

2023-2026

Social Development FRAMEWORK



*Prepared By: WRH Consulting &
Social Development Department*

DECEMBER 2023



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Land Acknowledgement



Wai

We acknowledge that our community is located on the **traditional and unceded territory** of the **Syilx Okanagan People**.

We are thankful for the opportunity to live, work and play in this beautiful environment.

limləmt



Executive Summary



The City of Penticton’s Social Development department was supported through endorsement from City Council and senior leadership to promote the social wellbeing of the community. The Social Development Framework (the “Framework”) is the guiding document that will prioritize and clarify the work of the Social Development department to maximize the impact of the City’s investment in community social development. The Framework represents an iterative and inclusive process that involved facilitated consultation with a wide variety of partners who are active in the shared work of addressing the health and wellbeing of our community. The Framework has foundational Guiding Principles which are meant to support both relationships and processes. Current priorities for the Social Development department, in collaboration with community partners, were

arrived at through consensus. The six priorities are: Housing, Mental Health and Wellness Supports, Homelessness, Supports for People Who Use Substances, Child Care and Food Security.

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The Framework is designed to provide scope and measurable targets for the work that the City undertakes on social issues, while supporting successful partnerships with others who are working on these priority areas. The Framework will be regularly reviewed and adjusted in response to evaluation of strategies which are being implemented, as new opportunities emerge, and in collaboration with community partners.

Mayor's Message



Mayor Julius Bloomfield
City of Penticton

The City of Penticton's Social Development Framework is a statement of intent. The health, safety and wellbeing of our community are intertwined and this document is designed to bring all those of elements together in a cohesive plan that relies on bringing all the partners together through the leadership of the Social Development department. This represents a start, and a blueprint on how we achieve success.

Council has laid out four priorities to ensure Penticton is a growing and thriving place for all residents. We are striving towards a safe and resilient city, a livable and accessible municipality, a vibrant and connected community and underpinning all of that is organizational excellence. The Social Development Framework touches each of these areas.

What makes this Framework unique is the collaboration that recognizes no one group can solve the challenges that lie ahead. The City's Social Development department is designed to be the connective tissue that fuses the work being done by senior levels of government and non-profit organizations. That spirit was defined in the creation of this Framework and it was not a top-down exercise. It is one of the few Social Development Frameworks in British Columbia that sought consensus on the collective philosophy and priorities that define our path forward.

As we tackle the challenges in front of us as a growing community – poverty, child care, mental health, substance use, food security, inclusion and housing – there needs to be a clear understanding of what needs to be done, what the desired result is, who can lead the push for change and who can provide needed support.

The Social Development department was developed to be an avenue for the City to support the work being to reduce stigma associated with

social issues and the people who are impacted most, and to find long-term solutions as well. Within these pages, clarity is provided on the scope, roles and priorities and a vision for how the City can be involved in achieving the goals laid out.

Now begins the next stage, taking the ideas off this page, and in collaboration, bringing them to life. We all want a welcoming, safe and vibrant community. Through the Social Development Framework, we have a direction and understanding of where we need to get to and, most importantly, a road map on how to get there. Having principles and processes that drive our efforts in key social areas, it will be the Social Development department that will leverage connections, relationships, organizations, senior levels of government and individuals with lived experience of social challenges to drive decision-making and collaboration.

To all the groups who have worked with our Social Development department, your work is much appreciated. To all the groups who continue the work to build a stronger Penticton – thank you.

Sincerely,

A handwritten signature in black ink, appearing to read 'J. Bloomfield', written over a white background.

Mayor Julius Bloomfield

What is a Social Development Framework?

Increasingly, municipal governments are seeking to define their leadership role in responding to social issues and the wellbeing of community members. While the City of Penticton is not mandated to deliver health or social services directly, senior leadership and elected officials understand that local government has an important role to play in building and sustaining healthy, inclusive, and vibrant communities and creating the conditions for residents to thrive by working with partners to promote health and wellbeing. These contributions have an associated benefit of attracting and retaining businesses, supporting a stable workforce, promoting tourism, and building a resilient future for everyone who calls Penticton home.

The City of Penticton has historically contributed to the health and wellbeing of the community through a variety of mechanisms, including advocating on social planning issues, liaising with community groups, planning and policy (e.g., child care action plans and housing opportunities), and grants to social service agencies.

The Framework serves as a clear vision and set of guiding principles that enable formal action in supporting equality and social wellbeing. It emphasizes proactive leadership and collaboration in addressing issues that affect quality of life for all residents. Additionally, the Framework provides clarity on the scope of the municipal government's role on City led and community led initiatives, both of which have social impacts. It solidifies the responsibilities and commitments of the City in promoting a better quality of life for all community members.



A Social Development Framework endorses a **community capacity building approach** by considering how existing assets can be enhanced, and/or how new pathways are created to respond to priority areas. A Social Development Framework offers a structure that assists with coordinating the activities, communications, and future planning providing guidance and reinforcing:

- the quality of life of all individuals along with the health of the community;
- the interaction between both the built and natural environments, and;
- the prioritization of connection and sense of belonging.

Further Social Development Frameworks assist with providing:

- a method for evaluating and addressing community needs;
- a foundation for coordinating the strategic actions of the public, private, and community sectors;
- guidance about the role and realistic capacity of the City to address social goals and support the efficient and effective intersection between the various departments that comprise the services and supports provided.

It is also important to note that the Social Development Framework is meant to guide not only how the Social Development department engages with community, but its influence on how collaborative actions and projects will proceed. The Guiding Principles offer a reflective lens to examine successes and challenges.

The Social Development Framework is intended to be a living document that will be reviewed regularly and adjusted, as needed, in response to new opportunities and community inputs.

Background

During the 2020 budget deliberations, Council supported the hiring of a Social Development Specialist. This position was also requested by organizations in the non-profit sector at the time, who were recommending that the City play a role in supporting the community around social issues and opportunities. When making the decision to support the position, Council identified three main areas of focus for the department: age friendliness (older adults and child care/youth), housing and homelessness, and mental health and substance use. Along with some administrative transitions when the department started (e.g., Emergency Support Services, Local Immigration Partnership, Provincial Nominee Program, and the Respect Network), Social Development has prioritized its efforts in these areas while providing general

customer service to the community and providing day-to-day support to maintain the department.

Now that Social Development is moving out of the startup phase, it is paramount to clearly define its purpose, principles and priority areas. In February 2022, Council directed staff to apply for a grant from the Union of BC Municipalities, through the Poverty Reduction Planning and Action funding program, to support the development of a framework for the City of Penticton's Social Development department. The resulting body of work was meant to help the Social Development department review its work done to date, and identify priorities moving forward. The City was successful in receiving the grant, which supported the development of the Framework.



Partner Engagement Process

WRH Consulting, a Penticton based firm, was engaged to provide consulting support for the Social Development Framework development process. WRH designed an inclusive and consultative process that included research on other frameworks, targeted interviews with key stakeholders, and a series of facilitated working sessions welcoming a broad cross-section of partners who interact with the Social Development department.



