



# Committee of the Whole

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## Committee of the Whole

to be held at the City of Penticton, Council Chambers  
171 Main Street, Penticton, B.C.

To view the live broadcast and recordings, visit [www.penticton.ca](http://www.penticton.ca)

Tuesday, April 16, 2024

Recessed from the Regular Council Meeting at 1:00 p.m.

1. **Call Committee of the Whole to Order**
2. **Adoption of Agenda**
3. **Delegations:**
  - 3.1 Proclamation "National Volunteer Week" April 14-20, 2024 1  
Subrina Monteith, Director, South Okanagan Similkameen Volunteer Centre
  - 3.2 Proclamation "Youth Week" May 1-7, 2024 2-3  
Melisa Edgerly, Peer Support & Outreach Worker – Foundry Penticton
  - 3.3 Proclamation "National Hospice Palliative Care Week" May 5-11, 2024 4-5  
Lisa Schulze, Board Chair, Penticton & District Hospice Society
  - 3.4 100 More Homes Emergency Winter Shelter Update 6-40  
Linda Sankey and Annika Kirk – 100 More Homes Steering Committee
4. **Adjourn to Regular Meeting of Council**

# Proclamation

## "Volunteer Week" April 14 – 20, 2024

- WHEREAS** a significant portion of the Canadian population, totalling 24 million individuals, dedicate their time to various forms of volunteering, contributing an impressive number of nearly 5 billion volunteer hours annually; and
- WHEREAS** within the community of Penticton, volunteers serve as mentors to our youth, provide support to those experiencing isolation, enhance the beauty of our natural spaces, and engage in fundraising efforts for charitable causes; and
- WHEREAS** volunteers in Penticton have exhibited remarkable resilience by offering aid to families, friends, neighbours, and even strangers, while also advocating against systemic injustices and promoting discussions aimed at fostering a more equitable society; and
- WHEREAS** the volunteers in Penticton represent a diverse array of individuals, including families, workers, retirees, and community members of all ages and backgrounds; and
- WHEREAS** the collective efforts of our city's volunteers significantly contribute to making Penticton a more vibrant and desirable place to reside; and
- WHEREAS** it is essential to acknowledge the varied roles undertaken by volunteers in our community.

NOW, THEREFORE, I, Julius Bloomfield, Mayor of the City of Penticton, do hereby declare April 14 - 20, 2024, as National Volunteer Week and call upon my fellow citizens to acknowledge and appreciate the indispensable contributions made by volunteers to the betterment of our community.

A handwritten signature in black ink, appearing to read "J. Bloomfield", is written above a horizontal line.

Mayor Julius Bloomfield



### Request to Appear as a Delegation

Preferred Council Meeting Date: April 16, 2024

Second choice(s): \_\_\_\_\_

Subject matter: BC Youth Week 2024 (May 1-7)

Name of person(s) making presentation:

Melisa Edgerly

Address: 501 Main Street, Penticton

Phone: 778-646-2292

Email: melisa.edgerly@oneskycommu

Please provide details of your presentation or request of Council here: (or provide a detailed attachment)

Youth Week is taking place May 1-7, 2024. This is a request for the Penticton City Council to proclaim Youth Week as May 1-7, 2024 . A brief overview of the events planned for the week will also be provided for Council.

**Please note:**

- Meetings may be held electronically. Participation details will be confirmed with you prior to the meeting.
- This form and submissions will become part of the public record.
- The Mayor has the authority to determine if the subject matter warrants the delegation to appear before Council and may determine at which meeting.
- Please submit this completed form at your earliest convenience. Written Requests to Appear are to be received by the Corporate Officer, no later than noon Monday, one week prior to the Council meeting. Please include a copy of all materials that will be discussed.
- If you'd like to share a PowerPoint with Council, email it to the Corporate Officer by 9:30 a.m. Wednesday prior to the Council meeting to be included with the Agenda. If presenting via zoom, please be prepared to share your screen.
- **Delegations are limited to 5 minutes.**

**Corporate Office**  
Angie Collison, Corporate Officer  
171 Main Street, Penticton, B.C., V2A 5A9

Phone: 250-490-2410  
Fax: 250-490-2402  
[angie.collison@pentiction.ca](mailto:angie.collison@pentiction.ca)



# Proclamation



## “Youth Week” May 1-7, 2024

- WHEREAS: The youth of Penticton are the future of our city, province and country; and
- WHEREAS: Youth in the City of Penticton make significant and important contributions to our community; and
- WHEREAS: Youth in the City of Penticton are valued members of this community; and
- WHEREAS: Youth engagement and opportunities for youth plays an important role in the safety and well-being of Penticton; and
- WHEREAS: Youth Week reminds all members of Penticton to thank youth for what they do for our community; and
- WHEREAS: Youth Week is an occasion to recognize the challenges that young people face and to work towards creating a better future for them and with them; and
- WHEREAS: Community partners and youth are organizing a variety of activities and events to recognize and celebrate youth during Youth Week.

**NOW, THEREFORE** I, Mayor Julius Bloomfield, **DO HEREBY PROCLAIM** the week of May 1 – 7, 2024 as “Youth Week” in the City of Penticton and encourage all residents of our community to acknowledge the positive impact that our youth have on our community and to reflect on the important of investing in our youth to create a brighter future together.

Mayor Julius Bloomfield



### Request to Appear as a Delegation

Preferred Council Meeting Date: April 16, 2024

Second choice(s): May 7, 2024

Subject matter: Proclamation - National Hospice Palliative Care Week

**Name of person(s) making presentation:**

Lisa Schulze - Board Chair of the Penticton & District Hospice Society

Address: PO Box 1105  
Penticton, BC, V2A 3V5

Phone: 250-490-1107  
Email: donations@pentictionhospice.ca

**Please provide details of your presentation or request of Council here:** (or provide a detailed attachment)

The Penticton & District Hospice Society stewards of Moog & Friends Hospice House
would like the City of Penticton to proclaim May 5-11, 2024 National Hospice
Palliative Care Week.

**Please note:**

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# Proclamation



## “National Hospice Palliative Care Week”

May 5-11, 2024

Whereas: End of life planning and Hospice Palliative care are an important part of living one’s life well right to the end, and

Whereas: The Penticton and District Hospice Society continues its commitment to providing exceptional care to people in our community who are nearing life’s end, and

Whereas: Moog and Friends Hospice House dedicated staff and volunteers work with all health care professionals, families and patients to provide the best standards of comfort and care so people can live with dignity and die in peace, and

Whereas: Palliate care is care that aims to relieve suffering while improving the quality of living and dying and to lessen loneliness and grief for those living with chronic and life-limiting illnesses, and

Whereas: The Penticton and District Hospice Society is grateful for the continuing financial support of the community which provides the extras for patient comfort and to make Hospice House a caring home.

**NOW, THEREFORE** I, Mayor Julius Bloomfield, **DO HEREBY PROCLAIM** the week of May 5-11, 2024 as “National Hospice Palliative Care Week” in the City of Penticton.

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Mayor Julius Bloomfield



### Request to Appear as a Delegation

Preferred Council Meeting Date: April 2, 2024

Second choice(s): April 16, 2024

Subject matter: 100 More Homes Emergency Winter Shelter Report

**Name of person(s) making presentation:**

Linda Sankey & Annika Kirk

Address: 1525 Gordon Drive, Unit B

Kelowna, BC, V1Y 3G6

Phone: \_\_\_\_\_

Email: annikak@uwbc.ca

**Please provide details of your presentation or request of Council here:** (or provide a detailed attachment)

The 100 More Home Penticton Steering Committee would like to provide Council with
an update on the 2023/2024 Winter Emergency Weather Response Coordination. This
winter demonstrated unprecedented collaboration between various partner organizations
including SD67, the City of Penticton, BC Housing and Penticton +area Overdose
Prevention Society (and more).

