

ADMINISTRATIVE REPORT TO COUNCIL

ON

COMMUNITY AND PROTECTIVE SERVICES DEPARTMENT 2021 YEAR IN REVIEW

PURPOSE

The purpose of this report is to present the Community and Protective Services (CPS) Department's 2021 Year in Review.

COUNCIL STRATEGIC PLAN

This report supports Council's strategic priorities and areas of focus regarding:

- **Governance and Accountability**
 - Asset Management: We proactively plan for the repair and replacement of our infrastructure.
 - Community Engagement: We are committed to engaging and connecting with Kamloops residents and stakeholders.
 - External Relationships: We understand the importance of maintaining and improving key relationships.
 - Fiscal Responsibility: We are fiscally responsible and accountable.
- **Livability**
 - Arts and Culture: We cultivate a vibrant, diverse arts and culture environment throughout the city.
 - Healthy Community: We foster an environment that supports and promotes healthy living through recreation, community, and social connection.
 - Housing: We focus on improving diversity and access throughout the housing continuum.
 - Inclusivity: We are committed to supporting inclusivity, diversity, and accessibility in our community.
 - Places and Spaces: We plan community amenities that create great places and spaces for community living.
 - Safety: We recognize the importance of a safe and secure community.
- **Vibrant Economy**
 - Economic Strength: We support initiatives that increase our competitive advantage, cultivate growth, and support our residents.
 - Partnerships: We continue to nurture partnerships with key agencies and organizations.
- **Environmental Leadership**
 - Sustainability: We implement strategies that reduce our impact on the environment.
 - Transportation: We facilitate sustainable transportation options and create community connectivity.

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SUMMARY

2021 proved to be another challenging year for the CPS Department. In response to the ongoing COVID-19 pandemic, we continued to face opening and closing recreational facilities; canceling and reactivating programs and services; modifying facility and program safety protocols; and addressing the community's social needs, which heightened during the pandemic. We continued to liaise with a provincial working group that was established through the BC Recreation and Parks Association to develop province-wide protocols for municipally operated facilities, programs, and services. The constant changes with the provincial health orders and restrictions required our team to be responsive and nimble. The team pivoted on a regular basis to provide a range of safe recreational opportunities for our citizens.

Highlights from 2021 include the following:

- Governance and Accountability
 - Received more than \$8.4 million in grant funding through competitive grant programs, including the following:
 - \$1.47 million in grant money received towards supporting people facing homelessness in our community through various safety and social supports during the pandemic
 - more than \$55,000 in grant money received toward services related to safety and emergency preparedness, as well as recreation and wellness
 - Collaborated with Capital Projects on the Canada Games Aquatic Centre Infrastructure Improvement Project at the Tournament Capital Centre, which was completed ahead of schedule and under budget. The \$13.5 million project received \$1.37 from the Government of Canada's Investing in Canada Infrastructure Program and \$1.14 million from the Province through the CleanBC Communities Fund Program to support energy efficiency upgrades. It is the first project funded by this grant to be completed. CPS staff played a key role in the advocacy for accessibility features and improvements throughout the project.
 - Helped coordinate emergency support service (ESS) response for evacuees of a local apartment building fire and wildfires and flooding in neighbouring communities, totalling over six months of ESS activation in 2021.
 - Collaborated Thompson Rivers University (TRU) through a memorandum of understanding on the Researcher-in-Residence initiative, which supported 5 research projects, 10 student research interns, and several TRU faculty members.
 - Supported Interior Health in its efforts to administer COVID-19 vaccinations to Kamloops citizens by coordinating facility space at McArthur Island and Tournament Capital Centre. Interior Health administered upwards of 1,500 vaccinations per day per venue when in full operation.
 - The City and the International Association of Fire Fighters (IAFF) Local 913 have agreed to ratify the IAFF 2020–2021 collective agreement.
- Livability
 - Community Services Officers (CSOs) received enhanced training certifications.
 - Community Services moved to a 24/7 model

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- Supported the creation of 115 new shelter spaces for people experiencing and at risk of homelessness.
- Administered \$4.5 million in federal Reaching Home funds to non-profit organizations that provide support services for people experiencing homelessness.
- Completed technical upgrades within fire stations to improve response times.
- Conducted the 2021 Point-in-Time (PiT) Count, which identified 206 individuals experiencing homelessness in the city.
- Met with stakeholders and used feedback to propose a more inclusive structure for the Safe and Secure Kamloops Engagement Group that includes a working group and four engagement groups—Protective and Safety Services, Business Sector, Social Agencies, and Neighbourhood Associations—and will allow for more targeted and focused discussion while also providing broader representation.
- Supported use of the City-owned lot at 48 Victoria Street West to provide The Gathering Place, a collaborative day space between Indigenous and non-Indigenous service providers that operated August 16–November 5, 2021, and had nearly 2,800 site visits with over 640 meals served.
- Administered \$141,300 to social agencies through 16 Social and Community Development Grants to address social issues in community and \$1,200 in contributions to neighbourhood associations through the Neighbourhood Matching Fund program.
- Environmental Leadership
 - Partnered with the Kamloops Food Policy Council and the Ministry of Agriculture, Food and Fisheries as a funding administrator with a project budget of \$800,000 funded through the BC Food Hub Network to initiate and support the Kamloops Food Hub project, which is establishing a full-scale food processing and innovation centre named The Stir at 185 Royal Avenue.