Interviews

Input was sought from the School District, Interior Health, social service providers, City staff, and advocates working on social issues in the community. These confidential interviews were conducted by WRH Consulting, who gathered input on where the Social Development department had been successful as well as areas for improvement and opportunities to further influence and contribute to strategies to manage social issues. Interviewees were asked to provide their perspective on priorities and challenges and also consider the scope of City responsibilities in partnership with others.



Facilitated Sessions

Three facilitated sessions were hosted with representatives from a wide circle of community partners. These included representatives from: First Nations and Indigenous organizations, School District, Interior Health, social service providers, first responders, City departments, advocates, and individuals with lived and living experience. The sessions were designed to achieve consensus on a set of guiding principles, confirm priorities, and begin defining roles and responsibilities.

The sessions were consistently well-attended and provided a strong endorsement of the Social Development department, the need for community input, and also the importance of creating a Social Development Framework to support ongoing collaboration.



Community Snapshot



Penticton's population has seen a significant increase over recent years, a testament to its appeal as a desirable place to live and positive economic climate. Bounded by two lakes, with a history of tourism, agriculture, and recreational opportunities, Penticton is home to a fluid population, with a high rate of resident mobility. Penticton is the largest community and is the main regional growth centre of the South Okanagan. Services offered in the community provide care to a wide area and has attracted significant investments to upgrade and add to the hospital. This growth and dynamism, while a sign of a thriving community, has also resulted in the need for robust public safety

measures and community support systems to ensure the wellbeing of all residents.

Penticton's age demographics present a unique profile: a relatively lower proportion of young children and working age residents, and a higher percentage of older adults than the provincial average. This demographic mix necessitates a focus on services and amenities that cater to older residents, while also ensuring the safety and wellbeing of the younger generation in order to attract and retain families to the community to support economic wellbeing.

Penticton's cultural fabric is rich and diverse, with a significant number of residents identifying as

racialized or Indigenous, and a notable proportion of immigrants. This diversity brings to the fore the importance of inclusive policies and practices that promote the wellbeing of all community members, regardless of their cultural or ethnic backgrounds.

The City's housing landscape is as varied as its population. With a high rate of renter households and an extremely low vacancy rate (below 1%), housing affordability and quality emerge as key issues. Economic factors also play a significant role in shaping the wellbeing and safety of Penticton. With at least 23% of households living in unaffordable housing and a significant portion of residents without an employment income, economic stability is a key area of focus. Addressing these economic challenges is necessary for reducing crime, enhancing public safety, and promoting overall community wellbeing.

In conclusion, Penticton is a city of contrasts – a vibrant and dynamic community that is also grappling with complex challenges. These challenges do not exist in siloes. Understanding

With at least 23% of households living in unaffordable housing and a significant portion of residents without an employment income, economic stability is a key area of focus.

them and how they intersect is important for social infrastructure planning and decision-making. By focusing on community wellbeing and safety, Penticton can continue to thrive and evolve, ensuring a high quality of life for all its residents.



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





Municipal Role in Social Development



Since the initial hiring of a Social Development Specialist in 2020, there have been significant changes to the role of municipalities in addressing social issues in the province – largely driven by necessity. The role of local government in addressing social needs, which in many respects fall to other levels of government (i.e. Provincial Health and Housing ministries, Canadian Mortgage and Housing Corporation, Veterans Affairs Canada, etc.) is complex and multifaceted. Historically, local governments have been seen as organizations that are focused on hard infrastructure, parks, recreational opportunities and the like. Increasingly local governments are being asked to administer grants of a social nature from upper levels of government. The non-profit sector as well is more often looking for support and direction from local government. It is to this extent that local government is uniquely situated between senior

orders of government who fund social services and service organizations who operate programs.

The BC Government encourages local governments to address social needs and social wellbeing, and to incorporate social development policies in their official community plans.² Official Community Plans must include affordable housing, rental housing, and special needs housing policies. This may be supported by the delivery of social planning services in addition to hiring social planners to address a wide range of social issues and priorities.

Unlike traditional public infrastructure like roads, bridges, or facilities, the social infrastructure of communities is often considered “soft” infrastructure, if considered at all. Yet, homelessness, the toxic drug crisis, social disorder, and domestic violence are critical concerns of

2 LOCAL GOVERNMENT ACT [RSBC 2015] CHAPTER 1: Part 14 — Planning and Land Use Management: https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/r15001_14#division_d0e43604

community members. In the same way we manage public infrastructure assets and develop capital plans, and undertake asset lifecycle planning and risk management, increasingly the importance of considering social infrastructure with the same care and diligence is gaining acceptance. For example, one City Councilor who originally voted against the creation of the Social Development

locally. Most of the funding comes from provincial, federal, and philanthropic sources and is dispersed through a diverse social safety ecosystem of players including non-profits, civil society groups, private sector operators, government, and public systems. This is further compounded by the overlapping nature of these entities who deliver these supports. This in turn adds more pressure to “do something” on the network of providers that operate locally.

*Through the **Social Development Framework**, we have a direction and understanding of where we need to get to and, most importantly, a **road map** on how to get there.*

With limited social policy mandates at a collective level, community groups’ capacity to effectively

department, two years later, stated that they couldn’t image the City without the function.

steward these assets and proactively get ahead of social challenges is understandably hampered. Yet, the effects and impacts of the lack of effective social infrastructure planning and implementation is landing, and will continue to land, on the municipal doorstep.

The challenge of communities being effective in social infrastructure planning and delivery is that they individually only directly manage a very small portion of the social infrastructure operating

