorities.



Priority Actions (First Five Years)

The first phase of implementation will focus on establishing key foundations, advancing early actions, and building momentum for longer-term system change.

Short-term priorities (1-2 years) will focus on foundational actions that improve coordination and visibility of supports:

- Advancing housing and social infrastructure alignment
- Consideration of community safety and well-being priorities into planning, budgeting, and policy cycles
- Service mapping and development of a shared service navigation pathway
- Youth engagement and programming gap analysis
- Neighbourhood activation pilots and community engagement initiatives
- Initial planning and establishment of a cross-sector prevention table
- Internal alignment including shared protocols and communication channels across City departments responding to community safety and well-being needs
- Expanding supports for seniors, youth, and families

Medium-term priorities (3-5 years) will focus on strengthening systems and expanding access:

- Public space safety audits and integration into capital planning
- Development of outreach coordination protocols and shared approaches
- Implementation of equity and cultural safety training

Longer-term priorities (5+ years) will focus on structural and system-level change:

- Strengthening governance and cross-sector coordination models
- Developing shared indicators and data systems
- Strengthening regional and provincial advocacy

This phased approach allows the City to demonstrate early progress while building toward more complex and sustained system improvements.



Partnerships

Partnerships are central to this plan. The issues identified through engagement are interconnected and cannot be addressed by any single organization or sector.

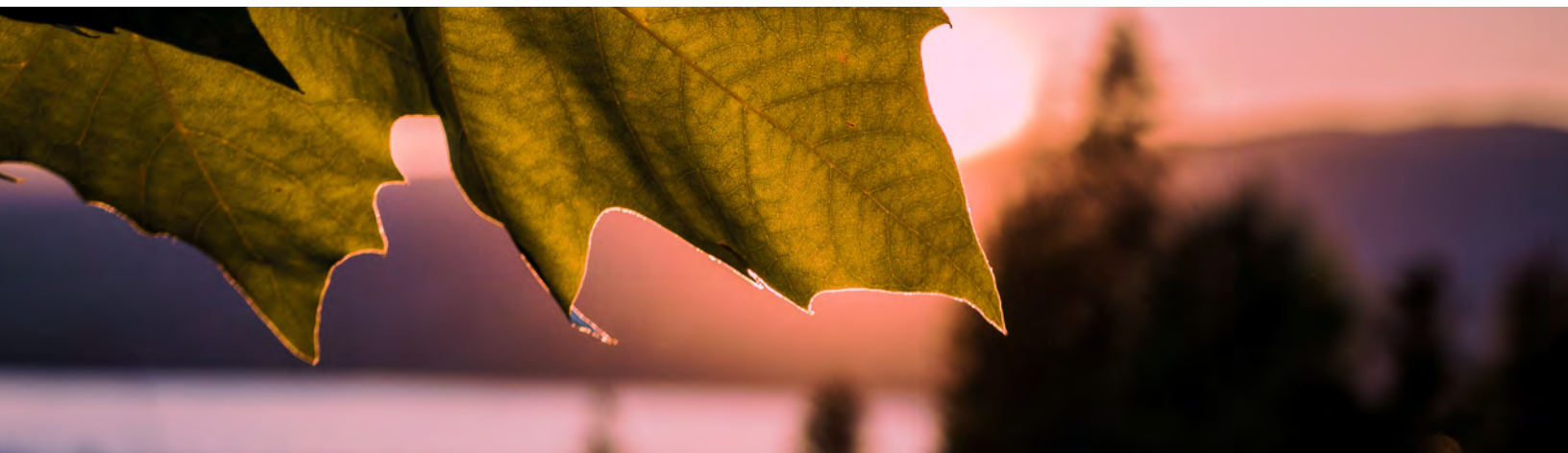
Key implementation partners include:

- Westbank First Nation
- Interior Health
- School District 23
- BC Housing and housing providers
- RCMP and emergency services
- Community and non-profit organizations
- Business and economic development organizations
- Regional collaboratives such as Thrive Okanagan

The focus of partnerships will be to:

- Co-design and co-deliver initiatives
- Align resources and reduce duplication
- Strengthen communication and coordination
- Share data and learning where appropriate

Successful implementation will depend not only on participation, but also on building practical, sustained, and trust-based collaboration over time.