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# 100 MORE HOMES PENTICTON EMERGENCY WINTER SHELTER COORDINATION

2023/2024

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Working with communities in  
BC's North, Interior, Lower Mainland,  
Central & Northern Vancouver Island



# COORDINATION THROUGH COLLECTIVE IMPACT

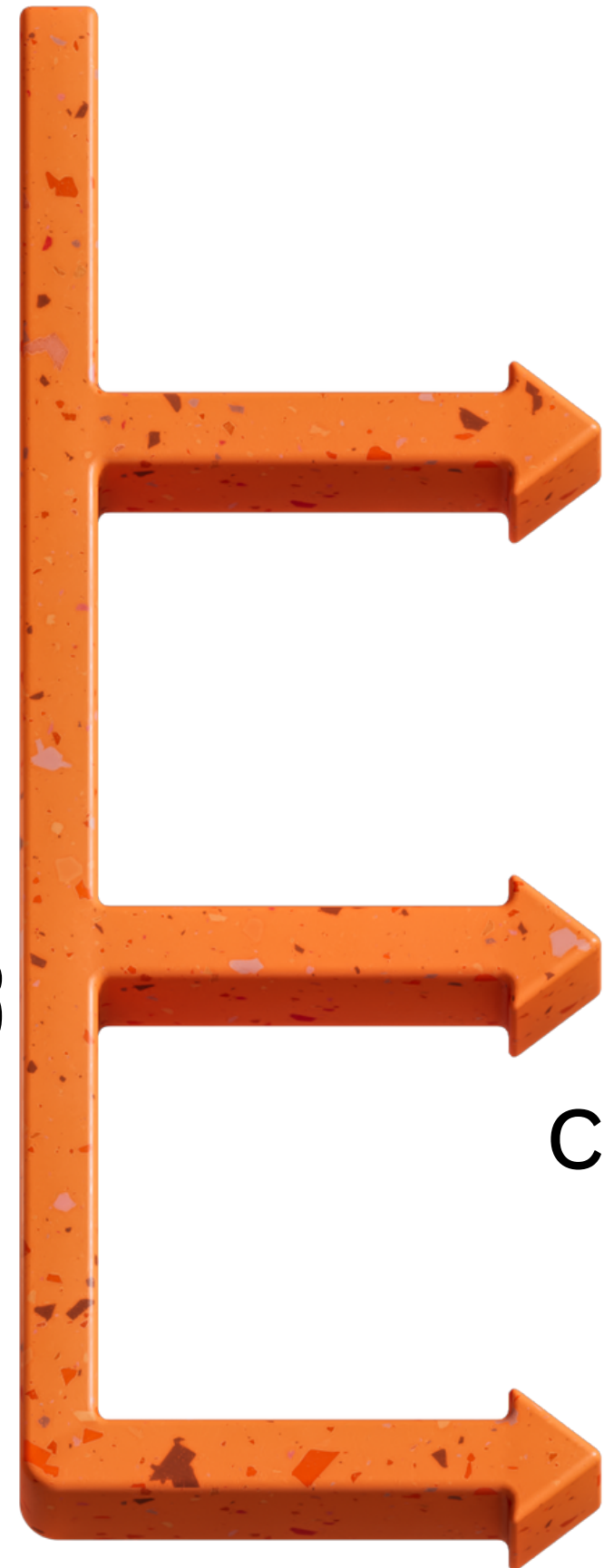
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# COMMUNITY PLANNING