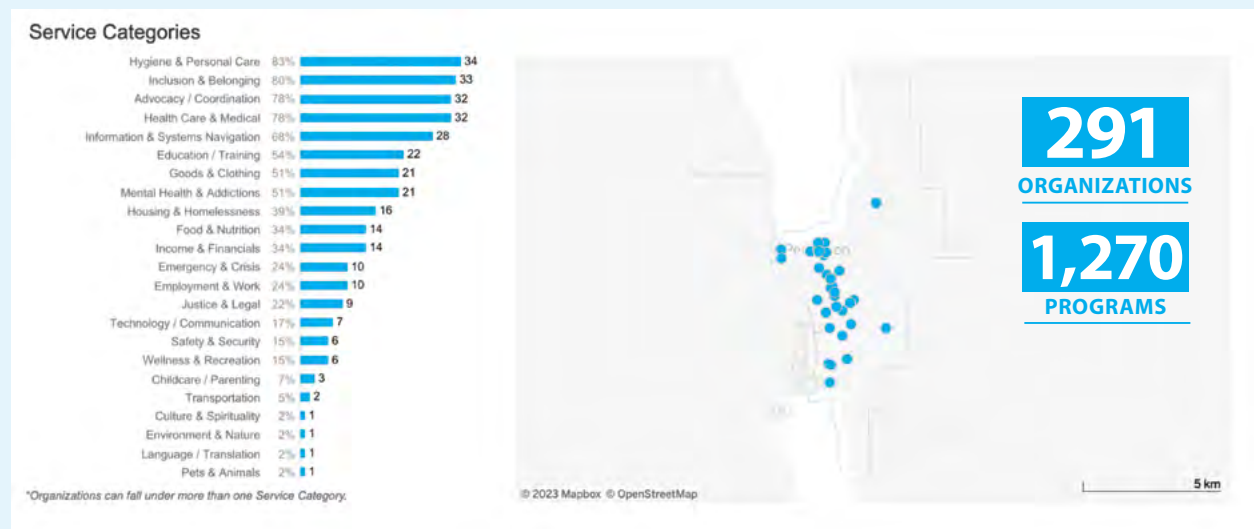


Figure 1. Pentiction Supply Map

So where do we start? Just like other infrastructure, we support communities by taking stock and assessing the health of the local social infrastructure in order to understand current and future population's social needs. By assessing the supply/demand balance and dynamics, communities can be prepared to advance a local, evidence-based agenda to fully leverage the social purchasing power in meeting local needs.

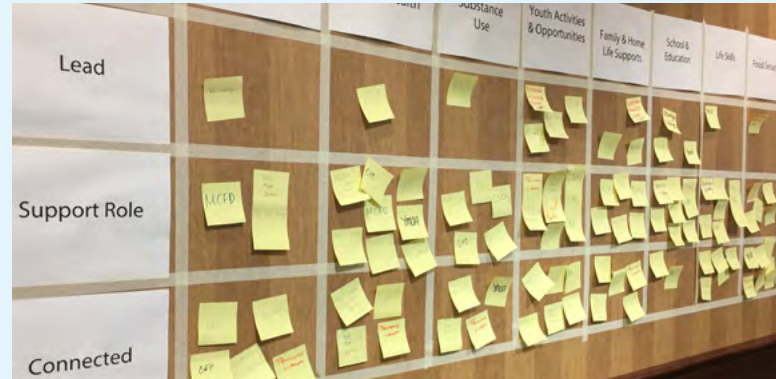
The City of Penticton has cultivated strong connections, relationships, and networks between individuals, organizations, and groups within the community by implementing an **Integrated Systems Planning** approach, involving the following components:

1. Understanding Penticton's Social Assets:

Social Development is taking leadership in understanding Penticton's social assets. This involves understanding the needs of a community from a holistic wellbeing perspective. This probes existing and new data, and considers living and lived experiences to discern patterns locally and in comparison with other jurisdictions. Where the focus is on one issue at a time (i.e., addictions) or population (i.e., youth), this is still analyzed within a broader systems-level framework of analysis. Social Development can fully understand the social network of the community by having the cross jurisdictional purview.

2. Understanding Penticton's Social Needs:

Social Development is staying apprised of current social needs/trends, organizations, and programs on an ongoing basis to make sense of existing social infrastructure assets and support collaboration moving forward. This involves maintaining a real-time inventory of services available, consistent classification, and how they function as part of the ever-evolving ecosystem. It entails having a mechanism to capture and analyze diverse services, their funding sources, eligibility and prioritization criteria, service redundancy, capacity and real-time flow-through.



3. Mapping & Leveraging Relationships:

Social Development works to understand the partners within a given ecosystem and how they are interrelated. This supports a deeper understanding of the partner's values, models, incentives and the power dynamics in the system. This understanding is essential in identifying leverage points so that opportunities for collaboration and social benefit can be undertaken.

4. Systems Leadership: Social Development follows an integrated approach grounded in a shared, person-centred, wellbeing philosophy. The community has been and will continue to be engaged in integrated systems planning across organizations/stakeholders to develop its approach to addressing social challenges across diverse stakeholder groups (i.e., service providers, public systems, government, civil society, private sector).

5. Organizational Infrastructure: Social Development is positioned to implement the social infrastructure plan/strategy and coordinate the ecosystem to meet common goals. The department plays the role of a clear **Systems Planner** who operationalizes the work

on an ongoing basis. Voluntary and formalized planning and assessment bodies are essential to maintaining momentum throughout implementation, even if these shift over time.

- 6. Coordinated Service Delivery:** Social Development facilitates access and flow-through for optimizing participant and system-level outcomes. Here the importance of aligning initiatives like Coordinated Access and Outreach tables are relevant, alongside other integration work among providers and systems such as coordinated case management or co-location of services. Social Development facilitates access and flow-through for optimizing participant and system-level outcomes. Here the importance of aligning initiatives like Coordinated Access and Outreach tables are relevant, alongside other integration work among providers and systems such as coordinated case management or co-location of services.
- 7. Data & Technology Foundations:** Social Development is prioritizing aligning data collection, reporting, intake, assessment, referrals, and outcomes tracking to enable coordinated service delivery and planning. This technological backbone of the ecosystem is essential to operationalizing integrated system planning as it helps tie diverse providers together into a coherent whole. By making the system visible, the data makes dynamic performance management possible.
- 8. Systems Accountability:** We ensure that all levels are aligned and monitored along common standards to achieve desired outcomes and understand to what extent the needs of the end user are being met. This is more than setting targets in a plan or for a program. This involves developing and monitoring of key indicators and

reporting out on progress, and that service standards common across providers and funders are in place. As well, changes are made in real-time to better serve participants and meet system-level goals.

- 9. Lived Experience:** A core value of Social Development is that the lived and living experience perspective of those impacted by our social challenges are continuously engaged in designing and implementing novel ideas to ensure our work maintains an innovation lens to continuously adapt and renew its energy. Communities become living laboratories of innovation where diverse community engagement methods advance common objectives.
- 10. Integrated Funding:** Social Development recognizes that without a collective commitment to strategically applying the community's social purchasing power to common priorities, there is little chance of success long term. It is the department's goal to support government, corporate and philanthropic funders demonstrate alignment of their investments to community priorities.

Steps that the Social Development Department has already taken to utilize this approach is detailed in the Appendix B.





Principles and Processes



The work of Social Development aims to help communities grow in healthy and sustainable ways, all while maintaining and uplifting the work which is already being done by the community. Such a task requires meaningful and deliberate ways of going about the work, therefore the Social Development Department, with input from the community, has identified a set of principles to guide our work and actions.

A principle is a statement which identifies the beliefs that will inform the conduct and behaviors of those following the agreed upon standards. Principles provide guidance for meaningful work, such as sustaining relationships, setting and achieving goals, and defining actions. Complex social issues do not have simple solutions and a collaborative vision based on shared principles is required. The work of a municipal social development department is deeply intertwined with the work of the partners in the non-profit, private, and government spheres, where clearly defined roles and purposeful relationships are crucial to carrying out successful outcomes and initiatives.

These principles will guide the Social Development department when making decisions, working in partnerships, and allocating resources to demonstrate integrity and fulfill our leadership role in supporting solutions that promote social wellbeing.