Measuring Progress

Progress will be monitored using a combination of community-level outcomes, system-level indicators, and implementation tracking.

The City of West Kelowna will work with partners to measure and report on progress in alignment with the **Thrive Okanagan Goals for Well-being Framework**, ensuring local efforts contribute to a broader regional understanding of well-being.

Measurement will focus on three interconnected levels:

- Community outcomes
- System coordination and service access
- Implementation progress

Community Well-Being Indicators

These indicators reflect changes in the broader conditions that influence safety and well-being. Many are tracked through existing regional or provincial data sources and will be supplemented by local data where available.

Theme	Example Indicator	Potential Data Source
Housing Stability	Housing affordability, number of people experiencing homelessness, access to supportive housing	BC Housing, Point-in-Time / Unique Identifier counts, municipal data, Statistics Canada Census and BC Statistics
Mental Health and Well-Being	Access to mental health services, emergency calls related to mental health crises, community well-being surveys	Interior Health, RCMP, regional surveys
Public Space Safety	Resident perceptions of safety in parks and public spaces, usage of parks and public spaces	Community surveys, City recreation data
Youth Well-Being	Participation in youth programs, youth engagement opportunities, youth mental health indicators	School District, community organizations
Seniors Well-Being	Participation in senior programming, social isolation indicators	Community organizations, health partners
Community Belonging	Sense of belonging and connection in the community	Community well-being surveys

These indicators will be used to understand trends over time and assess whether conditions are improving across key areas such as housing stability, mental health, public space safety, and community belonging.

System Coordination and Service Access Indicators

Since this plan prioritizes coordination and prevention, it is equally important to measure how systems are working together.

Indicators in this category will focus on:

- Clarity and effectiveness of service navigation
- Level of collaboration across sectors
- Coordination of outreach and service delivery
- Inclusion of diverse communities in engagement and service access
- Strength of partnerships

These measures help assess whether systems are becoming more aligned, accessible, and responsive over time.

Focus Area	Example Indicator
Service Navigation	Number of organizations participating in shared service navigation pathway; number of referrals between agencies
Cross-Sector Collaboration	Participation in the cross-sector prevention table; number of collaborative initiatives
Outreach Coordination	Coordination meetings held; shared outreach initiatives implemented
Equity and Inclusion	Participation of diverse communities in engagement processes; cultural safety training completed
Partnerships with Westbank First Nation	Number of joint initiatives or planning efforts



Implementation Progress

The City will also track the implementation of strategic initiatives identified in the plan.

Examples include:

- Completion of service mapping and navigation tools
- Establishment of the cross-sector prevention table
- Implementation of youth gathering space initiatives
- Public space safety infrastructure improvements
- Activation of underused public spaces
- Development of neighbourhood engagement initiatives
- Review of in-kind space-use and partnership programs

Implementation progress will be reviewed regularly through internal coordination and partner collaboration.



Reporting and Continuous Learning

The Community Safety and Well-Being Plan will function as a living framework that evolves as community needs change. This approach allows the City and its partners to adapt strategies, strengthen partnerships, and respond to emerging community needs over time.

Progress will be reviewed through:

- Regular updates to Council
- Ongoing engagement with community partners
- Annual review of indicators and initiatives
- Integration with regional well-being monitoring through Thrive Okanagan

Moving Forward

Governance

The Community Safety and Well-Being Plan represents a shift toward a more coordinated, prevention-focused approach to safety in West Kelowna. Moving forward will require sustained commitment, clear accountability, and continued collaboration across sectors.

Effective governance is essential to ensure the plan is implemented, monitored, and adapted over time.

- **Council:** approves the Plan, considers budgets and material changes; receives annual reporting.
- **City Leadership/Internal Working Group:** coordinates departmental implementation and identifies resourcing implications.
- **Community & Social Development:** convenes, coordinates, monitors and prepares reporting.
- **Accessibility and Inclusion Committee:** will be engaged as an advisory body on implementation matters with a significant accessibility component, consistent with its mandate and the City's established committee processes.
- **Cross-sector Partners:** advise, share expertise and lead or support actions within their respective mandates.
- **Community:** provides ongoing feedback on implementation and outcomes.