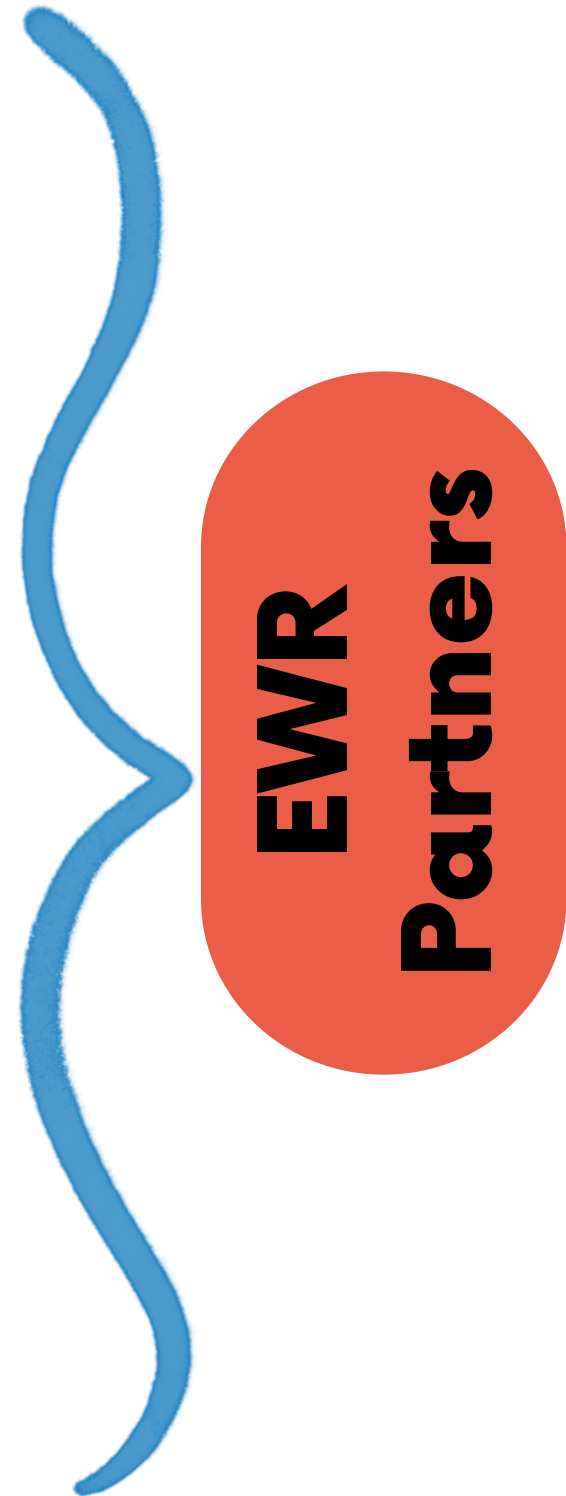
Strategy Coordinator



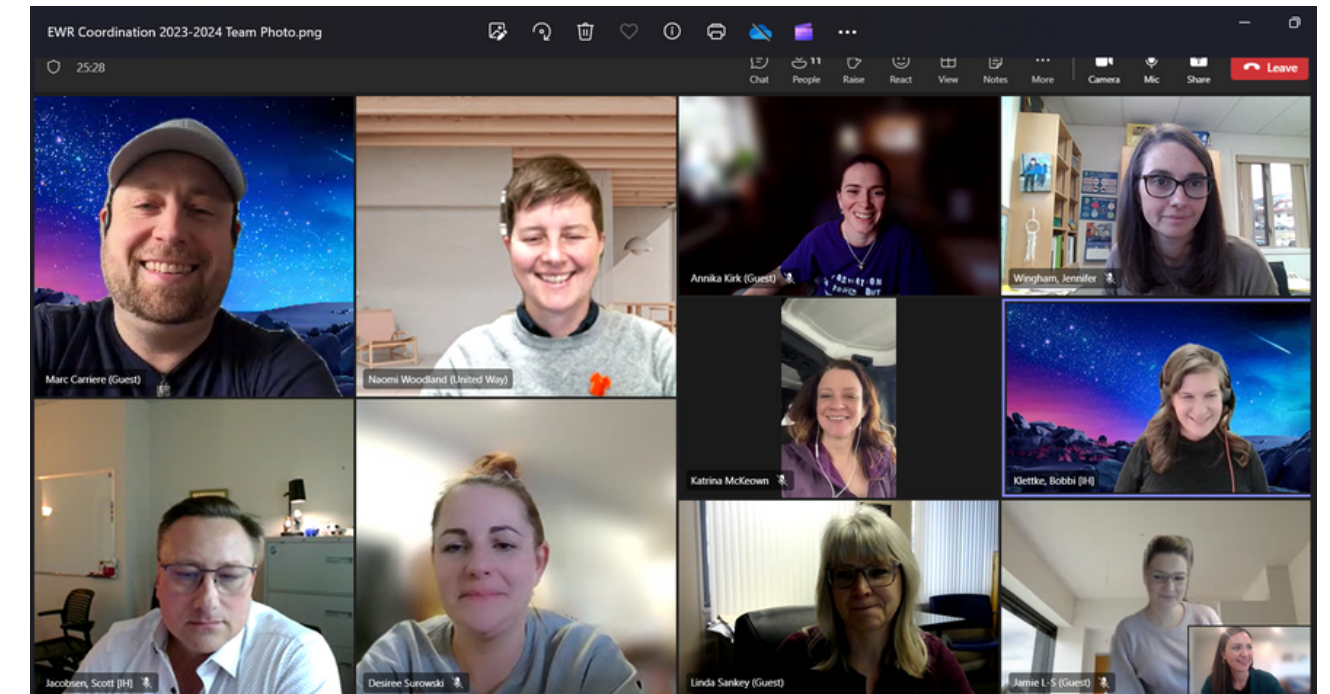
Weekly coordination meetings

Supporting cross-sector communication

Data coordination



**EWR Partners**



P+OPS, City of Penticton (ByLaw, CSO, Social Development, Public Safety & Partnerships), BC Housing, SD67, Interior Health, OneSky, SOSBIS, PDSCCL, ASK Wellness

# WHAT WE LEARNED

Data provided by Penticton +area Overdose Prevention Society, SD67, & ByLaw through facilitation and analysis by 100MHP Strategy Coordinator

## Between December 1st - March 10th

> **55** was the average of unique individuals per month that accessed EWR services

> The shelter was activated **67%** of that time (based on health authority guidelines)

> **85%** of which capacity of 40 beds was @ max & people were turned away

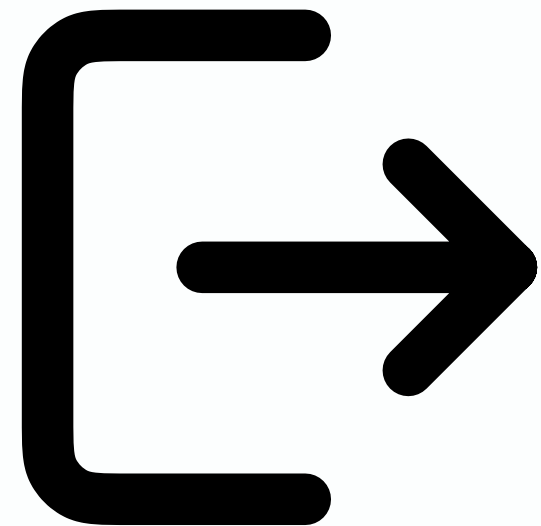
# COMMUNITY DATA

EWS Surrounding Location insight from partners:

- General increase in calls for service during the hours EWS opened and closed doors.



To ensure public safety of all community members 100MHP is committing to ongoing retrospective and planning work immediately until future Winter plans have been confirmed.



# RECOMMENDATIONS FOR WINTER 2024/2025

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## ADDRESSING THE DIRECT COMMUNITY NEED



### Adopt new Shelter Model

**Current** -> Emergency Shelter Model (requires activation & deactivation)

**Future**-> Temporary Shelter Model (open 24/7 throughout winter)

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## PREVENTING THE FUTURE COMMUNITY NEED



### Prioritize Youth Action

Maintain youth housing and prevention as a **priority for Social Development Department** to prevent future adult homelessness

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### Supporting Social Housing & Infrastructure Plan

Community-backed support for local organizations to work collaboratively in building social housing and service options for vulnerable community members.

# **EWR SHELTER FEEDBACK FROM CLIENTS & STAFF**

**Provided by P+OPS**

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**“As staff we are committed to listen, to help people with their immediate needs, help navigate towards suitable resources, help fill housing and other application, meet people where they are at and assist them accordingly...”**

**“This place provides a sliver of hope for the most creative and most vulnerable people in Penticton. Every night this shelter is open a life could be saved...If it was my choice I would have this place open 24/7 all year round to provide hope to those that need it.”**

**“I think (it) is a good thing to give some a meal and place to sleep in this hard and cold time. You give us a feeling to be a little accepted in this society.”**





# THANK YOU

WE WELCOME ANY  
QUESTIONS & COMMENTS



**United Way**  
British Columbia

Working with communities in  
BC's North, Interior, Lower Mainland,  
Central & Northern Vancouver Island

100MOREHOMES@UWBC.CA



# 100 More Homes Penticton 2023 Year in Review



United Way  
British Columbia

Working with communities in  
BC's North, Interior, Lower Mainland,  
Central & Northern Vancouver Island



## VISION

A community where all residents have a reasonable path to housing that is stable, safe, permanent, and appropriate for their respective needs.



## MISSION

Working collaboratively to build a system of housing and supports to prevent and address homelessness in Penticton.



### PENTICTON'S HOMELESSNESS RATE

per capita surpasses many large urban centers by 25-50%

### STRATEGIC GOALS

**Housing & Supports** – increased for homeless & at-risk individuals

**Community Coordination** – establish through a coordinated system of intake, assessment & supports

**Quality Data** – consistent & reliable for decision-making & advocacy purposes

**Communication** – enhanced with education community-wide



### COMMUNITY ENGAGEMENT

Annual Presentation to Council –

**3 Tools developed through community partner facilitation:** – Social Development Framework, Matrix of Engagement for Lived Experience Circles on Homelessness, & a local Systems Mapping Report.

**Quality Data** – consistent & reliable for decision-making & advocacy purposes

**Housing Action Table** – community meetings- Penticton Point in Time Count



### DID YOU KNOW?

Over 48% of people living unhoused in Penticton experienced homelessness for the first time as a youth



### THE EMERGENCY WINTER SHELTER

in Penticton provided 626 warm beds and meals in December

### CHALLENGES & BARRIERS

**Housing & Supports** – Timing – responsive vs proactive; dealing with emergencies at all times, leaves limited time to look upstream and plan

**Community Coordination** – having one interagency platform for cost & service user benefits to care

**Data Sharing** – privacy rules hinder presentation of quality community data

**Communication** – multiple moving parts; ensuring the community/public understand what is happening & why.



### WHAT WE LEARNED

**Meaningful Indigenous Relationship Building** – identify an approach that is meaningful & sustainable for Indigenous partners

**Lived Experience Committee** – centering the voices of people most impacted

**Data Support** – building partnerships with key data holders to create an accurate picture of the current landscape in Penticton  
Quality Data = informed decision-making



### IN 2023,

100 More Homes celebrated 13 community partnerships developed in Penticton to better support vulnerable community members.





# 2023 YEAR IN REVIEW



## Vision

**A community where all residents have a reasonable path to housing that is stable, safe, permanent, and appropriate for their respective needs.**

## Mission

**Working collaboratively to build a system of housing and supports to prevent and address homelessness in Penticton.**

This report provides an overview of the work completed through the 100 More Homes Penticton (100MHP) collective through 2023, in partnership with the City of Penticton and United Way British Columbia (UWBC).



**United Way**  
British Columbia

Working with communities in  
BC's North, Interior, Lower Mainland,  
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# Executive Summary

Throughout 2023 the 100 More Homes Penticton (100MHP) collective has strengthened its Collective Impact<sup>1</sup> approach to community development and seen over 13 successful partnerships develop in the Penticton community. These partnerships are the foundation of the 100MHP's goal to prevent and address homelessness through long-term sustainable systems change. This change only comes through our collective strength and commitment to the vision.