The principles have not been ordered by priority and naturally intersect with one another. They have been clustered in two groups:

- **Principles which define relationships, and;**
- **Principles which define processes**

In order to accomplish effective social planning, a municipality should align with the principle of *'nothing about us without us'*, meaning that the community must be an active participant in our processes. This requires that there be a strong and trusting relationship between those representing local government and community members. These relationships can be facilitated by the Social Development department. To maintain these connections, actions and initiatives must be effected in ways that honor the established relationships and the context and history of the community. This is why the principles have been clustered by relationships and processes.

Our Principles - A Snapshot



Relationships

- Collaborative: ensuring mutual respect and responsibility
- Ensuring dignity and well-being of community members
- Honouring responsibility to decolonization and reconciliation
- Honouring diversity, equity and inclusion



Processes

- Evidence-based/informed
- Sustainable: social, environmental, economical
- Proactive: prevention oriented
- Flexible and adaptive: responsive to and of community needs, able to pivot when new information emerges
- Supporting public participation and engagement: accessible, balancing perspectives, authentic

Defining our principles to safeguard relationships:

1 Collaborative

We will:

- Amplify each partner's strengths and capacity while also demonstrating respect for each organization's autonomy, roles, and jurisdictions.
- Maintain a commitment to the collective good by openly sharing resources and solutions and avoiding competition where possible.
- Be accountable for the expectations, responsibilities, and commitments we enter into in our projects and processes, acknowledging where organizational limitations exist that will impact on our collaborative efforts.
- Support effective communication for both the easy and difficult conversations, ensuring that communication is inclusive, respectful, and accessible. This means returning phone calls and emails in a timely manner, declaring conflicts of interest and any limitations on our capacity, and proactively working to resolve concerns.



In Action

- ➔ Attend local community action tables
- ➔ Participate in meaningful ways
- ➔ Collaborate on funding initiatives

2 Ensuring dignity and wellbeing of community members

We will:

- Promote positive impacts at both a community and individual level. This means continually reflecting on the downstream impacts of our decisions in order to prevent unintended, harmful consequences and making sure we celebrate our success stories.
- Reflect a holistic approach, using the social determinants of health and safety as a framework for understanding the impact we hope to have on our community.
- Advocate for equity and optimal quality of life for all members of our community and ensuring that all residents are viewed as being deserving of having their basic needs met. This means challenging stereotypes and discriminatory perspectives with our messaging, educational projects, and ensuring we include the voices of people with lived and living experience in our work.



In Action

- ➔ Engagement with lived experience
- ➔ Community engagement and education
- ➔ Place-based research with community

3 Honouring responsibilities to decolonization and reconciliation

We will:

- Work to build relationships and support meaningful engagement that respects our responsibility to understand and learn (decolonization) and take tangible actions to challenge systemic barriers and colonial practices (reconciliation).
- Be informed by the Truth and Reconciliation Commission (TRC) Calls to Action³ and the United Nations Declaration on the Rights of Indigenous Peoples⁴ in our actions and support of Indigenous peoples.
- Recognize the differences and responsibilities between individual, departmental, municipal, and community reconciliation actions.



In Action

- ➔ Sisters in Spirit ➔ National Indigenous Peoples Day
- ➔ National Day for Truth and Reconciliation

3 TRC Calls to Action: https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/indigenous-people/aboriginal-peoples-documents/calls_to_action_english2.pdf

4 UNDRIP: <https://social.desa.un.org/issues/indigenous-peoples/united-nations-declaration-on-the-rights-of-indigenous-peoples>

4 Honouring equity, diversity, inclusion and belonging

We will:

- Celebrate and welcome the strengths and contributions of diverse voices in our planning and decision making tables, ensuring that marginalized voices are invited, welcomed, and meaningfully included. This means we regularly ask: “Who is missing from the table?”
- Challenge ourselves to regularly reflect on our own biases and actively seek education to build anti-racist and anti-oppressive practices. This means creating anti-racism and inclusivity agreements, championing our commitment to EDI in our interactions, and promoting opportunities to celebrate diversity.
- Annually evaluate our progress in reducing barriers to participation and furthering inclusive access to decision making forums.



In Action

- ➔ Participation in the Respect Network
- ➔ Developing and implementation of the City of Penticton’s Accessibility Plan⁵
- ➔ Implementing Age-Friendly Action Plan⁶ with Aging Well

Defining our principles to safeguard our processes:

5 Evidence based/informed planning

We will:

- Balance the implementation of promising practices from other jurisdictions with the use of practices that have been effective or shown promise in our local context. This means honouring relationships in the social system network, multiple ways of knowing and wisdom, and where community readiness and experience should guide decision making.
- Conduct regular evaluation and analysis privileging both quantitative and qualitative data collection. This means actively welcoming research partnerships with academia, community organizations, and people with lived and living experiences to guide our decision making.
- Actively share the outcomes of our work with our partners, and the broader community, to support systems integration, awareness, and coordination.

5 City of Penticton Accessibility Plan 2023-2026: <https://www.penticton.ca/sites/default/files/docs/our-community/social-development/City%20of%20Penticton%20Accessibility%20Plan%202023-2026.pdf>

6 Penticton Age-Friendly Action Plan: <https://www.penticton.ca/sites/default/files/docs/our-community/social-development/2021-05-04-PDF-Age%20Friendly%20Action%20Plan.pdf>



6 Sustainable

We will:

- Ensure and document clear roles, responsibilities, levels of collaboration, and outcomes in our shared projects with periodic reviews and assessments incorporated into planning and timelines.
- Recognize that in order to impact complex social issues, we will require long term commitments, sustained funding support, and authentic engagement to effect change and build capacity.
- Actively consider the interrelationship between our social, cultural, economic, and environmental goals in our design and implementation strategies.

7 Proactive and Preventative

We will:

- Seek to identify root causes in designing potential solutions.
- Emphasize prevention and early intervention strategies to address issues before they become crises in the development and implementation of any shared projects.
- Ensure we canvas the community and our partners regularly to keep abreast of needs and adjust actions and plans accordingly.

8 Flexible and adaptive

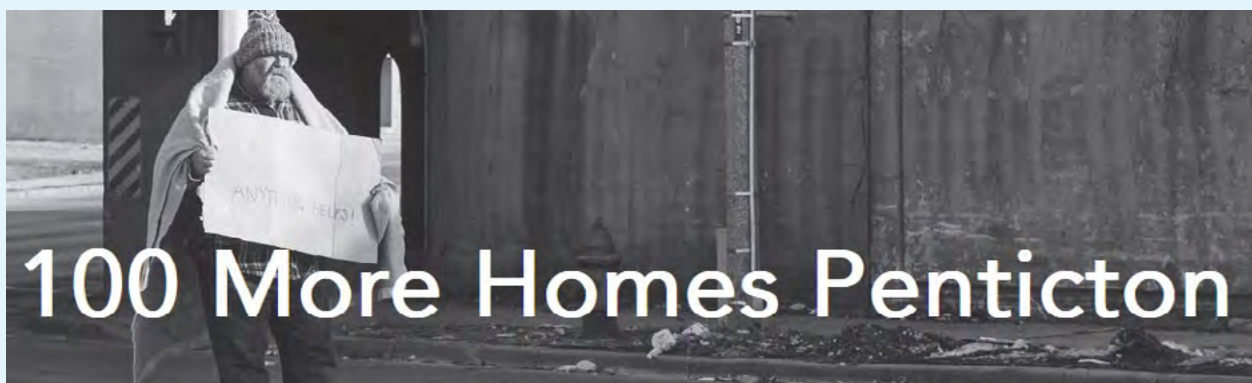
We will:

- Remain responsive to community needs, pivoting when new information emerges.
- Be willing to challenge and cease support for approaches or solutions when it becomes apparent that they aren't effective.
- Welcome a variety of sources of information and be aware of emerging trends and research.
- Be creative and courageous, promoting innovative ideas in order to find new and sustainable solutions to social needs.