The intent is not to create unnecessary complexity, but to establish a practical structure that supports decision-making, alignment, and action.

Reporting

Regular reporting will ensure transparency, accountability, and informed decision-making.

The City will provide:

- Annual updates to Council on progress, challenges, and emerging priorities
- Tracking of key indicators and outcomes aligned with the Thrive Okanagan Framework
- Updates on partnerships and implementation progress

Where possible, a public-facing summary will be shared to maintain visibility and support community awareness of the plan.

Community Accountability

Community accountability is central to the success of this plan.

This includes:

- Ongoing engagement with residents, service providers, businesses, and Indigenous partners
- Creating opportunities for feedback on whether actions are having the intended impact
- Being transparent about progress, challenges, and limitations

It also means clearly communicating:

- What the City can directly influence
- Where outcomes depend on partners or other levels of government
- Where systemic barriers remain

Maintaining this level of transparency and engagement will strengthen trust, improve implementation, and ensure the plan continues to reflect community needs over time.





APPENDIX A

Implementation Framework

Social and Cultural Environment

The social and cultural environment reflects the relationships, connections, and sense of belonging that shape how safety is experienced in everyday life. Strengthening social cohesion, supporting youth and seniors, and advancing equity and reconciliation are essential to prevention. When residents feel connected, included, and supported, communities are more resilient and better able to respond to challenges before they escalate.

ACTION 1 - Strengthen neighbourhood connection, belonging, and opportunities for participation.

Sub-Action	Implementation Ideas	City Role & Department	Key Partners	Resources Needed
1.1 Neighbourhood Connection & Participation: Support neighbourhood connection and community-led initiatives that help people connect, get involved, and build relationships close to home.	Continue supporting neighbourhood events, recreation activities, and community gatherings that help people connect and get involved in their community. Encourage community-led activities such as block parties and neighbourhood initiatives through existing City programs, partnerships, and communication support where possible. Explore external provincial or federal grants to support community activities and neighbourhood improvements. Improve awareness of local events, volunteer opportunities, and community activities through partnerships and communication efforts.	Supporter / Facilitator / Connector Recreation & Culture, Tourism, Community Social Development, Communications, Finance	Community Foundations, Community Organizations, Residents, Home-Based Businesses, Neighbourhood Associations	Grant funding: provincial and federal neighbourhood safety and community-building grants; Parks and Rec/Culture resource funding to support expanded use of parks and staff support.
1.2 Youth Connection & Participation: Support leadership opportunities, accessible and affordable gathering spaces and diverse programs that help young people connect, participate, improve their mental well-being and feel part of their community.	Strengthen partnerships and understanding of roles of youth-serving organizations, and education partners; youth connection opportunities, mental health supports, spaces and affordable and accessible programming. Continue improving awareness of and access to existing supports and programs while exploring funding opportunities that expand youth access to affordable and accessible transportation, arts, culture, recreation, leadership, and technology-related opportunities. Support youth leadership, mentorship, recreation, arts, culture, volunteerism, and skill development opportunities through partnerships and existing programs. Improve awareness and promotion of youth programs and opportunities through schools, community organizations, and communication channels where feasible.	Supporter / Facilitator / Connector Recreation & Culture, Tourism, Community Social Development, Communications	Youth Organizations, Service Clubs , Education Partners	Grant funding: provincial and federal youth engagement, arts, culture and leadership grants; partnerships with youth-serving organizations and public/private schools; staff capacity to support coordination, promotion and grant development.
1.3 Supporting Seniors to Stay Connected: Support opportunities that help seniors stay connected, participate in community life, and access programs and services.	Continue to better understand the needs of seniors to improve programming and community connection opportunities for seniors experiencing isolation. Improve awareness of seniors supports, transportation options, accessibility considerations, and community programs available through community organizations and local partners. Continue accessibility improvements in facilities, public spaces, and communication approaches to support participation and inclusion.	Supporter/ Facilitator Recreation & Culture, Tourism, Facilities, Community Social Development, Communications	Community Foundations, Community Organizations, Health Sector Partners	Provincial advocacy to increase accessibility funding programs; community partnerships supporting seniors programming and transportation; Grant funding; staff capacity to support awareness, coordination and accessibility improvements.