Communication between organizations from local non-profit partners, crown corporations, municipal partners, funders, and provincial partners is key to breaking down silos and identifying unmet needs addressed through innovative problem solving. In 2023, 100MHP has seen over 27 different organizations actively attend our monthly meetings, which include a Steering Committee table and our sub-committees: the Youth Action Table (YAT) and the Penticton Outreach Coordination Table (POCT). Through these tables we have facilitated a positive shift in narrative towards increased collaboration among significant stakeholders in the housing and homelessness sector. Significant milestones from these collaborative efforts are the EWR Coordination for the 23/24 Winter Shelter, the launch of two outreach partnership teams, and amendments made to the Official City Plan (OCP).

One of the direct outputs of the collective coordination through 100MHP, are the creation of two frameworks (Penticton Lived Experience on Homelessness Matrix of Engagement and the Social Development Framework) and a local systems mapping report (HelpSeeker Technologies). All three result in tools that will be utilized by local and regional government, funders, and provincial ministries in the implementation of building services and systems that address and prevent chronic homelessness in Penticton.

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<sup>1</sup> *Collective Impact* is a structured collaborative approach that brings numerous diverse collaborators with a common goal together to solve adaptive issues (often social and environmentally focused).

Visit: <https://doi.org/10.48558/5900-KN19> for more information.

## Introduction

The City of Penticton and 100MHP have been working collaboratively since April 2022 through a Memorandum of Understanding with a vision to build a system that prevents and addresses homelessness. This was the culmination of 8 years of work by diverse community partners coordinated and connected through the stewardship of United Way British Columbia (United Way BC). This partnership, with a dedicated coordinator, has facilitated an increase in community connection and collaboration throughout the past year. Enabling the successful implementation and development of innovative partnerships that are preventing and addressing chronic homelessness and increase housing accessibility for all community members in Penticton.

The 100MHP collective, which is governed by a constellation model (see Appendix B), consists of a Steering Committee and various sub-committees that make up a membership list of 31 diverse organizations (see Appendix C). The 100MHP Steering Committee comprises 22 organizations from the Penticton community, with 17 actively participating in monthly meetings, 88% of which have senior leadership representation.

In 2023, Penticton faced significant challenges in its housing market and homelessness rates (See Appendix D). Through further collaboration of 100MHP partners and the support of third-party consultants, the community was able to identify the current program and service offerings in order to better understand where there were gaps. With this starting point of data collection, the 100MHP collective has seen innovative partnerships and an increased commitment from community to address the complex issues that result from chronic homelessness.



## 2023 Milestones

This section will give an overview of the recent programs that have been implemented over the past year that are directly related to the work that 100MHP has been embarking on. These programs have either been a result of the collaboration that has been happening through the facilitation of 100MHP, have contributed to supporting our partners, or have the potential to assist future collaboration.

### 100 More Homes Collective Initiatives in 2023

	Lead Initiative	Collective Response	Outputs
	<b>OCP Housing Taskforce</b>	100MHP members joined a task force implemented by the City to advise on amendments to the OCP regarding community housing needs	18 recommendations to amend OCP. MOU with local NPO to develop new housing. Updated OCP to support housing for Indigenous persons on Main Street.
	<b>Penticton Youth Outreach Team</b>	Collaboration between nonprofit & municipality to produce report outlining action items to support at-risk youth.	Utilize federal BSCF to create partnership that implements action item from report.
	<b>EWR Coordination</b>	Collaboration between over 10 partners coordinated an effective EWR strategy.	EWR for over 300 unique individuals. Partnerships with nonprofit, municipal & provincial gov't, health services, & school district.
	<b>Integrated Crisis Response Team</b>	Identified need for health data sharing by partners with barriers to providing sensitive data to each other through traditional channels of data transfer.	Innovative partnership between RCMP & IH to facilitate access to mental health data when responding to crisis calls.

This table summarizes the partnerships that have been developed through the collective process of 100MHP. Each recent initiative was a response to an identified Community Need. 100MHP partners developed a collaborative response with innovative approaches that relied on the collective strength of partner organizations to ensure successful implementation (see Appendix E for more information on this process).

Each initiative received funding and support from various levels of government (which is demonstrated to the left of the table). None of these initiatives could operate successfully without the collective work of various non-profit organizations part of 100MHP.

## Challenges and Barriers

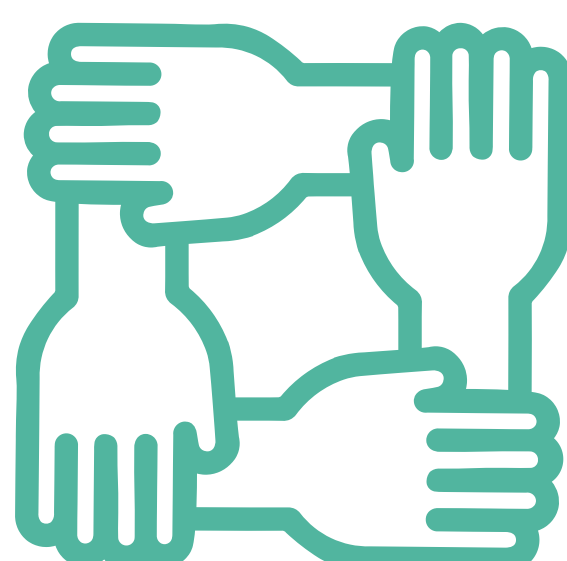
Despite the undeniable success the collective has experienced through the past year, there are still considerable barriers that it faces. Some of these challenges have been prevalent since the inception of the collective and there have been active strategies implemented to mitigate the externalities that it may impose on the group.

- 1. Data Sharing:** The ongoing challenge faced by 100MHP revolves around inter-agency data sharing due to distinct privacy policies within each organization, hindering a comprehensive understanding of community needs and effective partnerships. Despite data sharing restrictions, some partnerships have emerged through creative workarounds like the Integrated Crisis Response Team (ICRT) program, fostering trust and transparency among organizations. This exemplifies the difficulty in delivering holistic care reliant on data sharing. Privacy legislation in BC further complicates collaboration, but initiatives like 100MHP provide a platform for building trust and understanding among members, facilitated by coordinators and United Way BC staff, emphasizing shared goals of ending chronic homelessness and providing affordable housing.
- 2. Timing:** Over the past year, the challenge of balancing short-term emergency responses, like weather-related crises, with the long-term goal of addressing housing issues has been apparent. Efforts to secure additional winter shelter beds annually illustrate this struggle, with the Emergency Weather Response Coordination becoming a recurring exercise. The 100MHP collective's documentation, site tracking, and data analysis led to increased municipal and provincial support for winter sheltering in Penticton. However, this focus on yearly emergency plans detracts from efforts to implement more sustainable solutions. Securing basic needs like hygiene, harm reduction, and healthcare for those experiencing homelessness further highlights the need for a shift towards long-term strategies.
- 3. Communication of Resources & Services:** The HelpSeeker report helped identify the need for effective communication of the services that are offered to the people who need to utilize them. Additionally, we 100MHP have found that creating a more transparent form of communication between organizations with similar services and resources to identify the gaps and/or crossovers would be beneficial to the delivery of those services. Finding an inter-agency platform to communicate these offerings effectively, could promote organizations to work collaboratively to inform their service users of additional support available for them.

## Community Engagement

The 100MHP collective could not achieve the success it has without the significant investment and support of the community. This work is only possible with the continuous engagement and guidance from the people who most benefit from it, the Penticton community. The following are examples of 100MHP and its partners engaging with various community entities:

1. **Annual 100MHP Presentation to Council:** Linda Sankey, Co-Chair of 100MHP, along with Jamie Lloyd-Smith, a member of the 100MHP Executive Committee presented an annual update in June 2023. This update underscored the successful outcomes stemming from the Memorandum of Understanding (MOU) with the City of Penticton.
2. **HelpSeeker Report<sup>2</sup> Impacts:** The collective's engagement with the HelpSeeker Report led to critical developments, including supply mapping, facilitation of community meetings, and recommendations pivotal to the formation of the Social Development Framework<sup>3</sup>. This work also highlighted a need for lived experience voices to be meaningfully engaged at decision-making tables, one of its data collection methods involved 13 people with lived/living experience of homelessness from the community.
3. **Social Development Framework:** 100MHP Executive Committee member, Jamie Lloyd-Smith, leveraged the work done with HelpSeeker and the collective's voice and feedback to facilitate a completed Social Development Framework that was then presented to and supported by City Council. The process to complete the framework included multiple facilitated sessions with a broad range of participants from the community, including First Nations and Indigenous organizations, School District, Interior Health, social service providers, first responders, City departments, advocates, and people with lived and living experience.