RECOMMENDATION:

For Council information only.

DISCUSSION

Recreation, Social Development, and Culture Division

Recreation, Health and Wellness

Throughout the pandemic, skating programs were permitted to continue. These programs were highly subscribed to and full in many cases. Even with Memorial Arena being closed and two fewer programs per week, our total revenue exceeded \$63,500—an increase of \$16,000 from 2020 and \$5,000 from 2019. Almost 13,000 participants enjoyed our skating programs in comparison to 9,000 in 2020 and 10,000 in 2019. Early in the pandemic, we moved to online registration only. This method of registration was preferred by the majority of participants as it guaranteed them a spot for that session. New in 2021 was the season skate pass. This proved to be popular for those who enjoy skating every week.

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In partnership with the Kamloops Immigrant Service, BGC Kamloops, and PLAYKamloops, we received a \$15,000 grant from Canadian Parks and Recreation Association to develop physical literacy, physical activity, and social engagement activities for women and girls, specifically for newcomers to Canada and Kamloops. The initiative, Women in Wellness, has been a huge success in building capacity and engaging newcomers to Kamloops. To ensure instructors and volunteers were equipped to engage with diverse populations, they were required to participate in the following training:

- Community and Capacity Building - Equity Training and Introduction to Anti-Oppression (United Way)
- Welcome to Canada: Engaging Newcomers in Sport and Physical Activity (Canadian Sport for Life)
- Cultural Awareness in Youth Sport (Canadian Sport for Life)
- Diversity and Inclusion Training for Volunteers (Canadian Sport for Life)

To understand gaps and opportunities in recreation for newcomers, we launched a survey that was translated in five different languages—Spanish, Hindi, Japanese, Mandarin, and Arabic. The survey reached 769 newcomers in Kamloops. Survey results indicated that newcomers wanted to try Canadian sports, winter activities, hiking, social/board games, and art. In fall 2021, we hosted an event at McDonald Park that included social, cultural, and physical activities. In December, a family tobogganing event was held at West Highlands Community Centre and Park where 75 newcomers enjoyed a traditional Canadian winter activity.

The City operationalized its heat alert response plan on June 25 to provide residents with relief from the heat during the “heat dome” extreme weather event. The Sandman Centre concourse was opened and water was provided to residents during daytime hours, and the City partnered with churches on the North Shore and the South Shore to provide additional cooling spaces.

Business Operations and Events

Business Operations

To support the mass vaccination rollout to Kamloops residents, numerous City staff groups worked with Interior Health to host vaccination clinics at McArthur Island Sport and Event Centre and the Tournament Capital Centre Fieldhouse. Interior Health administered upwards of 1,500 vaccinations to residents per day per venue when in full operation and were able to downsize their operations two months ahead of schedule based on the attendance and vaccination rate of these clinics.

Community and Wellness Events

We are very excited to announce our community was successful in our bid to host the 2023 Scotties Tournament of Hearts Women's National Curling, which will be held at Sandman Centre February 17–26, 2023. The top women's teams from across Canada will be here for 10 days of competition, and Kamloops will be broadcast to the rest of Canada for several hours each day via TSN.

Our department played a role in introducing recreational equipment rentals (i.e. commercial activity) in Riverside Park as a pilot project in conjunction with Tourism Kamloops, making use of the unused, vacated concession building in the park. This project breathed new life and

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activity into Riverside Park and provided visitors and residents with opportunities to rent paddle boards, water bikes, kayaks, and beach games in Riverside Park when these services had not been previously available. Food trucks supported the initiative by providing food and beverage options to park users between 12:00 pm and 8:00 pm each day throughout the summer.

The City has been working closely with Compass Group, supporting them in making significant improvements to their service levels at Sandman Centre with a new, modern point-of-sale system. The new system allows for food and beverage orders to automatically be sent to the kitchen or bar and will allow for servers to instantly provide bills to customers. Current sales reports and consumer feedback indicate we immediately saw higher spectator satisfaction as a result of the new system. The commercial kitchen (completed in 2020 but only becoming fully operational fall 2021 due to the COVID-19 pandemic) will also contribute to higher-quality menu offerings resulting in improved customer satisfaction and experience.

Aquatics Program

Aquatics' primary focus for 2021 was continuing to provide meaningful service to our community throughout the ongoing challenges of the COVID-19 pandemic and smoke from the wildfires.

We were only able to provide one set of lifeguard courses in 2020 before the pandemic and trained seven potential lifeguards. In a typical year, we run five to six sets of lifeguard training. We knew this would lead to staffing challenges, so in early 2021, we established that we would need to provide additional training opportunities. We provided 23% more courses in 2021 compared to our pre-pandemic norms.