9 Supporting public participation and engagement

We will:

- Ensure that our engagement activities reflect authentic representation of community voices. This means we will make sure that the voices of those not typically included in consultations and planning tables are invited and welcomed and that those who participate are informed of the outcomes.
- Employ multiple ways of welcoming input to ensure barriers to engagement are reduced, especially for people with lived and living experiences and ensure that information and updates are communicated back to participants. This means considering the supports required to actively participate in our planning and upholding the principles of IAP2 engagement.⁷
- Embed the Collective Impact model working to build a shared vision of the change we are working toward.⁸



⁷ International Association for Public Participation (IAP2): <https://www.iap2.org/mpage/Home>

⁸ Collective Impact: <https://www.tamarackcommunity.ca/collective-impact>

Strategic Priorities

The strategic priorities were arrived at through a consensus-based process. The activities defined in the Framework reflect the areas where the City had a lead role to play. Partnerships are inherent to the successful achievement of our goals in each area.



LEAD PARTNERS

- 100 More Homes
OneSky Community Services
- Canadian Mental Health Association
Penticton Area Overdose Prevention Society
Interior Health

- Penticton District Society for Community Living
Penticton Area Overdose Prevention Society
100 More Homes
- Community Action Team
Penticton & Area Access Centre
Interior Health
OneSky Harm Reduction Services

- OneSky Child Care Resource Referral
YMCA Southern Interior
School District
- Community Foundation of the
South Okanagan Similkameen



Housing

▶ Access to safe, affordable, and accessible housing is essential to the quality of life of our community. Housing must be available that accommodates the ages, stages, and abilities of all residents.

Our Community's Assets

Penticton has approximately **1,390 units of social and non-market affordable housing**, and **17 partners** who play a key role in addressing the provision of attainable housing, including: 100 More Homes, One Sky Community Resources, Canadian Mental Health Association-Penticton Branch, South Okanagan Brain Injury Society, ASK Wellness, Penticton & District Society for Community Living, and City Community Safety Officers.

Workplan

Objective: Increase the availability of affordable housing options within Penticton

STRATEGIES	INDICATORS OF PROGRESS
Work with 100 More Homes to access funding support via BC Housing	<ul style="list-style-type: none"> Amount of funding accessed
Work with local developers to target affordable units within new developments	<ul style="list-style-type: none"> Tracking of potential partnerships and discussions/contacts with local developers Number of new affordable housing units committed to or in planning Explore policy options for density bonusing
Find opportunities to work with the social services sector on affordable housing opportunities with City owned land	<ul style="list-style-type: none"> Number of new developments committed to or in planning
Work with First Nations and Indigenous organizations to develop culturally responsive housing	<ul style="list-style-type: none"> Number of meetings/contacts with Indigenous organizations Number of culturally responsive housing units committed to or planned

Performance Measurement/Monitoring

INDICATOR	MEASURE/DATA SOURCE	METHODOLOGY	REPORTING
<i>Number of new affordable housing units committed to or in planning</i>	Department tracking	Data gathered from meetings with developers and non-profit partners, City approvals	Annually



Mental Health and Wellness Supports

Supporting mental health and wellness includes increasing connectivity to resources, addressing the complexity of co-occurring issues (such as poverty and mental health), reducing the stigma associated with seeking help, and access to both preventative and responsive supports.

Our Community's Assets

Penticton has approximately **198 programs** addressing mental health and wellness, and **15 partners** who play a key supporting role, including: Canadian Mental Health Association-Penticton Branch, Penticton Area Overdose Prevention Society, Interior Health, OneSky Community Resources, City Community Safety Officers, The Senior's Centre, South Okanagan Immigrant Community Services, South Okanagan Brain Injury Society, Penticton & Area Access Centre and the Penticton Library.

Workplan

Objective: Increase access to community resources that support mental health and wellness

STRATEGIES

INDICATORS OF PROGRESS

Expand City website to include information about local resources

- Website updates complete

Promote mental health and wellness awareness by endorsing agency initiatives and promotions

- Number of initiatives endorsed or promoted by the City

Participate in initiatives that help develop new pathways for accessing community resources to support mental health and wellness

- Tracking of potential partnerships and discussions/contacts with government agencies and local non-profits

Objective: Enhance community social connection

STRATEGIES

INDICATORS OF PROGRESS

Continue to work with community partners to support events that foster learning and connection

- Number of events supported

Objective: Explore opportunities for integrating trauma-informed practices to frontline responders

STRATEGIES

Work in collaboration with RCMP, Bylaw, Fire, etc., to equip first responders and front-line service providers with the tools and local resource knowledge to respond appropriately to people living with mental illness and mental health challenges

INDICATORS OF PROGRESS

- Tracking trainings and number of people trained

Objective: Social Sector Support

STRATEGIES

Support activities to reduce the stigma that still surrounds mental health problems and illnesses

Find opportunities to support the mental wellbeing of the social services sector to sustain resiliency and capacity

INDICATORS OF PROGRESS

- Number of initiatives/events supported
- Number of resiliency training opportunities

Objective: Ensure City initiatives support mental health and wellness

STRATEGIES

Find ways to work cross-departmentally to ensure City's infrastructure/initiatives are equitable and support belonging and connection

INDICATORS OF PROGRESS

- Tracking of cross-departmental initiatives and outcomes

Performance Measurement/Monitoring

INDICATOR	MEASURE/DATA SOURCE	METHODOLOGY	REPORTING
<i>Percentage of community members reporting that they are generally mentally healthy</i>	Vital Signs Report from the Community Foundation of the South Okanagan/Similkameen	Online survey conducted by the Community Foundation of the South Okanagan/Similkameen	Annual community report, publicly available
	City of Penticton Citizen Survey	Tracking City of Penticton Citizen Survey	Biannual community report, publicly available



Homelessness

Ensuring that residents do not become homeless is equally important as offering dignified and secure responses when individuals experience housing loss. It is crucial to have a range of resources that can effectively address the various needs of individuals experiencing housing loss. Providing a continuum of supports from emergency housing through to transitional and permanent residences is necessary to effectively address homelessness.