<sup>2</sup> HelpSeeker Technologies. 2009. "City of Penticton Community Research Report Summary." City of Penticton. <https://www.penticton.ca/sites/default/files/images/Attachment%20A%20-%20HelpSeeker%20Community%20Research%20Report%20Summary.pdf>.

<sup>3</sup> City of Penticton. 2023. "2023-2026 Social Development Framework." Penticton. <https://www.penticton.ca/sites/default/files/docs/city-services/social%20development/2023-12-12-PDF-Social%20Development%20Framework%202023-2026.pdf>.



4. **March Community Meeting:** A significant gathering, with 60-80 participants including service providers, outreach workers, and individuals with lived experiences, was held. This meeting proved instrumental in launching the Penticton Lived Experience Circle on Homelessness (PLECoH) research project<sup>4</sup>. One of the final outcomes of this project was a Matrix of Engagement toolkit for community entities and lived experience circles to utilize when working collaboratively.
5. **Emergency Weather Response Initiatives:** A direct outcome of the March community meeting was the Emergency Weather Response (EWR) planning that involved coordinated outreach during extreme weather conditions.
  - a. During heat related events coordination resulted in access to essential services like water and cooling stations and led to policy shifts in the city regarding warming/cooling stations.
  - b. Cold weather planning began in April 2023, community meetings with key collaborators was unable to identify a succinct plan and so the collective determined that government support was the only option remaining.
  - c. 100MHP sent two letters to initiate the implementation of the 2023/2024 EWR strategy. One to the City of Penticton and one to BC Housing, to inform both organizations of the coordination that was required to ensure the plan was navigated with urgency and care.
  - d. Resulting in a renewed partnership between local government, crown corporations and the provincial government.
  - e. A community communication plan was implemented with clear guidance on how 100MHP was operating with its partners to deliver the EWR.
  - f. 100MHP initiated the formation of a weekly EWR coordination table with several key collaborators meeting to work on the operation of the EWR.
  - g. Key in the EWR strategy was a new partnership with School District 67; proximity of the EWR to the school required intensive support from 100MHP partners; SD67's insight has been essential in keeping people safe throughout winter 2023/24 and documenting unmet needs near to the site.

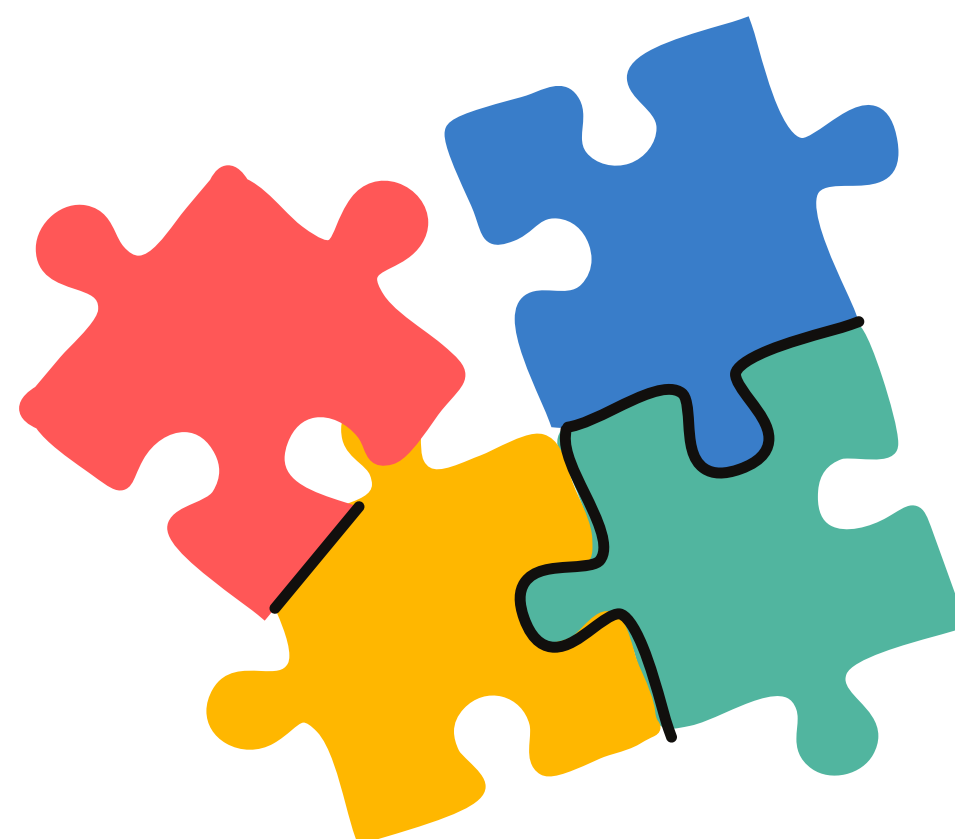
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<sup>4</sup> Rempel, Kerry, Stephanie Griffiths, Annika Kirk, Bobby Hines, Shawn Kelly, and Jamie Lloyd-Smith. 2023. "Exploring Opportunities for Lived / Living Experience Circles." Kelowna Homelessness Research Centre.

6. **Housing Action Table Meetings:** Two Community Housing Action Table meetings were facilitated by the 100MHP Strategy Coordinator and brought together a group of relevant collaborators to discuss next steps in coordinating an effective plan to increase affordable and accessible housing options for Penticton. An outcome from these meetings has been the early-stage development of a potential social housing plan that incorporates collaboration and matchmaking of available municipal land with non-profit organizations who have the capacity to provide the necessary supports and services.
7. **Correspondence with Minister Mike Farnworth:** In September, 100MHP responded to an invitation from the Minister of Public Safety and Solicitor General and Deputy Premier, Minister Mike Farnworth. This correspondence enabled 100MHP to share the collective's success and identify strategies to engage in further collaboration with the province.
8. **Penticton Point in Time (PiT) Count:** 100MHP and the City of Penticton wrote a joint media release for the community, regarding the 2023 Homelessness Count for Penticton. The release outlined the current crisis (demonstrated and supported by the count data) and severe need for the continued commitment to the collective's vision.

## Taking what we learned in 2023 and building our approach for 2024

The collective is always looking for ways we can maximize our impact and address the gaps that we are seeing within our current structure (see Appendix F for a summary of Best Practices). This internal analysis has led us to propose the following recommendations for the collective and its partners to take into consideration when thinking about strategic direction for the next year.



## Meaningful Indigenous Engagement

Addressing ongoing historical oppression of Indigenous ways of being including self-government, traditional laws, and traditional ways of living on the land are a major part of developing meaningful Indigenous engagement. The 100MHP collective works in service to the governments and organizations working with unhoused and precariously housed people. It is important to 100MHP to include Indigenous voices but since 2016 the collective has found it challenging to have that voice consistently represented. In 2024 it is the 100MHP collective's goal to take a step back and identify an approach that is meaningful and sustainable for Indigenous partners in the snpintktn/Penticton area.

Building relationships and understanding historical political dynamics takes time; it is the goal of the 100MHP to hold space and time for the 100MH Strategy Coordinator in developing these relationships. In 2024 the goal will be to regularly bring updates and hear updates with Penticton's Indigenous-led organizations and governments. By bringing the updates and resources to the organizations, we hope to develop a more appropriate way of engaging with Indigenous partners in the Penticton area. This strategy will allow the Strategy Coordinator to identify what meaningful engagement could look like moving forward for the whole community.