Swimming lessons were not available March–December 2020 due to the pandemic. In 2021, Aquatics continually adapted to the changing restrictions and wildfire smoke in order to restart meaningful swimming lessons for the community. We achieved 68% of pre-pandemic swimming lesson programming at Canada Games Pool with restrictions such as reduced class sizes, parent participation, and proof of vaccination. Brock Pool was hit the hardest by both the pandemic restrictions and wildfire smoke, which caused swimming lessons to be cancelled, but we were able to offer approximately 33% of pre-pandemic programs. We have re-established swimming lessons, and when the remaining restrictions are removed, we will be able to return to our expected programs.

We collaborated with the Kamloops aquatic clubs to follow the Provincial Health Orders and restart aquatic competition. Beginning with time trials and digital events in Kamloops, local aquatic clubs could compete using host equipment and comparing the results online to compete remotely. Building on this success, we hosted our first swim meet in early December 2021 with enhanced safety measures, and the event was a great success. We are staged to move forward into a less restricted events calendar for 2022.

Culture

In the wake of COVID-19 restrictions, the Kamloops Museum and Archives (KMA) team continued to adapt and alter programming schedules. New exhibitions and programs were built to support a hybrid of in-person and virtual programming. This format for community engagement will inform future practice, which will enable a multitude of opportunities to reach wider audiences, utilize technologies, and include more individuals and organizations from across Canada in KMA programming.

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The new KMA website was launched in June 2021. With shifting priorities as a result of the pandemic, the website created a stronger digital presence and digital platform for resources and extension programming.

The 2021 the primary exhibition presented at the KMA was *Collective Memories: Japanese Canadian Reflections* (September 25, 2021–May 28, 2022). It was presented in partnership with the Kamloops Japanese Canadian Association, developed by Kamloops Art Gallery Assistant Curator Craig Willms, and showcases the voices of the Japanese community and shares cultural history. The opening reception was detailed with health and safety measures that included restricted in-person attendance, masks, maintaining a 2 m distance, safety signage and participants being seated during formalities.

In the fall, the KMA launched the exterior maintenance project to recapture the architectural heritage of the original, mid-century modern building and engaged in required building maintenance. The project included new exterior paint, repairs to damaged wood, removing aging signs, and new windows to protect valuable collection and artifacts.

The KMA was successful in securing supplementary federal, provincial, and private grant funding totalling nearly \$100,000. Portions of this funding was and will continue to be used in the development of insightful and progressive exhibitions, education initiatives, public engagement, collaborative partnerships, and the shared guardianship of collection and conservation of artifacts and archival materials.

	Exhibitions	Visitation	Programs
2021	2	9,284	106
2020	3	8,337	197
2019	3	19,140	187

The City was successful in its application for close to \$500,000 from Heritage BC for improvements to the Old Courthouse. The City was able to secure one of the last available inventories of slate tiles during 2021 as part of a plan to replace the roof in summer 2022 and restore the retaining walls that surround the property. Restoration of interior wood work in the courtroom was undertaken and completed.

Most cultural applications were severely impacted by COVID-19 as they rely heavily on in-person audiences, but staff demonstrated great resilience, ability to pivot, and creativity in developing new platforms.

Social and Community Development

The City partnered with the Kamloops Food Policy Council and the Ministry of Agriculture, Food and Fisheries to initiate and support the Kamloops Food Hub project as a funding administrator, with a project budget of \$800,000 funded through the Ministry’s BC Food Hub Network. This project is establishing a full-scale food processing and innovation hub in the Thompson-Nicola region, which will be part of the BC Food Hub Network. This food processing and innovation hub, named The Stir, is located at 185 Royal Avenue. The Stir is still in development as the Kamloops Food Policy Council has partnered with a contractor to take on the facility renovations.

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The City was successful in its application to the Union of BC Municipalities Strengthening Communities' Services grant program for \$1.47 million. Funds will be used to implement peer support training and employment opportunities for people with lived experience who would engage vulnerable peers and help with sharps and garbage pickup; increase security and Community Service Officer patrols in neighbourhoods that have experienced higher levels of vandalism; and provide training to City representatives focused on culturally safe and trauma-informed responses.

The City also engaged with local social and community development stakeholders, including social agencies, government agencies, and citizens, through facilitation of and participation in various community groups. The staff-facilitated groups include, but are not limited to, the following:

- COVID-19 Response for Vulnerable Populations Group
- Outreach Coordinated Response Group
- Reaching Home Community Advisory Board
- Social Planning Engagement Group
- Coordinated Sharps Action Group
- Early Learning and Child Care Engagement Group

The other community groups that staff participated in include, but are not limited to, the following:

- Addiction Matters Coalition
- Community Action Team
- Changing the Face of Poverty
- Kamloops Food Policy Council
- Indigenous Team of Wellness Champions
- Various neighbourhood association
- Kamloops and region funders
- BC15 Coalition of British Columbian Reaching Home Community Entities
- Communities Ending Poverty
- BC Housing

Emergency Support Services

2021 proved to be a very challenging year for many residents in and around Kamloops. On January 18, Kamloops Fire Rescue attended an apartment fire at 435 Cherry Avenue. The fire displaced 82 residents from their homes, and the ESS volunteers were mobilized to support these displaced residents.