ACTION 2 - Support a welcoming, accessible, and inclusive community where people from all backgrounds feel respected and connected.

Sub-Action	Implementation Ideas	City Role & Department	Key Partners	Resources Needed
2.1 Indigenous & Cultural Relationships: Continue building relationships, and working and planning with Westbank First Nation, Indigenous communities, and people from different cultural backgrounds.	Continue building strong relationships and communication with Westbank First Nation, Indigenous organizations, cultural groups, and community partners. Support community events and activities that celebrate Indigenous culture, language, traditions, and history. Create opportunities for Indigenous and cultural groups to connect, share perspectives, and participate in community planning discussions.	Supporter / Collaborator / Connector All Departments	Westbank First Nation, Indigenous Organizations, Cultural Organizations, Community Partners	Grant funds supporting Truth and Reconciliation, cultural diversity education and training.
2.2 Welcoming Community Spaces and Programs: Improve awareness of and access to community spaces, programs, and opportunities that are welcoming and accessible to everyone.	Improve awareness of community programs, supports, events, and safe spaces available through the City, community organizations and local partners. Continue supporting accessibility improvements in public spaces, facilities, programs, and communication approaches. Encourage respectful, welcoming, and accessible communication that helps everyone feel informed and included.	Support / Connector Human Resources, Community Social Development, Communications	Indigenous, Accessibility, Community, Organizations; Business Community, Service Providers (Public and Private)	Advocacy to the Province for funding to support implementation of the City's Accessibility Plan and community accessibility initiatives.

Mental Health & Social Care Environment

The health and social care environment focuses on how residents access mental health, substance use, and social supports. Engagement highlighted the need for earlier intervention, improved coordination, and more accessible services. Strengthening prevention, reducing reliance on emergency response, and improving navigation are critical to supporting individuals before challenges escalate into crisis.

Built & Natural Environment

The built and natural environment includes public spaces, infrastructure, and mobility systems that shape how safety is experienced day to day. Engagement emphasized that design, maintenance, and activation of public spaces directly influence both real and perceived safety. Creating safe, accessible, and welcoming environments requires a combination of infrastructure improvements, programming, and clear communication.

ACTION 3 - Support prevention, early intervention, community connection, and coordinated partnership approaches.

Sub-Action	Implementation Ideas	City Role & Department	Key Partners	Resources Needed
3.1 Connecting People to Information and Support Early: Help residents, especially youth and families, find information, services, and supports early through community partnerships and awareness activities.	Continue supporting recreation, arts, culture, and community programming that encourages connection, belonging, participation, and positive mental well-being. Improve how people are connected to mental health and substance-use supports. Expand access to youth mental health supports. Improve public awareness and understanding of available services.	Supporter/ Facilitator/ Connector; Recreation & Culture, Tourism, Community Social Development, Communications	Health Sector Partners, Education and Community Partners	Staff capacity to support community partnerships, communications, and program coordination; collaboration with schools, health partners, and community organizations; funding opportunities that support prevention and early intervention initiatives; existing and future Community Social Development staff capacity
3.2 Community Responses to Complex Situations: Support community partnerships and discussions about how people can be helped through community and health supports before situations become emergencies.	Support ongoing discussions between community organizations, health partners, protective services, and other City departments to better understand community challenges, explore non-emergency approaches to complex situations, and identify opportunities for improved coordination. Clarify the roles and processes of municipal departments, health agencies, community organizations, and emergency responders related to crisis response, outreach, and community support situations. Encourage community and health partners to explore new and existing community-led response models (i.e. CMHA’s CRCL model)	Supporter / Coordinator / Facilitator; Protective Services Leadership, Bylaw, Community Social Development	Health Sector Partners, RCMP, Mental Health Community Organizations	Staff capacity and partner support to convene organizations, facilitate discussions, improve coordination, and explore collaborative approaches to community challenges; existing and future Community Social Development staff capacity
3.3 Working Together Across Organizations: Support communication, collaboration, and relationship-building between community organizations, service providers, and the City.	Encourage communication and relationship-building between community organizations, service providers, schools, health partners, and municipal departments, including protective services, so they have awareness and understanding of preventative programs and services. Support cross-sector information sharing and collaborative discussions where appropriate. Clarify the roles, responsibilities, and operational differences between emergency response, law enforcement, crisis intervention, and outreach services.	Supporter / Coordinator/ Facilitator; Community Social Development, Communications, Protective Services Leadership	Health Sector Partners, Community Organizations	Staff capacity and partner support to convene organizations, facilitate discussions, improve coordination, and explore collaborative approaches to community challenges; existing and future Community Social Development staff capacity