To allow the space and time that is necessary to give this strategic priority the intentional energy that is required, 100MHP will need to determine and quantify the costs associated with this investment. Utilizing DRIPA and the 94 calls to action for the Truth and Reconciliation commission of Canada. These costs could include things such as:

- Gifts/Honorariums
- Coordination
- Communication
- Local Indigenous education and awareness training

## Lived Experience Committee

100MHP are doing the collective, and the community, a disservice by not facilitating the inclusion of the lived experience voice at our tables. As was outlined in a report recently released by the Kelowna Lived Experience Circle on Homelessness<sup>5</sup>, this engagement

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<sup>5</sup> Laing, Stephanie, John R. Graham, Emilie Isch, Saran Mallinson, and Melanie Warner. 2023. "Impact of Lived Experience on Sector: Community Report." Kelowna Homelessness Research Centre. [https://colinreid.sites.olt.ubc.ca/files/2023/10/Impact-of-Lived-Experience-on-Sector\\_Community-Report.pdf](https://colinreid.sites.olt.ubc.ca/files/2023/10/Impact-of-Lived-Experience-on-Sector_Community-Report.pdf).

allows for expert consultation when embarking on significant program, policy, bylaw, and partnership development. The research that was undertaken as a result of the March Community Meeting (PLECoH), identified that the need and ability for a lived experience circle was necessary and possible in Penticton.

With the evidence and recommendations presented in both reports, the collective has made the facilitation of this circle a priority for the annual workplan. As is outlined in the PLECoH report, there are specific costs associated with the facilitation of a lived experience circle, as the individuals that are members of these circles, do not have jobs to provide the expense of their time and expertise. Members require compensation for their work, as well as sometimes tools to allow for accessibility to complete the work that is requested from them. The costs include but are not limited to:

- General (ie. Honorariums, bus tickets, food, etc.)
- Coordination/Admin
- Communication/Promotion
- Technology
- Training

## Data Support

Through the work that was contracted with HelpSeeker Technologies, it was made clear that without the proper expertise when attempting to create systems that can ethically and efficiently deal with the data that is required to implement significant change, it will exceed the community's current capacity. While this work has still been ongoing, it is clear the collective needs additional support and resources invested into the coordination of collecting and sharing quality community data.

This strategic priority will need to be supported by investment into continuous and ongoing coordination from an individual who can work alongside the Strategy Coordinator. This individual could work on a part-time basis and would be committed to providing effective data solutions and strategies under the guidance of the collective. Data governance and ownership of that data will be secured.

## Conclusion

Over the last 12 months 100 More Homes Penticton has gone from strength to strength thanks to the collaboration and collective voices of over 27 community partners. The challenges of an expensive rental market, lack of affordable housing, increase in numbers of people living unhoused, health crises and a toxic drug crisis has pushed every organization involved in providing care for vulnerable members of our communities to the edges of their abilities. However, by leaning on one another's strengths, holding space for difficult conversations, understanding the challenges of an inherited and complex system and the passion for delivering innovative solutions to the problem, we have experienced the most integrative approach that the Penticton community has seen in recent years.

100 More Homes Penticton welcomes leaders from Interior Health, the City of Penticton, non-profit partners, and funders to hear the realities of finding and securing housing, the impact of living unhoused and taking action as a collective to make systemic change in the community of Penticton.

United Way BC is proud to be the backbone organization to the 100MHP collective and is keen to continue this impactful work in creating healthy, caring, and inclusive communities.

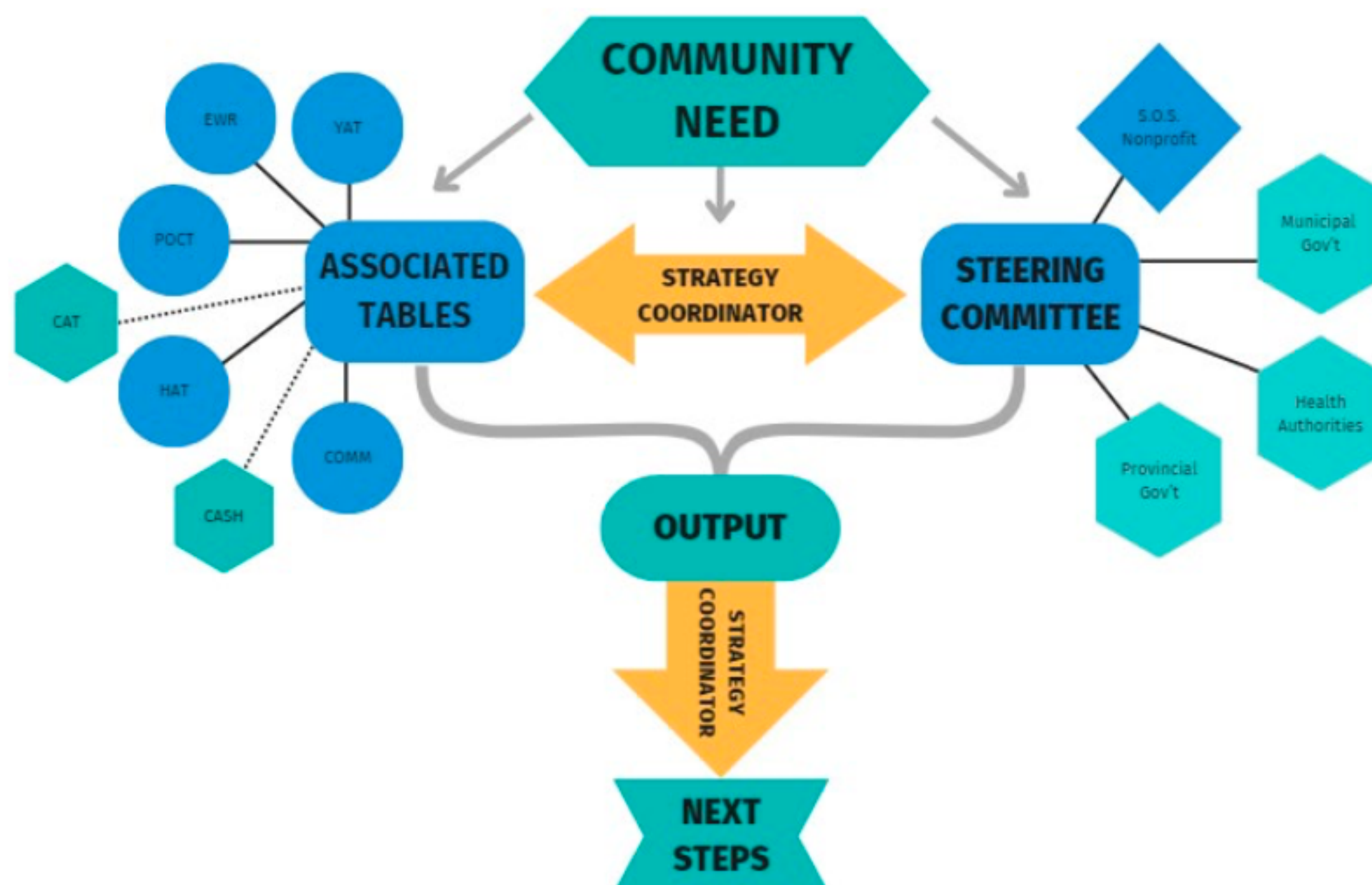


## Appendix A: List of Abbreviations

Abbreviation	Definition
100MHP	100 More Homes Penticton
BCH	BC Housing
BSCF	Building Safer Communities Fund
CASH	Community Access to Supported Housing
CAT	Community Action Team
DRIPA	Declaration on the Rights of Indigenous Peoples Act
EWR	Emergency Weather Response
HAT	Housing Action Team
ICRT	Integrated Crisis Response Team
IH	Interior Health
LEC	Lived Experience Circle
LECoH	Lived Experience Circle on Homelessness
MHSU	Mental Health and Substance Use
MOU	Memorandum Of Understanding
OCP	Official Community Plan
PDSCL	Penticton District Society for Community Living

PiT	Point in Time
PLECoH	Penticton Lived Experience Circle on Homelessness
POCT	Penticton Outreach Coordination Table
P+OPS	Penticton +area Outreach Prevention Society
PYOT	Penticton Youth Outreach Team
RDOS	Regional District Okanagan-Similkameen
SMSCs	Small Medium Sized Cities
SOS	South Okanagan Similkameen
SOSBIS	South Okanagan Similkameen Brain Injury Society
SOWINS	South Okanagan Women in Need Society
UWBC	United Way BC
YAT	Youth Action Table

## Appendix B: Governance Structure of 100 More Homes Penticton - Constellation Model



100MHP employs a constellation model of governance to engage with the community and support its partners' success. This approach ensures the efficient flow of information across diverse organizations and levels within 100MHP. The Strategy Coordinator plays a pivotal role in maintaining robust relationships with community partners, ensuring crucial information reaches those equipped to address community needs effectively. Without dedicated staff, such impactful change in Penticton would be unattainable for 100MHP.