The City's ESS virtual reception centre was activated at the start of wildfire season to provide emergency response on June 29 and stood down on October 2. Over the 76 days of operation, a total of 257 volunteers worked 14,224 hours to assist at least 3,677 evacuees. The magnitude of this activation resulted in many City staff stepping in to support the emergency response.

The Kamloops virtual reception centre was activated again on November 15 due to catastrophic flooding of the Coldwater River in the City of Merritt. The virtual reception centre stood down from this event on December 15. Over the 31 days of operation, approximately 3,800 evacuees accessed supports through the Kamloops virtual reception centre. This second large-scale

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activation in 2021 also required many City staff to contribute time and efforts at the virtual reception centre.

In total, a team of 44 Kamloops ESS volunteers dedicated nearly 16,200 hours in 2021 to help residents and surrounding communities in need. In addition, nearly 9,400 hours were contributed by mutual aid and convergent volunteers, including volunteers from St. John Ambulance, Disaster Psychosocial Services, other service providers, and additional ESS volunteers recruited after the start of wildfire season.

Housing and Homelessness

The City has a five-year agreement (2019–2024) with the federal government to administer and provide oversight for the Reaching Home program, which is focused on preventing, reducing, and ending homelessness. In 2021, the City administered approximately \$1.8 million in Reaching Home funds to community organizations that provide support services for people experiencing homelessness in the community.

City staff conducted the 2021 PiT Count on April 15 and 16, 2021. The PiT Count was supported by a PiT Count Committee with representation from non-profit organizations, community groups, and other levels of government as well as a large team of 105 volunteers. In Kamloops, 206 individuals were identified as experiencing homelessness.

In 2021, the City supported BC Housing in identifying shelter locations, which resulted in the addition of 90 year-round shelter spaces and 25 winter shelter spaces to the city's shelter system capacity across three shelter sites. A temporary winter shelter at the former Stuart Wood School gymnasium opened in early December 2021 while the two year-round shelters—Merit Place at 725 Notre Dame Drive and Moira House at 600 Kingston Avenue—were slated to open in early 2022. The addition of these shelter sites will bring the city's shelter capacity to approximately 190 shelter spaces, including the winter shelter at the former Stuart Wood School.

Looking Forward to 2022

Key projects for the Recreation, Social Development, and Culture Division include the following:

- Staff are ready to embrace the opportunity to re-engage the community with the Recreation Master Plan and its opportunities in 2022.
- Staff will begin the engagement and cultural mapping as part of the process to develop a new Cultural Strategic Plan
- Staff will incorporate St. Andrew's on the Square into our facility bookings for community events.
- Staff will assist cultural sector with reopening facilities and returning to in-person audiences.
- The City and BC Housing are working on a new memorandum of understanding that will identify a collaborative approach to support the planning, development, operations, and communications for future shelter, supportive, and affordable housing projects.
- The City is conducting a land use analysis to identify areas that may be suitable for future year-round shelter sites. The land use analysis includes a mapping exercise that uses location criteria linked to social and community planning principles. The City will conduct community engagement on the shelter land use analysis and will also seek

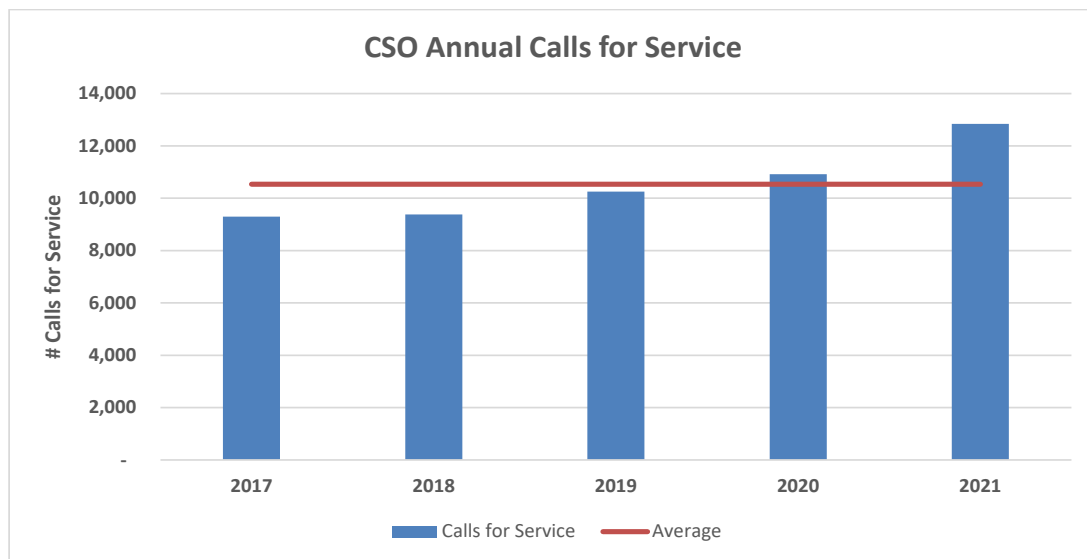
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- feedback from shelter users and people with a lived or living experience of homelessness. The intent will be to have potential year-round shelter sites identified by fall 2022 with, at minimum, one new year-round site established by spring 2023.
- The City will begin the process to review and update the 2009 Kamloops Social Plan. The planning process will include a review of best practices in social and community development, systems mapping of social assets and services in the community, and community engagement. Community engagement will include conversations on intersecting social topic areas, including affordable housing, homelessness, child care, accessibility, food security, mental health and substance use, diversity and inclusion, truth and reconciliation, gender and identity, poverty reduction, equitable neighbourhoods, and becoming a more resilient community.
- The new Safe and Secure Kamloops structure will launch in 2022, focus on partnership and collaboration, and allow for targeted and focused discussion while also providing broad community representation. The new structure will focus conversations beyond street-level social issues to also encompass safety and security through a broader community lens.