ACTION 4 - Strengthen alignment between housing planning and collaborative support systems to better support people experiencing housing instability.

Sub-Action	Implementation Ideas	City Role & Department	Key Partners	Resources Needed
4.1 Housing Planning & Community Well-Being: Support housing planning and land use decisions that consider social supports, community well-being and local needs	Continue implementing the Official Community Plan and Westbank Centre Revitalization Plan with understanding that planning and urban design are core community safety tools. Continue supporting a range of housing options through planning tools and policies, such as the Housing and Infill Strategies. Explore municipal land partnerships that include affordable housing along with community social supports. Strengthen alignment with senior governments and developers.	Enabler/ Coordinator / Advocate; Planning, Engineering, Community Social Development	BC Housing, Developers, Federal Government, Statistics Canada, BC Statistics	Advocacy to Provincial and Federal Governments for additional affordable housing funding and supports; existing and future Community Social Development staff capacity
4.2 Housing & Community Support Connections: Support communication and collaboration between housing, health, and community organizations to improve awareness of and access to housing, mental health, treatment, and support services.	Encourage improved coordination and information sharing among housing providers, outreach teams, community support services, and City departments to better support people experiencing housing challenges. Encourage the improvement and increase of mental health, treatment and housing referrals and follow-up supports.	Supporter/ Coordinator / Facilitator; Community Social Development, Bylaw, Planning	Health Sector Partners, Community Organizations	Collaboration and coordination support from housing, health, outreach, and community service partners; advocacy for increased mental health, treatment, outreach, and housing resources; existing and future Community Social Development staff capacity
4.3 Planning for Housing Challenges and Homelessness: Support community partnerships and planning efforts that help address root causes of homelessness and housing challenges.	Explore opportunities for community-based daytime support models that connects people to housing options, mental health, detox, treatment services to improve housing stability and overall well-being. Support communication and shared understanding regarding local housing and homelessness-related challenges. Encourage collaboration discussions regarding service gaps, daytime supports, and coordination opportunities where appropriate. Continue aligning housing discussions and community well-being priorities through existing municipal planning processes and community partnerships.	Supporter/ Facilitator/ Advocate; Community Social Development, Planning, Bylaw, Protective Services	Health Sector Partners, Community Outreach Providers, BC Housing, Community Organizations	Partner coordination and planning capacity; advocacy for expanded housing, mental health, treatment, detox, and outreach services; opportunities to leverage provincial and federal funding programs; existing and future Community Social Development staff capacity.

Built & Natural Environment

The built and natural environment includes public spaces, infrastructure, and mobility systems that shape how safety is experienced day to day. Engagement emphasized that design, maintenance, and activation of public spaces directly influence both real and perceived safety. Creating safe, accessible, and welcoming environments requires a combination of infrastructure improvements, programming, and clear communication.

ACTION 5 - Enhance safety, accessibility, and respectful use of public spaces.