The 100MHP Steering Committee comprises 22 organizations from the Penticton community, with 17 actively participating in monthly meetings, 88% of which have senior leadership representation. This setup enables agile decision-making, vital for responding promptly to crises. The governance structure involves a wide array of organizations, from non-profits to provincial ministries such as the Ministry of Social Development and Poverty Reduction. Additionally, subcommittees like the Youth Action Table and the Penticton Outreach Coordination Committee, along with associated tables, contribute to 100MHP's collaborative efforts in realizing its vision.



## Appendix C: 100 More Homes Penticton Current Membership List

The following is a list of organizations that have been involved with 100MHP in some capacity over the past year. Due to the nature of the work that complex social issues require of organizations, we respect and honour the differing levels of capacity that each partner has. The collective is grateful for the commitment and involvement from every partner equally.

<b>Organization</b>
Arc Programs
ASK Wellness Society (Penticton)
BC Housing
Boys & Girls Club Okanagan
Canadian Mental Health Association
Child & Youth Mental Health
City of Penticton
Community Foundation of the South Okanagan Similkameen
Community Living BC
Interior Health
John Howard Society
Legal Aid
Ministry of Children & Family Development
Ministry of Social Development & Poverty Reduction
Native Courtworker & Counselling Association of BC
Okanagan Correctional Center
One Sky Community Resources
Ooknakane Friendship Center
Penticton & Area Access Center
Penticton & District Society of Community Living
Penticton +area Overdose Prevention Society
Penticton Indian Band
RCMP
School District 67
South Okanagan Immigrant & Community Services
South Okanagan Restorative Justice Program
South Okanagan Similkameen Brain Injury Society
South Okanagan Women in Need Society
United Way BC
Urban Matters

## Appendix D: Current Situation / Environmental Scan

In 2023, Penticton faced significant challenges in its housing market and homelessness rates, as outlined by three significant reports released in collaboration with 100MHP partners. This vital data has highlighted where future efforts are needed, and empowered relationships among the collective to identify individual and collective roles in meeting the needs of Penticton.

### Housing Market Analysis

The Housing Needs Assessment for Penticton<sup>6</sup> released in 2023, was a collaborative effort including support from 100MHP Strategy Coordinator, who assisted the process by collecting and providing essential data for the report. It was then also presented to the Official Community Plan (OCP) Housing Task Force to assist in the development of their final recommendations.

The report highlights substantial growth in the housing sector since 2017, with over 3,430 new dwelling units added, predominantly in multi-family buildings. While single-family dwellings still constitute the largest share of housing types, their proportion has steadily decreased since 2006, with apartments and duplexes experiencing significant increases. However, a concerning 43% of homes are over 40 years old, potentially requiring renovations or redevelopment. Rising housing prices, especially affecting renters of larger apartments such as families or multi-generational households, pose challenges in affordability.

To manage this housing demand, Penticton must address a backlog of individuals seeking non-market housing and the need for additional subsidized units by 2031. Annual construction falls short of demand, indicating a higher need for housing, particularly focusing on two- to three-bedroom units suitable for essential service workers. Short-term vacation rentals further exacerbate housing scarcity, impacting students and seasonal workers' ability to secure long-term accommodation. Additionally, Penticton faces critically low rental vacancy rates at 1.5%<sup>7</sup>, significantly below the ideal target of 3-5%, with key findings pointing to household growth surpassing projections and income levels remaining

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<sup>6</sup> City of Penticton. 2023. "Housing Needs Assessment 2023." City of Penticton. <https://www.penticton.ca/sites/default/files/docs/business-and-building/planning-land%20use/Affordable%20Housing/Housing%20Needs%20Assessment%20FINAL%20July%202023.pdf>.

<sup>7</sup> Canada Mortgage and Housing Corporation. 2024. "Housing Market Information Portal." Canada Housing and Mortgage Corporation. <https://www03.cmhc-schl.gc.ca/hmip-pimh/en/TableMapChart/Table?TableId=2.1.31.2&GeographyId=35&GeographyTypeId=2&DisplayAs=Table&GeographyName=Ontario#TableMapChart/7550/3/Penticton>.

low compared to provincial averages, leaving certain demographics, such as renters and one-person households, particularly vulnerable to core housing needs.

## Local 2023 Trends

The 2023 Point in Time (PiT) count reported that 166 Penticton residents were experiencing homelessness. A significant concern is the youth population, with more than 135 individuals aged 12 to 24 living in precarious housing situations from 2020 to 2021<sup>8</sup>. A notable statistic in the 2021 Penticton PiT reported that 48% of the participants disclosed that they had first encountered homelessness as a youth, with 10% indicating that they were under 25 at the time of the survey.

HelpSeeker data reveals that Penticton's per capita homelessness rate, as measured by the point-in-time count, surpasses that of many large urban centers by 25-50%, emphasizing a critical need for expanded housing services, particularly for the growing urban Indigenous population. Notably, the Indigenous population in Penticton had risen to nearly 10% by 2021, up from approximately 6.5% in the previous decade, facing challenges such as insecure housing, unsuitable living conditions, and disproportionate spending on shelter. This underscores the urgent requirement for accessible, culturally appropriate, and affordable housing options in the region. The reasons behind the increasing homelessness among Indigenous people in Penticton remain unclear, highlighting an area for focused attention within the 100MHP collective's 2024 workplan.

Due to its central location in the South Okanagan Similkameen (SOS), Penticton has taken on the role of regional hub for services and programs that serve vulnerable populations in the SOS. This is corroborated by the HelpSeeker data that reports the city as a primary provider of shelter beds within the RDOS, suggesting a centralized role in addressing homelessness in the area. As the regional hub for services, Penticton must ensure that the surrounding communities' voices are included in decision-making.

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<sup>8</sup> BC Housing. 2023. "Penticton - 2023 Homeless Count." BC Housing.  
<https://www.bchousing.org/sites/default/files/media/documents/Homeless-Count-Penticton-2023.pdf>.

## Current Programs and Initiatives

The HelpSeeker report that was conducted throughout the end of 2022 and into 2023 presented data showing there are currently 15 organizations that provide housing and homelessness services, with 87 programs available. This diverse list of programs can be designated into the following two broad categories.

### Prevention of Homelessness – identifying early warning signs and service navigation

The category of preventative services encompasses support for at-risk youth, seniors, low-income families, immigrants, individuals with disabilities, and those facing various physical or mental health challenges. The HelpSeeker report outlines a multi-stage approach to preventive care, ranging from early-stage interventions like the Penticton Youth Outreach Team (PYOT) to emergency response initiatives such as the Emergency Weather Response (EWR) coordination plans. A recent study by United Way BC<sup>9</sup> highlighted concerning statistics, revealing that 1 in 4 seniors face homelessness due to inadequate income post-retirement, emphasizing the critical role of prevention services in addressing chronic homelessness.