Community Services Division

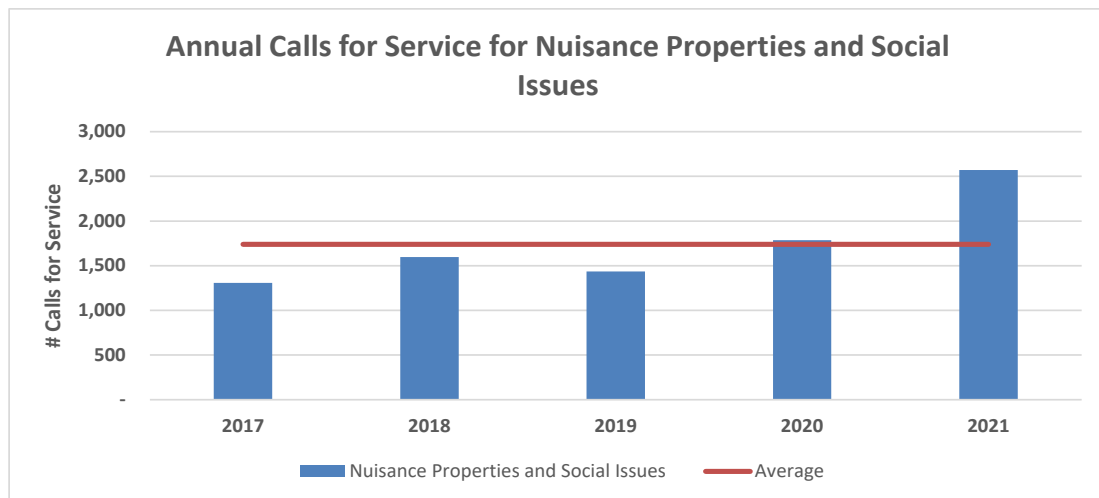
Despite challenges presented by the COVID-19 pandemic in 2021, Community Services made significant contributions to the Council Strategic Plan in the areas of community services, engagement, and safety.



With a focus on livability under Council’s Strategic Plan the restructure from Bylaw Services to Community Services on January 1, 2021, created an opportunity to enhance services for the residents of Kamloops with the following:

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- The enhanced training program for newly hired Community Services Officers (CSOs) was created and implemented. Online and classroom modules were designed to enhance the knowledge of all CSOs. This enhanced training created an opportunity to support the RCMP, KFR, and other outside agencies in delivering a 3 E's (education, encourage, enforce) approach to any file. The goal is to educate; encourage compliance; and then, where required, use the enforcement tool appropriate to the situation. The graduation ceremony, which will take place in March 2022, will see 20 CSOs receiving a certificate of completion and becoming fully trained CSOs.
- The restructure to Community Services led to amalgamating the cell block operations at the RCMP with bylaw services. The amalgamation provided an opportunity to enhance the service delivery, support the RCMP, and have CSOs work in both the both cells and the community. The CSOs have the ability to get to know individuals in the safe, protected environment of the cell block and then seeing those same individuals out in community. The amalgamation also supports hiring separate staff for both community and cell block by utilizing officers to be able to work in both locations, which supports fiscal responsibility.
- The CSO model moved to a 24/7 operation to align with a safer and secure community, specifically in the Downtown and Tranquille business corridors. The 24/7 model also supports the reduction of overtime call-outs, which supports fiscal responsibility.
- The CSO familiarization program was developed and implemented with a checklist of core expectations and competencies for each CSO.
- Property use was incorporated into the CSO role by ensuring that all CSOs are knowledgeable in Zoning Bylaw and Building Bylaw requirements.
- Community Services developed and implemented ways to assist property owners to reduce calls for service and to assist with maintaining the reduction in calls for service related to nuisance behaviour. This included multi-agency co-operation. A total of 31 properties have been given a nuisance designation.



- Worked with individual CSOs to ensure expectations are met with respect to the customer service delivery model.

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- Training on crime prevention and crime prevention through environmental design (CPTED) was developed for all CSOs to work with the city's business associations and business sector.
- Dispatch services were centralized to streamline operation and create direct access by the public. Community Services saw an increase in calls for service from 10,880 in 2020 to 12,904 in 2021.