Our Community's Assets

Penticton has approximately **87 programs** addressing homelessness and approximately **15 partners** who have a key role to play in supporting individuals experiencing homelessness, including: Compass Court, Penticton Area Overdose Prevention Society, 100 More Homes, South Okanagan Brain Injury Society, City Community Safety Officers, ASK Wellness, South Okanagan Women in Need Society and Foundry Penticton and Youth Centre.

Workplan

Objective: Work to build a continuum of low barrier, accessible housing to prevent and respond to homelessness in our community

STRATEGIES

Work with the Youth Homelessness Action Table to develop options to address and prevent youth becoming unhoused

Work with 100 More Homes to safeguard emergency housing, including responses to extreme cold and heat

Work with community partners to provide ancillary supports within housing: e.g., harm reduction, mental health, and food security

INDICATORS OF PROGRESS

- Support tracking of progress and implementation of actions with partners

- Support 100 More Homes to address extreme weather responses for unhoused residents

- Number of ancillary supports made available through partnerships

Objective: Data-based planning

STRATEGIES

Acknowledge Compass House as the City's main homeless shelter but remain open to ancillary shelters for other groups (i.e., sober shelter) a based on evidence and need

Explore the development of a Social Housing Plan

INDICATORS OF PROGRESS

- Work with 100 More Homes and BC Housing on planning emergency shelter needs
- Creation of social housing targets across the housing continuum

Performance Measurement/Monitoring

INDICATOR	MEASURE/DATA SOURCE	METHODOLOGY	REPORTING
<i>Number of new youth-specific housing options created</i>	Department tracking	Internal tracking through partner reporting	Annual
<i>Number of extreme weather emergency housing beds made available</i>	Department tracking or reporting from partners	Internal tracking through partner reporting and BC Housing reporting	Annual





Supports For People Who Use Substances

- ▶ Residents experiencing substances use challenges requires responsive supports that are trauma informed, accessible, and guided by best practices in harm reduction and recovery.

Our Community's Assets

Penticton has approximately **62 services** for individuals using substances and **13 organizations** who play a lead role, including: Community Action Team, Interior Health, One Sky Harm Reduction, Penticton Area Overdose Prevention Society, Discovery House, ASK Wellness, Canadian Mental Health Association – Penticton Branch, South Okanagan Brain Injury Society, City Community Safety Officers, Compass Court, Foundry and Youth Centre, South Okanagan Women in Need Outreach, Martin Street Clinic, and the Penticton Library.

Workplan

Objective: Support the development and access of a continuum of supports for people who use substances

STRATEGIES

Continue to provide partnerships with community groups to manage pick up of sharps and access to safe disposal sites for sharps

Facilitate the development of overdose prevention services to safeguard individuals who use substances

Support Public Safety Working Group to ensure the lens of Social Development is incorporated into planning and development

INDICATORS OF PROGRESS

- Number of needles/sharps removed

- Tracking progress with Interior Health on opportunities and providing regular updates to senior leadership and/or Council

- Tracking of initiatives in conjunction with the City's Public Safety Working Group

STRATEGIES

Work with community partners on the development of locally-based treatment options for people who use substances

INDICATORS OF PROGRESS

- Tracking discussions and program development with key partners on a long-term treatment model for Penticton: sharing updates with senior leadership and/or Council as needed

Performance Measurement/Monitoring

INDICATOR	MEASURE/DATA SOURCE	METHODOLOGY	REPORTING
<i>Number of sharps collected</i>	ASK Wellness Peer Ambassador Reports	Partner tracking	Annual
<i>Planning on treatment options for Penticton</i>	Repts from the Community Action Team	Internal tracking through Community Action Team	Annual





Child Care

▶ Access to affordable, safe and quality child care is fundamental to attracting and retaining a stable workforce, the wellbeing of families, and the development and nurturing of children in our community. Progress has been made in increasing the number of spaces and developing professionals to work in the sector, however, continuing those efforts are considered a priority.

Our Community's Assets

Penticton has approximately **197 programs** addressing childcare and parenting, and **10 key partners** that play a role in advancing Penticton's Child Care Action Plan⁹, including: OneSky Child Care Resource and Referral, Okanagan College, Interior Health, YWCA, School District 67, Library, BGC Okanagan and private operators.

Workplan

Objective: Maintain the leadership of the Child Care Action Planning Table

STRATEGIES

Co-chair the Action Planning Table to achieve progress on recommendations

INDICATORS OF PROGRESS

- Sharing of regular updates to Senior Leadership and/or Council on progress

Objective: Increase Accessibility

STRATEGIES

Work with other public partners to create an inventory of prospective opportunities for child care locations

INDICATORS OF PROGRESS

- Inventory developed

Work with SD67 to assess opportunities to increase the number of before and after school programs

- Tracking data and discussions with SD67 on progress

Work with public partners to identify opportunities to access provincial capital funding

- Number of capital grant opportunities/partnerships explored

Identify and implement changes to local government process and regulations in order to facilitate/develop child care

- Drafting and tracking any local Bylaw and/or policy changes

⁹ Penticton Child Care Action Plan: <https://www.penticton.ca/sites/default/files/docs/our-community/living-here/2021%20Penticton%20Child%20Care%20Action%20Plan.pdf>

Objective: Improving Affordability

STRATEGIES

Assist prospective child care operators with identifying potential lands for new builds

Explore opportunities with the Province and/or post-secondary institutions on increased compensation for workers in the sector

Partner with CCRR to enhance the promotion of the BC Affordable Child Care Benefit Program

INDICATORS OF PROGRESS

- Number of contacts/meetings with providers regarding building opportunities
- Tracking grant opportunities/partnerships explored
- Number of partnership events/activities

Objective: Focus on Quality

STRATEGIES

Support the provincial Early Care & Learning Recruitment & Retention Strategy

Work with SD67 to extend dual credit ECE program

Develop new partnerships with post-secondary institutions to offer ECE training

Incorporate ECE and child care in formal Workforce Development or Economic Development Strategy

INDICATORS OF PROGRESS

- Number of partnership events/activities
- Tracking grant opportunities/partnerships explored
- Number of partnerships developed
- Strategy document updated as needed





Objective: Strengthening Collaborations & Partnerships

STRATEGIES

Support the Child Care Action/Planning Table

Continue to build supportive and learning relationships with First Nations and Indigenous partners

Coordinated advocacy on issues of child care and family supports

INDICATORS OF PROGRESS

- Sharing of regular updates to Senior Leadership and/or Council on progress
- Number of meetings or partnership activities
- Sharing of regular updates to senior leadership and/or Council on progress

Performance Measurement/Monitoring

INDICATOR	MEASURE/DATA SOURCE	METHODOLOGY	REPORTING
<i>Number of new child care spaces created</i>	Tracking based on reporting at action planning table	Department tracking	Annual to action table
<i>Number of new child care facilities planned or committed to</i>	Tracking based on reporting at action planning table	Department tracking	Annual to action table



Food Security

- ▶ Access to quality, affordable food is intrinsically linked to health, wellness, and quality of life for residents of our community.

