

## Special Public Safety Advisory Committee Meeting

to be held via Zoom and in person, Room B – City Hall

Tuesday, September 22, 2026

at 2:00 p.m.

1. **Call Special Committee Meeting to Order**

*We acknowledge that Penticton, where we live and work, is on the traditional lands of the Syilx People in the Okanagan Nation.*

2. **Adoption of Agenda**

3. **Adoption of Minutes**

3.1 Minutes of the July 17, 2026 Special Public Safety Advisory Committee Meeting

Recommendation:

*THAT the Public Safety Advisory Committee adopt the minutes of the July 17, 2026 Special meeting as presented.*

4. **New Business**

Czeck 4.1 2027-2032 Community Safety and Wellbeing Plan & 2027 Operational Implementation Plan

Staff Recommendation:

*THAT the Public Safety Advisory Committee recommend Council endorse the 2027-2032 Community Safety & Wellbeing Plan as a strategic framework to guide collaborative action, partnership development, advocacy, and implementation priorities that support a safer, healthier, more connected, and more resilient Penticton.*

5. **Adjournment**

## Special Public Safety Advisory Committee Meeting

held via Zoom and in person, Room A – City Hall

Friday, July 17, 2026

at 3:00 p.m.

**Present:** Michael Magnusson, Chair  
Tia Carlesimo, Vice-Chair  
Cherry Fernandez  
James Palanio  
Alex Waddington  
Holly Wakeman

**Regrets:** Ryan Graham, Councillor  
Campbell Watt, Councillor  
Riley Thompson  
Scott Jacobsen  
Jeff Leonard  
Heather Montgomery  
Cheyanne Faith

**Staff:** Julie Czeck, General Manager of Public Safety and Partnerships  
Janet Glowa, Legislative Assistant

1. **Call to Order**

The Chair called the Special Public Safety Advisory Committee to order at 3:00 p.m.

2. **Adoption of Agenda**

**It was MOVED and SECONDED**

THAT the Public Safety Advisory Committee adopt the agenda of July 17, 2026 as presented.

**CARRIED UNANIMOUSLY**

3. **Adoption of Minutes**

3.1 Minutes of the May 12, 2026 Special Public Safety Advisory Committee Meeting

**It was MOVED and SECONDED**

THAT the Public Safety Advisory Committee adopt the minutes of the May 12, 2026 meeting as presented.

**CARRIED UNANIMOUSLY**

### 3. New Business

#### 4.1 Community Safety & Wellbeing Plan – Engagement Report

Julie Czeck, General Manager of Public Safety and Partnerships provided the Committee with a presentation on the Community Safety and Wellbeing Engagement Report.

**It was MOVED and SECONDED**

THAT the Public Safety Advisory Committee receive the Community Safety and Wellbeing Engagement Report for information and review, as a foundational document to inform the considerations of strategies, implementation actions, and measures of success at the next Committee meeting.

**CARRIED UNANIMOUSLY**

#### 4. Next Meeting

The next regular Public Safety Advisory Committee meeting is scheduled to be held on August 19, 2026 at 3:00 p.m.

#### 5. Adjournment

**It was MOVED and SECONDED**

THAT the Public Safety Advisory Committee adjourn the meeting held on July 17, 2026 at 4:10 p.m.

**CARRIED UNANIMOUSLY**

Certified Correct:

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Janet Glowa  
Legislative Assistant



# Memo to Committee

penticton.ca

**Date:** September 22, 2026  
**To:** Public Safety Advisory Committee  
**From:** Julie Czeck, General Manager of Public Safety & Partnerships

**File No:**

**Subject:** 2027-2032 Community Safety and Wellbeing Plan & 2027 Operational Implementation Plan

## Staff Recommendation

THAT the Public Safety Advisory Committee recommend Council endorse the 2027-2032 Community Safety & Wellbeing Plan as a strategic framework to guide collaborative action, partnership development, advocacy, and implementation priorities that support a safer, healthier, more connected, and more resilient Penticton.

## Executive Summary

The Community Safety & Well-being Plan (the Plan) establishes a community-informed roadmap for advancing safety, well-being, and resilience in Penticton from 2027 to 2032. Developed through extensive engagement and collaborative planning, the Plan identifies five priority areas: Community Safety and Crime Prevention; Emergency Management, Response and Community Resilience; Housing Security and Homelessness Response; Mental Health, Substance Use and Wellness Supports; and Community Belonging and Inclusion.

Recognizing that many safety and well-being issues require coordinated action across sectors and levels of government, the Plan supports collaboration, advocacy, strategic decision-making, and community investment over the next five years. A key component that accompanies the Plan is the proposed 2027 Operational Implementation Plan (OIP), which identifies practical first-year actions that are achievable, partnership-based, and aligned with Council priorities.

## Background & Analysis

In 2022, the City completed a Community Safety Resource Review that recommended establishing a dedicated resource to coordinate community safety efforts and develop a Community Safety and Well-being (CSWB) Plan. In response, Council established the Public Safety & Partnerships Division and initiated its development.

The proposed CSWB Plan (Attachment A) was informed by a review of leading practices, analysis of local data, and extensive engagement with more than 2,200 residents, businesses, service providers, Indigenous partners, and community organizations. Findings consistently highlighted the need for coordinated action

that addresses both immediate safety concerns and the broader social, economic, and environmental factors that influence community well-being.