RCMP Support Services Division

The Business Watch Program connected with 195 businesses and conducted 65 site assessments with accompanying CPTED reports. Relationships were built with the Kamloops Central Business Improvement Association, the North Shore Business Improvement Association, and the Chamber of Commerce, which resulted in monthly crime prevention tips being shared with stakeholders. Five businesses were provided with hostile/difficult client presentations in an effort to educate staff on how to handle unexpected situations.

Speeding is a major concern in the City. The Crime Prevention Unit worked with the RCMP' Traffic Section, ICBC, and the City's Transportation Division to target high-risk areas. In 2021, 86,117 vehicles were checked, and 16 distracted driving operations and one "three strikes" operation took place, which resulted in 48 warning letters and 4 tickets being issued. Several pedestrian awareness campaigns were held where the public was educated about pedestrian safety and were given reflective zippers to wear.

The Lock Out Auto Crime and Safe for the Season campaigns provided public education on removing valuables from vehicles to deter theft. Hotels, shopping malls, and Thompson Rivers University were targeted and resulted in 6,483 cards being issued. Additionally, free Lock Out Auto Crime signage was provided to the hotels/motels in support of this initiative.

The Victim Services Program was absorbed into City operations and was relocated to the North Shore Community Policing Office. A new Victim Services Liaison was hired and began training in December. Staff and volunteers assisted 960 clients in 2021.

529 Garage decals were provided to the public free of charge while stolen bike hot sheets were developed and distributed to RCMP members on a weekly basis to assist with bike recovery.

The team revamped the Stolen Auto Recovery and Crime Watch Programs in 2021 and is looking forward to launching them in 2022.

In 2021, the City's Business Manager joined the RCMP management team. The Business Manager collaborates with the RCMP, City RCMP management, and the Corporate Services Department to ensure the quality of financial reporting. The Business Manager is responsible for creating and communicating financial information for annual and strategic reports. This pragmatic and objective approach provides clean and clear insight into the \$30 million RCMP budget.

In 2021, City staff submitted a supplemental update as it related to the need to address facility issues within the Battle Street RCMP Detachment. Council approved \$750,000 to be added to the City's supplemental budget to develop a detailed, phased expansion plan to address workspace constraints and extend the life of the current detachment for another 20 plus years. In 2021, the stakeholders were selected, project procurement was completed, and staff were

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currently moving forward with the integrated project delivery validation phase. This team of stakeholders will drive reliability and successfully deliver the project using a single contract for design and construction. The stakeholders will assist with design, cost development, and collaboration with RCMP.

Looking Forward to 2022

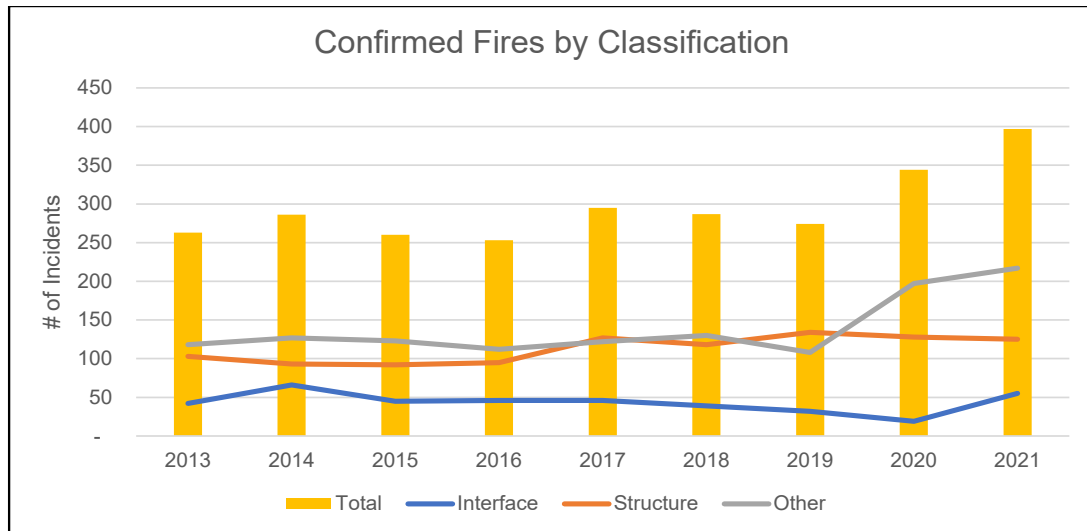
In 2022, the RCMP Support Services Division will do the following:

- continue to develop relationships with community partners to ensure the best service delivery model is achieved and to support Council's Strategic Plan by continuing to nurture partnerships with key agencies and organizations
- secure two locations for satellite CSO offices—one in the Downtown at 340 Victoria Street and one in the North Shore business corridor—to enhance the relationship with the business community
- maintain and improve the relationship by supporting the CAP program, including training and joint patrol program
- create and adopt the Parking Management Plan by ensuring fiscal responsibility and accountability of all parking assets and parking service delivery is updated, addressed, and rollout to the public
- create new RCMP unit supplements to ensure the safe work procedures are outlined when CSOs are working with RCMP members
- look at opportunities for CSOs to provide support to the RCMP, which will reduce policing costs for the community
- complete the integrated project delivery validation phase for the RCMP Battle Street Detachment Renovations and Improvements project; once the priority design is completed, Administration will present a report to Council to secure additional funding to address these issues as soon as possible

Kamloops Fire Rescue

2021 was another challenging year for Kamloops Fire Rescue (KFR). The COVID-19 pandemic continued to be a challenge for the City and KFR. We had a small respite from pandemic restrictions only to be subjected to one of the worst fire seasons on record.