Sub-Action	Implementation Ideas	City Role & Department	Key Partners	Resources Needed
5.1 Safe, Accessible, and Well-Maintained Public Spaces: Continue improving the accessibility, maintenance, and everyday usability of parks, trails, streets, City facilities and public spaces.	Continue supporting accessibility improvements identified through the City's Accessibility Plan and existing municipal planning processes, including pedestrian infrastructure, accessibility features, lighting, and public space usability. Continue implementing and increasing use of Crime Prevention Through Environmental Design (CPTED) and safety-by-design principles. Continue supporting and increasing appropriate service levels for maintenance of parks, public spaces, waste management, graffiti response, and civic infrastructure. Explore opportunities to review and communicate service levels and response processes related to maintenance, public safety concerns, and public space usability.	Enabler/ Supporter; Engineering, Parks, Public Works, Facilities, Community Social Development, Bylaw	Accessibility & Inclusion Committee, Community Organizations, Residents, Health Sector Partners	Increased operational funding to support maintenance, accessibility improvements, and public space usability; accessibility grants; infrastructure funding programs; advocacy to the Province for accessibility improvement funding; existing and future Community Social Development and Bylaw staff capacity.
5.2 Encouraging Respectful Use of Public Spaces: Support city-led and community-led activities, events, and partnerships that encourage people to gather, participate, and enjoy public spaces in respectful ways.	Continue supporting recreation, arts, culture, festivals, and community programming that encourages community connection and respectful enjoyment of public spaces. Explore opportunities for community-led activities, neighbourhood improvement projects, temporary uses, public art (i.e. murals), and community beautification initiatives where feasible. Encourage partnerships that support welcoming, active, and respectful use of public spaces.	Supporter / Facilitator; Recreation & Culture, Tourism, Community Social Development, Parks	Arts and Cultural Organizations, Community Organizations, Service Clubs, Tourism Organizations	Grant funding; festival and event funding; public art funding opportunities; sponsorships and partnerships
5.3 Improving Information About Public Spaces: Help residents find, use, and enjoy parks, trails, facilities, transportation options, and community amenities through clear information, signage and communication tools.	Help residents find and use parks, trails, facilities, transportation options, and community amenities through clear and accessible information. Explore opportunities to improve signage, maps, accessibility information, and communication tools where feasible. Explore opportunities to add public art, cultural, historical, environmental, and educational features that help people learn about and enjoy public spaces.	Supporter/ Collaborator; Communications, Parks, Recreation & Culture, Engineering	Accessibility Organizations, Tourism Partners, Community Organizations	Grants; for signage and wayfinding, accessibility and public art projects; communications resources

ACTION 6 - Support community-based approaches that encourage welcoming and respectful use of public spaces.

Sub-Action	Implementation Ideas	City Role & Department	Key Partners	Resources Needed
6.1 Community Leadership and Neighbourhood Pride: Explore community-led ambassador and stewardship approaches that encourage neighbourhood pride, volunteerism, and positive community presence.	Encourage discussions with service clubs, community organizations, volunteer groups, and local partners regarding community ambassador, stewardship, beautification, and neighbourhood improvement approaches. Support volunteer-led activities that encourage community pride and positive public spaces.	Supporter / Facilitator; Community Social Development, Recreation & Culture, Parks	Service Clubs, Community Organizations, Volunteer Groups, Residents	Grant funding; community volunteer recruitment and coordination support; existing and future Community Social Development staff capacity.
6.2 Building Connections Between Businesses and Community Partners: Support communication and relationship-building between businesses, community organizations, and the City.	Support conversations about public space concerns, emerging community issues, and available community resources. Encourage service providers to work together and improve referral processes to better support people accessing services. Encourage communication and information sharing that strengthens partnerships and helps organizations work together more effectively.	Supporter / Coordinator; Community Social Development, Economic Development, Communications	Chamber of Commerce, Business Improvement Areas, Community Organizations, Service Providers	Existing staff resources; business engagement opportunities; partner collaboration; support and leadership from West Kelowna Economic Development Corporation; existing and future Community Social Development staff capacity.
6.3 Helping Businesses Access Community Information: Help businesses better understand available community resources and who to contact for non-emergency situations.	Support development and sharing of clear "who to call and when" information for businesses, staff, and community organizations. Improve awareness of available community services, supports, and referral pathways. Encourage businesses to connect with community partners and available resources when responding to non-emergency situations.	Supporter / Connector; Communications, Community Social Development, Economic Development	Chamber of Commerce, Community Organizations, Service Providers, Business Community	Communications resources; partner collaboration; development of resource materials and referral tools; Existing and future Community Social Development staff capacity.

Economic & Work Environment

The economic and work environment reflects the systems, partnerships, and workforce capacity needed to support community safety and well-being. Strong governance, coordinated action, and a supported workforce are critical to moving from fragmented responses to more integrated and preventive approaches.

ACTION 7 - Support workforce awareness, coordination, and approaches to collaboration to support community safety and well-being.