Our Community's Assets

Penticton has approximately **102 programs** addressing food and nutrition and **11 partners** who play a role in addressing food security and advancing Penticton's Food Security Strategy,¹⁰ including: Community Foundation of the South Okanagan Similkameen, South Okanagan Immigrant Community Services, Salvation Army Food Bank, School District 67, Penticton Elks, Purple Pantry, Soupateria and the Community Garden.

Workplan

Objective: Support the implementation of the Food Security Strategy

STRATEGIES

INDICATORS OF PROGRESS

Work with Community Foundation of the South Okanagan/Similkameen to implement the Food Security Strategy	<ul style="list-style-type: none"> ■ Tracking number of initiatives supported and/or completed
Consider strategies to develop more community gardens within the City	<ul style="list-style-type: none"> ■ Complete assessment of community garden expansion

Performance Measurement/Monitoring

INDICATOR	MEASURE/DATA SOURCE	METHODOLOGY	REPORTING
<i>Percentage of residents that report their household can afford an adequate amount of healthy food</i>	Vital Signs survey question form the Community Foundation of the South Okanagan/Similkameen	Online survey conducted by the Community Foundation of the South Okanagan/Similkameen	Annual community report, publicly available

10 Penticton Food Security Strategy: [https://www.penticton.ca/sites/default/files/docs/city-services/social%20development/202208%20Penticton%20Food%20Security%20Strategy%20\(FINAL\).pdf](https://www.penticton.ca/sites/default/files/docs/city-services/social%20development/202208%20Penticton%20Food%20Security%20Strategy%20(FINAL).pdf)



Governance

In order for Social Development to maintain a participatory role within the social sector in Penticton, it is important to continue to build off the existing Systems Integrated Approach taken thus far. Through specific workplan actions we can enhance this function.

Workplan

Objective: Act as an internal resource on social health and wellbeing to other City departments and initiatives

STRATEGIES

Seek opportunities to work across departments within the City e.g. as part of strategic planning, applying an equity lens to initiatives, providing regular check-ins, alignments with public safety goals, etc.

INDICATORS OF PROGRESS

- Tracking number of cross department initiatives

Objective: Communications and Excellence

STRATEGIES

Define success and provide evidence, publicly promote successes, provide internal briefings, measure and evaluate progress and programs

INDICATORS OF PROGRESS

- Reporting on deliverables and performance measures as defined above

Include a regular Social Development impact analysis in Council reports

- Social Development Impact added in template for Council reports



Objective: Focus on Organizational Excellence

STRATEGIES

Act in accordance with our defined Guiding Principles

Sustain existing relationships, repair any that may be fragile, continue to focus on trust and presence

Practice outstanding fiduciary management with grant funding and decision-making processes

Aligning our financial resources with the Social Development Framework and measuring the social impact

Building off the success of the Building Safer Communities Fund process, explore opportunities for consensus-led decision-making opportunities with community partners

INDICATORS OF PROGRESS

- Regularly checking in with the social services sector for feedback

- Continue to map out existing relationships and crediting community partners in joint collaborative projects

- Tracking grant applications, management and processes

- Annual budgets are reflective of Social Development Framework

- Documentation of processes, decisions and best-practices

Objective: Social Sector Leadership

STRATEGIES

Explore the development and implementation of a Systems Leaders Table for leaders and decision-makers to discuss and further collaborate efforts on key social issues

Bring the sector together yearly, or as needed, for performance feedback and information gathering

INDICATORS OF PROGRESS

- Assessment of need for Systems Leaders table completed

- Tracking of input and feedback



Conclusion



This Social Development Framework provides direction to sustain and continue to support a socially healthy community. It identifies the principles to guide the leadership of the department, both internally (within the City's administrative structure) and externally (within the community). It identifies not only where we play a role in addressing key social issues, but also where we align with our community partners – and therefore lays the groundwork for how we leverage assets, needs, funding, data and relationships to build a healthy and inclusive community for all.

In recognizing that there are a variety of social, economic, and physical environments that change the landscape of social issues, it is recognized that the City's leadership role in social planning is centered on principles. Although priority areas may change with current events and with the input of community partners, the principles guiding the work of the department will remain. It is key that the next era of community safety and well-being understands that good governance and community partnerships are critically necessary for social change.

Appendix A

Definitions and Core Concepts

To provide a common understanding of the information presented in this briefing note, the following working definitions are provided for concepts used across Social Development Department activities and assets.

Core Set of Definitions #1: Social Development, Social Planning, and Systems Planning

Although often used interchangeably, the concepts of Social Development, Social Planning, and Systems Planning are three distinct but highly interconnected approaches aimed at addressing social challenges related to community safety and wellbeing across the prevention spectrum. These distinct but highly interconnected approaches address social challenges related to community safety and wellbeing across the prevention spectrum and can be effectively applied in communities at various stages of urban growth.

1. Social development is a process that aims to improve the well-being of individuals, families, and communities by fostering social, economic, and political growth. This approach focuses on empowering people, increasing their access to resources, and creating opportunities for them to participate fully in society. It involves the improvement of human capital, the reduction of inequalities, and the promotion of social cohesion. It encompasses initiatives such as education, healthcare, poverty alleviation, and community-building.
2. Social planning is a systematic process of formulating policies, programs, and strategies to address social challenges and promote community well-being. It involves analyzing

the needs and resources of a community, setting goals, and designing interventions to achieve those goals. The approach emphasizes collaboration among various stakeholders, including government agencies, non-governmental organizations, and community members. It seeks to create an inclusive, equitable, and sustainable social environment by addressing issues such as housing, employment, education, and health.

3. Systems planning is a holistic approach to tackling social challenges that recognizes the interdependence of various social, economic, and environmental factors. It focuses on understanding the complex relationships and feedback loops among these factors to design interventions that can produce lasting, systemic change. Systems planning aims to create resilient and adaptive systems that can respond effectively to emerging challenges and opportunities. This approach requires interdisciplinary thinking, cross-sector collaboration, and a long-term perspective.

Core Set of Definitions #2: Social Policy, Social Infrastructure, and the Social Safety Net

The second core set of working definitions are those of social policy, social infrastructure, and social safety net - which are also related and interdependent, yet distinct in their focus and objectives. Social policy provides the overall framework and direction for addressing social needs, social infrastructure encompasses the physical facilities and services necessary for a functioning society, and the social safety net offers targeted support for vulnerable individuals and families during times of crisis.

Together, these three concepts work in concert to promote the well-being, welfare, and quality of life for citizens and communities.

1. Social policy refers to guidelines, principles, legislation, and activities that directly affect the living conditions, welfare, and well-being of citizens. Social policy can encompass areas

such as health care, education, housing, employment, and social protection.