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The 2021 wildfire season began in earnest in June 2021, and KFR was directly in the middle. In the latter stages of June, a heat dome event worsened the already dry forests in BC. KFR began staffing a department operations centre to ensure any wildfires were tracked and command staff were fully briefed on any issues. On June 30, a fast-moving wildfire destroyed the Village of Lytton, and KFR was already ensuring we were able to provide a credible and timely response for any fire located inside city limits—we just did not realize it would be the next day.

The July 1 fire (Juniper East) kicked off one of the worst fire seasons in BC and that would impact the City of Kamloops. KFR command staff spent most of the remainder of the summer on high alert, either working in the Emergency Operations Centre with other City staff to plan strategies to combat any of the three wildfires that surrounded the city or working to ensure the KFR's and the City's daily operations were maintained.

In 2021, KFR entered a contract with Behr Integrated Solutions to create the Fire Master Plan. The master planning process utilized data, interviews, previous studies, and surveys to gather information required to outline a course for the next few years. The Fire Master Plan was finished near the end of the year and was ready for Council in early 2022.

The Fire Master Plan outlined 18 recommendations to be brought forward over the next 5-7 years for council consideration of each recommendation through the normal budgeting process.

The Fire Master Plan's recommendations are as follows (edited for brevity):

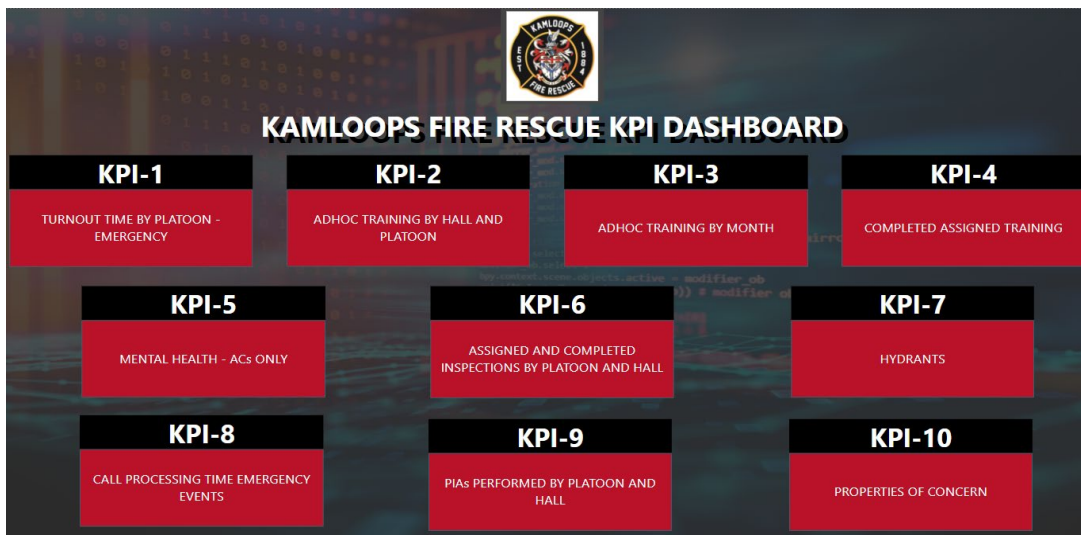
- formalize and restructure auxiliary firefighter role
- provide capital funding for KFR training center improvements
- develop a training guide for KFR
- establish a review process for operational guidelines and regulatory requirements
- needs assessment for technology

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- baseline analysis of current radio system
- establish dedicated Emergency Management Coordinator
- amend Fire Prevention Bylaw
- review pre-fire planning process
- evaluate software for asset management (Cityworks)
- assess all KFR facilities infrastructure
- have standards of cover approved by Council
- establish apparatus life cycle process into a formal policy
- develop performance management process to understand outliers
- increase staffing at Fire Station No. 4
- develop performance reports for senior leaders and council
- relocate Fire Station No. 5 to Rayleigh
- investigate predictive modelling software to more efficiently deploy resources

KFR identified several key performance indicators (KPIs) as part of its performance measurement strategy. These KPIs measure whether KFR's operations are efficient and effective as KFR continues to strive to improve its service.

In 2021, KFR also started a project to mine our current database order to better understand performance drivers. KFR created a dashboard of performance metrics using the Power BI product. This dashboard allows KFR managers to work to ensure all of our internal standards are met and to understand outliers that may drive adverse performance numbers. These new metrics will be used in 2022 quarterly reviews for the Community Services Committee.