Sub-Action	Implementation Ideas	City Role & Department	Key Partners	Resources Needed
7.1 Understanding Roles & Responsibilities: Improve understanding of the roles, responsibilities, and communication between municipal departments, community organizations, and service providers.	Improve communication, and awareness of the differing roles and responsibilities with municipal departments, health agencies, community organizations, and service providers. Encourage communication and relationship-building opportunities that strengthen understanding and coordination.	Supporter / Coordinator; Community Social Development, Human Resources, Protective Services Leadership	Community Organizations, Health Sector Partners	Existing staff resources; cross-sector meetings and networking opportunities
7.2 Staff Training & Learning: Increase City staff training and learning opportunities that help staff work respectfully and effectively with people from different backgrounds, experiences, and life situations.	Continue supporting staff wellness through existing health and safety processes, employee wellness supports, and organizational wellness practices. Encourage awareness of wellness resources and learning opportunities related to respectful communication, accessibility, cultural awareness, and working with people experiencing challenging life situations. Increase staff training and learning opportunities that support respectful and effective interactions with all of our diverse community members.	Enabler/ Supporter; Human Resources, Health & Safety, Community Social Development	Health Sector Partners, Community Organizations, Professional Associations	Existing and expanded staff training budgets; external training grants and professional development opportunities
7.3 Cross-Sector Learning & Information Sharing: Support learning and information-sharing opportunities that helps organizations better understand community needs, services, and supports.	Support learning and information-sharing opportunities that help organizations better understand community services, supports, and referral pathways. Encourage collaboration and relationship-building between organizations where there are shared interests and benefits. Improve awareness of practical tools, resources, and services available within the community.	Supporter/ Facilitator; Community Social Development, Human Resources	Community Organizations, Service Providers, Health Sector Partners	Partner-led training opportunities; meeting space and coordination support

ACTION 8 - Align funding, partnerships, facilities, and communication approaches with community priorities and organizational capacity.

Sub-Action	Implementation Ideas	City Role & Department	Key Partners	Resources Needed
8.1 Aligning Funding, Partnerships, and Community Spaces: Support alignment and coordination of funding, partnerships, external funding opportunities/ grants, and shared community spaces with community priorities and prevention-focused initiatives.	Continue reviewing City partnerships, in-kind supports, and shared facility use approaches to ensure alignment with Council priorities, community well-being objectives, and prevention-focused initiatives. Encourage improved coordination and communication between community organizations, funding partners, and facility users to support collaborative planning and shared use of community spaces. Explore opportunities to align funding and partnerships with emerging community priorities and collaborative initiatives.	Enabler/ Supporter/ Coordinator; Community Social Development, Finance, Recreation & Culture, Facilities	Community Organizations, Funding Partners, Community Foundations	External grant opportunities; partnership and facility coordination resources; existing and future Community Social Development staff capacity.
8.2 Providing Access to Community Facilities & Spaces: Support fair and transparent access to community facilities, partnership opportunities, and shared spaces.	Continue exploring opportunities to improve access to municipal facilities and community spaces that support recreation, arts, culture, seniors programming, community services, and neighbourhood activities. Support partnership approaches between the City and community organizations that encourage coordination, sustainability, and shared community benefit. Encourage transparent and equitable processes and policies for accessing community facilities and shared spaces.	Supporter / Facilitator; Recreation & Culture, Facilities, Community Social Development	Community Organizations, Recreation Providers, Service Clubs	Existing facility resources; partnership agreements; future community space planning opportunities; existing and future Community Social Development staff capacity.
8.3 Helping People Find Services and Supports: Help residents and businesses find information about community services and supports.	Support development of clear and accessible "who to call and when" information for residents, businesses, staff, and community organizations. Improve awareness of community services, referral pathways, and available supports through communication tools, websites, printed materials, and community partnerships. Encourage consistent and easy-to-understand information that helps people find the services and supports they need.	Supporter/ Connector; Communications, Community Social Development, Bylaw & Protective Services	Community Organizations, Service Providers, Health Sector Partners	Communications resources; website enhancements; printed materials; partner collaboration and information-sharing; existing and future Community Social Development staff capacity.



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