Many 100MHP partners offer at least one program aimed at preventing homelessness, showcasing the community's proactive response to the issue. 100MHP can leverage this information to identify gaps and overlaps in services, fostering transparent communication among members to coordinate efforts effectively and address the evolving needs of the community.

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<sup>9</sup> United Way BC. 2023. "Aging in Uncertainty." United Way British Columbia. <https://uwbc.ca/wp-content/uploads/2023/11/uwbc-seniors-housing-report-hi-res.pdf>.

## Outreach – connecting with unhoused and precariously housed people in safe, supportive and inclusive surroundings

Outreach services are an integral part of a community, as it provides an avenue for vulnerable individuals to access resources they may need and do not know how to access on their own or are experiencing other barriers to access. Examples of these critical services offered in Penticton are:

- The Mobile Outreach van that provides harm-reduction services to support safe practices and provides important resources to individuals who are facing various barriers to safe and healthy living.
- The Mobile Safe Injection Site for individuals who need access to a safe, clean and judgement free space.

Through the Penticton Outreach Coordination Table (POCT), a subcommittee of 100MHP, we connect organizations who are offering these frontline services with the support and resources they may need, to continue this important work. This also gives social service providers who sit at our table, more insight into what their clients are experiencing firsthand, allowing a more transparent and effective mode of communication between the two entities that are both necessary in supporting vulnerable individuals.

The effective collaboration is well illustrated by the recent BC Coroner’s report<sup>10</sup> indicating the number of overdose deaths in Penticton as bucking the Provincial trend and decreasing. Although it is important to recognise that the unhoused population does not only consist of people in active drug use, and most overdose victims are housed. These encouraging results are likely an outcome of the commitment and partnerships that have been facilitated at 100MHP tables.

- **Increased MHSU services in Penticton:** Having the Director of MHSU services at the 100MHP Steering Committee helped to bring information about current experiences in accessing MHSU services to future planning and the re-design of existing services.
- **Access to additional wound care and IH service navigation:** there was an identified need for specific wound care services at the EWR location. In addition to the wound care, having contact with IH staff supported EWR clients access ongoing case management for MHSU care.

<sup>10</sup> Province of British Columbia. 2024. “Unregulated Drug Deaths - Township of Injury.” BC Coroners Service. <https://app.powerbi.com/view?r=eyJrljoiZTBiZDRmOGUtZGNjOC00NTVklTLiYTctYmQwNzIxMzZDE0liwidC16ljZmZGI1MjAwLTNkMGQtNGE4YS1iMDM2LWQzNjg1ZTM1OWFkYyJ9>.

## Appendix E: 100 More Homes Penticton Collective Impact Process



The initiatives of 100MHP stem from identified Community Needs communicated through internal or external channels, culminating in a Collective Response that addresses these needs collectively. The resulting Outcomes provide vital support and community empowerment. With the backing of the entire 100MHP Steering Committee, these strategies garner municipal, provincial, or federal support for long-term sustainability. The process concludes with reflection on the Collective Response's outcomes, adjusting as necessary, and returning to phase one to assess current community needs and pursue continuous improvement collaboratively.

## Appendix F: Best Practices: What are other communities doing to prevent and address homelessness?

Small and medium-sized cities (SMSCs) are pioneering innovative strategies to combat chronic homelessness and housing instability, often overlooked in favor of larger cities. Through local partnerships, tailored programs, and creative solutions, these communities are making significant progress in addressing these social issues. By examining their approaches, successes, and challenges, SMSCs offer valuable insights and set a precedent for others in the fight against homelessness and housing insecurity.

### Kelowna LECoH

The Kelowna Lived Experience Circle on Homelessness (LECoH) in British Columbia has emerged as a notable example of addressing homelessness by empowering individuals with firsthand experience. Despite Kelowna's rising homelessness rates, LECoH has pioneered a more inclusive and responsive approach to tackling the issue. Their success stems from building trust-based relationships with service providers and homeless individuals, leading to more respectful and effective interventions, such as the Supportive Housing Plan and various community programs. Moreover, LECoH has influenced law enforcement practices, demonstrating the value of integrating lived experiences into policy and practice.

LECoH's efforts not only improve conditions for the homeless but also combat stigmatization, amplify marginalized voices, and foster community empathy. Their work emphasizes the importance of integrating lived experiences into decision-making processes to ensure compassionate and effective solutions. Challenges persist, particularly in extending LECoH's influence to senior-level decision-making, highlighting the ongoing need for systemic change and deeper integration of lived experiences in addressing homelessness.

## York Region's Youth Strategy

The Youth Homelessness Prevention and Housing Stabilization Strategy<sup>11</sup> in York, Ontario is a 10-year, collaborative initiative funded by various foundations, aimed at preventing and reducing youth homelessness through the creation of a network of partners. This network is designed to coordinate services and transform the system of care for at-risk youth or those experiencing homelessness, by fostering informed projects with the shared objective of minimizing youth homelessness. The strategy focuses on developing a comprehensive approach to not only prevent homelessness among youth but also to reduce the duration of homelessness when it occurs, by working closely with the community, stakeholders, and youth with lived experiences.

## City of London's Hub Model

The Health & Homelessness Whole of Community System Response<sup>12</sup> is a collaborative, local strategy aimed at tackling homelessness by establishing Hubs and prioritizing housing, involving over 200 individuals from various sectors. These Hubs are spread across the community to offer comprehensive services in purpose-built spaces, facilitating the transition of homeless individuals into stable, supportive housing. This approach represents a concerted effort to break down silos and foster an integrated system that effectively supports the most marginalized unhoused individuals.

## Calgary & Data Sharing

A software engineer, Geoffrey Messier, from the University of Calgary outlines the challenges in merging agency client records across multiple agencies with incompatible IT systems and without a standard identifier, emphasizing the value of such merging for both individual care and population-level analysis, despite privacy concerns and the need for consent<sup>13</sup>. It discusses a system to compute similarity between names to aid in record linkage, highlighting an application where manual matching of records by Calgary Homeless Foundation staff indicated the practicality of this approach for identifying spelling or typing errors and name changes. A case study done with two agencies demonstrates how the merging application reduces the unique IDs identified by 18.64%. The overall message stresses the importance of balancing the need for accurate data integration with the imperative of protecting privacy and obtaining consent.

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<sup>11</sup> York Region. 2009. "York Region's Youth Strategy." By Youth for Youth. <https://www.youthstrategy.ca/by-youth-for-youth>.

<sup>12</sup> City of London. 2023. "Hubs Implementation Plan." City of London. <https://london.ca/living-london/community-services/homeless-prevention-housing/whole-community-system-response-1>.

<sup>13</sup> Messier, Geoffrey. 2022. "Geoff Messier's Projects & Ideas." /lib: Learn, Imagine, Build. <https://lib.engineer/>.



## Appendix G: List of Sources with Quick Links

<u><a href="#">Collective Impact</a></u>
<u><a href="#">City of Penticton: Housing Needs Assessment 2023</a></u>
<u><a href="#">HelpSeeker Report</a></u>
<u><a href="#">Aging in Uncertainty</a></u>
<u><a href="#">2023-2026 Social Development Framework (City of Penticton)</a></u>
<u><a href="#">Toolkit for Communities: Considerations for Creating a Lived Experience Circle on Homelessness</a></u>
<u><a href="#">The Impact of Lived Experience on the Homelessness Sector</a></u>
<u><a href="#">York Region's Youth Homelessness Strategy</a></u>
<u><a href="#">City of London's Hubs Implementation Plan</a></u>
<u><a href="#">How to Link Agency Client Records and Protect Privacy (Geoffery Messier, University of Calgary)</a></u>
<u><a href="#">Declaration on the Rights of Indigenous Peoples Act</a></u>
<u><a href="#">National Center for Truth and Reconciliation - Reports</a></u>