Looking Forward to 2022

In 2022, KFR staff will be participating on the following committees:

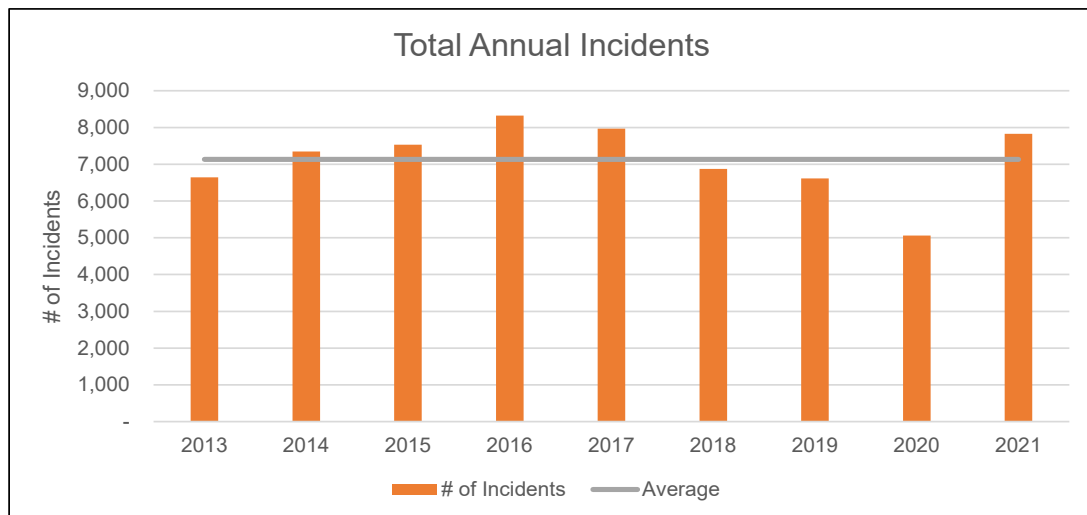
- Canadian Association of Fire Chiefs
 - Mental and Physical Health Committee (Fire Chief Steve Robinson)

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- Fire Chiefs Association of BC
 - Fire Sprinklers Working Group (Fire Chief Steve Robinson and Assistant Fire Chief Scott Johnson)
 - *Fire Services Act* Committee (Fire Chief Steve Robinson)
 - Homeless Encampments Committee (Assistant Fire Chief Ryan Cail)

In 2021, KFR responded to 7,831 incidents in the Kamloops and Tk'emlúps te Secwépemc areas, which represents a 55% increase over 2020.

Incidents by Dispatch Type				
	2019	2020	2021	% Change
Burning Complaint	250	336	537	59.8%
Dangerous Goods/Hazmat	80	66	73	10.6%
Fire - Interface	32	19	55	189.5%
Fire - Other	108	197	217	10.2%
Fire - Structure	134	128	125	(2.3%)
Fire Alarm	626	678	836	23.3%
Medical	4,157	2,440	4,564	87.0%
Motor Vehicle	648	562	656	16.7%
Other	470	498	638	28.1%
Rescue	108	139	130	(6.5%)
Total	6,613	5,063	7,831	54.7%



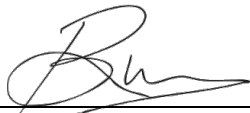
KFR is currently meeting the target of getting a first responding engine on scene within seven minutes and thirty seconds 77% of the time for the urban/suburban areas of the city. There was a slight increase in the response time target to the rural/remote areas; however, due to the low number of calls, the numbers are subject to variability.

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MAKING KAMLOOPS SHINE

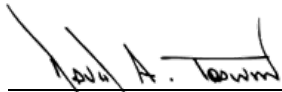
Emergency Response Times				
Response Time Goal	Actuals			% Change
	2019	2020	2021	
Urban/Suburban 7 minutes 30 seconds 90% of the time	82%	77%	77%	0.0%
Rural/Remote 15 minutes 45 seconds 80% of the time	77%	68%	72%	5.9%

In addition to the 7,831 incidents within Kamloops, KFR provided dispatch services for an additional 4,225 calls in 2021 for external clients, such as the Thompson-Nicola Regional District and the City of Castlegar. This represents an increase of 47% over 2020. The time to process calls decreased slightly in 2021, and the benchmark of less than 106 seconds 95% of the time was met.

KFR Dispatch Services				
Year	2019	2020	2021	% Change
City of Kamloops	6,613	5,063	7,831	54.7%
Other contracts	3,482	3,132	4,225	34.9%
Total Calls Dispatched	10,095	8,195	12,056	47.1%
Average call processing time	0:30	0:35	0:29	(17.1%)
Call Processing <106 Seconds 95% of the Time	95.9	94.9	96.1%	1.3%
Bylaw timer checks	428	175	41	(76.6%)
699 (City service calls)	1,160	3,502	3,466	(1.0%)



B. J. McCorkell
Community and Protective
Services Director



Approved for Council

/kjm

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