- 2. Social infrastructure** refers to the interconnected network of public services and facilities that enable societies to function effectively, supporting the economic and social well-being of its inhabitants. This includes schools, hospitals, public transportation, parks, and recreational facilities.
- 3. Social safety net** refers to a collection of programs and services designed to support vulnerable members of society, particularly in times of economic or personal crisis. These may include unemployment benefits, food assistance programs, and public housing, among others.

Definition Focus and Objectives Application to BC Local Governments

Social Development is a process aimed at improving the wellbeing of individuals, families and communities. It fosters social, economic, and political growth; focuses on empowering people, increasing access to resources, and creating opportunities for participation in society; involves the improvement of human capital, reduction of inequalities, and promotion of social cohesion.

Local governments in BC can:

1. Support Social Development by allocating resources and implementing policies that promote social, economic, and political growth;

- 2.** Partner with community organizations and non-governmental organizations to facilitate the development and implementation of initiatives related to education, healthcare, poverty alleviation, and community-building;
- 3.** Work towards reducing inequalities and promoting social cohesion within their communities

Appendix B

COMPONENT	ACCOMPLISHMENTS TO DATE
1. Understanding Penticton's Social Assets	Developed Penticton's first-ever map of social infrastructure
2. Understanding Penticton's Social Needs	Conducted a social needs assessment, studying the demand for social supports and identifying potential future needs and emerging social challenges across demographics
3. Mapping & Leveraging Relationships	Performed an initial network analysis to map the relationships and dynamics among service provider stakeholders, helping identify leverage points and opportunities for systems change specifically focused on homelessness and community safety and wellbeing
4. Systems Leadership	Advanced systems leadership, bringing together organizations and stakeholders with the broader community (100 Homes, Age Friendly, Child Care Action, etc.)
5. Organizational Infrastructure	Established a Systems Planner organization to improve coordination among partners to focus on homelessness (100 Homes) and convene partners in a collaborative manner in which the City is a partner, not a driver of solutions. This operates as a hub and spoke model to support continuous feedback loops in planning and a nimble approach
6. Coordinated Service Delivery	Developed initial analysis of service delivery by defining bottlenecks from a client perspective (journey mapping) and identifying opportunities at aligning processes while fostering collaboration among service providers and systems, ensuring easy access and flow-through
7. Data & Technology Foundations	Established a data and technology foundation to support the integration of system planning and better align data-related processes. The department developed internal capacity to use advanced systems planning analytics and uses systems mapping and demand data in assessing needs and forecasting future demand
8. Lived Experience	Conducted research into a meaningful way to engage with folks with lived and living experience

COMPONENT

ACCOMPLISHMENTS TO DATE

9. Systems Accountability

Implemented baseline foundation of systems accountability measures to monitor performance and service standards, enabling timely adjustments to improve outcomes by identifying the core social infrastructure operating locally through systems mapping, and building mutual accountability through shared information mechanisms

10. Integrated Funding

Facilitated the alignment of funding sources to ensure resources were directed towards community priorities and strategic investments



Appendix C

For each 'bucket', participants then considered the role they would take to support action using the following matrix.

DIRECT INVOLVEMENT

Lead (responsible)
At The Table (accountable)

INDIRECT INVOLVEMENT

Consulted (valuable input/info)
Informed (aware of what's going on)



Housing

DIRECT

LEAD

- 100 More Homes
- OneSky Community Services

AT THE CONVERSATION

- Interior Health
- Pathways Addictions & Resource Centre
- Canadian Mental Health Association
- Penticton Area Overdose Prevention Society
- South Okanagan Immigrant and Community Services
- ASK Wellness
- City of Penticton Community Safety Officers
- Penticton District Society for Community Living

INDIRECT

CONSULTED

- Pathways Addictions & Resource Centre
- Penticton & Area Access Centre
- OneSky Seniors Services
- Community Foundation of the South Okanagan Similkameen

INFORMED

- Penticton Library
- OneSky Child Care Resource Referral
- OneSky Harm Reduction Services
- BGC Okanagan



Mental Health & Wellness Supports

DIRECT

LEAD

- Canadian Mental Health Association
- Penticton Area Overdose Prevention Society
- Interior Health

AT THE CONVERSATION

- Pathways Addictions & Resource Centre
- Penticton & Area Access Centre
- OneSky Seniors Services
- South Okanagan Immigrant and Community Services
- OneSky Child Care Resource Referral
- OneSky Harm Reduction Services
- City of Penticton Community Safety Officers

INDIRECT

CONSULTED

- Penticton Library
- Penticton District Society for Community Living
- Shelter Services Community Foundation

INFORMED

- ASK Wellness
- BGC Okanagan



Homelessness

DIRECT

LEAD

- Penticton District Society for Community Living
- Penticton Area Overdose Prevention Society
- 100 More Homes

AT THE CONVERSATION

- Pathways Addictions & Resource Centre
- Penticton & Area Access Centre
- BGC Okanagan Youth Services
- Interior Health
- City of Penticton Community Safety Officers

INDIRECT

CONSULTED

- Penticton Library
- South Okanagan Immigrant and Community Services
- ASK Wellness
- OneSky Harm Reduction Services
- Community Foundation of the South Okanagan Similkameen

INFORMED

- OneSky Seniors Services
- OneSky Child Care Resource Referral



Supports for People Who Use Substances

DIRECT

LEAD

- Community Action Team
- Penticton & Area Access Centre
- Interior Health
- OneSky Harm Reduction Services

AT THE CONVERSATION

- Pathways Addictions & Resource Centre
- Canadian Mental Health Association
- Penticton & Area Access Centre
- ASK Wellness Drug Checking & Peer Ambassadors

INDIRECT

CONSULTED

- Penticton Library
- Penticton District Society for Community Living
- City of Penticton Community Safety Officers
- Discovery House
- Community Foundation of the South Okanagan Similkameen

INFORMED

- South Okanagan Immigrant and Community Services
- OneSky Seniors Services
- BGC Okanagan



Child Care

DIRECT

LEAD

- OneSky Child Care Resource Referral
- YMCA of the Southern Interior BC
- School District

AT THE CONVERSATION

- BGC Okanagan Youth Services
- South Okanagan Immigrant and Community Services

INDIRECT

CONSULTED

- Penticton Library
- Pathways Addictions & Resource Centre
- Penticton & Area Access Centre
- Community Foundation of the South Okanagan Similkameen
- Interior Health

Food Security

DIRECT

LEAD

- Community Foundation of the South Okanagan Similkameen

AT THE CONVERSATION

- Pathways Addictions & Resource Centre
- Penticton & Area Access Centre
- BGC Okanagan Youth Services
- South Okanagan Immigrant and Community Services

INDIRECT

CONSULTED

- Canadian Mental Health Association – Penticton Branch
- OneSky Senior Services
- Purple Pantry
- Salvation Army
- Soupateria
- Community Garden

INFORMED

- Penticton Library
- OneSky Child Care Resource Referral
- ASK Wellness
- Penticton Area Overdose Prevention Society
- Interior Health





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