Although a broad range of issues were identified throughout the planning process, five priorities emerged consistently as the areas where coordinated action could have the greatest impact on safety and well-being. Through two phases of planning, community members and partners identified the key opportunities and challenges affecting safety and well-being in Penticton. A comprehensive summary of the engagement findings is available in the What We Learned Report on the City's website. This work resulted in five strategic priorities that were unanimously supported by Council on July 14, 2026:

1. **Community Safety and Crime Prevention:** Creating safe and welcoming public spaces, reducing crime and hate-motivated incidents, improving road safety, and strengthening prevention and early intervention.
2. **Emergency Management, Response, and Community Resilience:** Building preparedness, risk reduction, public awareness, and coordinated responses to emergencies and natural hazards.
3. **Housing Security and Homelessness Response:** Supporting the full housing continuum by advancing homelessness prevention, housing stability, affordable housing supply, and access to supportive and transitional housing options.
4. **Mental Health, Substance Use, and Wellness Supports:** Improving access to prevention, treatment, recovery, and wellness services across the continuum of care.
5. **Community Belonging and Inclusion:** Fostering a welcoming and inclusive community by strengthening social connections, improving accessibility, reducing barriers to participation, and creating opportunities for all residents to feel valued, supported, and connected.

## Analysis

The CSWB serves as a roadmap for bringing partners together around common priorities and desired community outcomes. The City's role will vary depending on the issue and context and may include leading initiatives, convening partners, coordinating efforts, supporting partners, or advocating for action and resources from higher levels of government. Achieving meaningful and lasting impact will require sustained collaboration among governments, Indigenous communities, public agencies, community organizations, businesses, and residents. The table below highlights the Plan's key strategic focus areas for the next five years.

### Penticton's CSWB Priorities

| PRIORITIES                                                                               | KEY STRATEGIES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1. Community Safety &amp; Crime Prevention</b><br><br><i>City role: lead/advocate</i> | <ul style="list-style-type: none"> <li>• Increase community confidence and public safety through visible, coordinated, and responsive community services.</li> <li>• Enhance community safety through the design, maintenance and activation of public spaces.</li> <li>• Respond to violent crime, property crime, and repeat offending through coordinated prevention, intervention, enforcement, and victim-centred approaches.</li> <li>• Strengthen prevention and early intervention efforts that address root causes of crime and discrimination.</li> </ul> |

|                                                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                            | <ul style="list-style-type: none"> <li>Enhance road safety through coordinated enforcement, education, and infrastructure improvements that reduce collisions and protect all road users.</li> </ul>                                                                                                                                                                                                                                                                                                                                              |
| <b>2. Emergency Management, Response &amp; Community Resilience</b><br><br><i>City role: lead/advocate</i> | <ul style="list-style-type: none"> <li>Ensure the City is prepared to lead, coordinate, and respond to emergencies and disasters.</li> <li>Empower residents and community partners to prepare for emergencies and build resilience.</li> <li>Reduce disaster risks and strengthen community resilience.</li> </ul>                                                                                                                                                                                                                               |
| <b>3. Housing Security &amp; Homelessness Response</b><br><br><i>City role: support/advocate</i>           | <ul style="list-style-type: none"> <li>Develop a regional approach to addressing homelessness so South Okanagan communities can better meet local needs and share responsibility for housing and homelessness responses.</li> <li>Expand emergency shelter and crisis response services to reduce unsheltered homelessness.</li> <li>Increase housing choice and availability across the housing continuum.</li> <li>Strengthen responses to encampments and homelessness-related impacts in public spaces.</li> </ul>                            |
| <b>4. Mental Health, Substance Use &amp; Wellness Supports</b><br><br><i>City role: support/advocate</i>   | <ul style="list-style-type: none"> <li>Improve access to mental health, substance use, treatment, and recovery services.</li> <li>Promote mental wellness, resilience, and prevention across the lifespan.</li> <li>Strengthen coordinated community responses to mental health, substance use, and overdose-related harms.</li> </ul>                                                                                                                                                                                                            |
| <b>5. Community Belonging &amp; Inclusion</b><br><br><i>City role: lead/support</i>                        | <ul style="list-style-type: none"> <li>Advance reconciliation and strengthen relationships, partnerships, and collaboration with Indigenous Peoples and communities.</li> <li>Improve access to essential supports that help residents meet their basic needs and enhance quality of life.</li> <li>Improve accessibility, mobility, and equitable access to community spaces, services, and opportunities.</li> <li>Foster a welcoming, inclusive, and connected community where all residents feel valued, represented, and engaged.</li> </ul> |

## A Focus on Implementation

Like the Official Community Plan, the CSWB Plan is intended to provide long-term strategic direction, while annual operational business plans will identify specific actions to be pursued each year based on readiness, partner capacity, funding opportunities, and emerging community needs. The proposed 2027 Operational Implementation Plan (OIP) focuses on foundational projects, partnership development, advocacy, and initiatives capable of delivering early outcomes.

## Sample 2027 Priority Initiatives (Attachment B)

### 1. Community Safety & Crime Prevention

- Develop master lighting plan
- New Chronic property offender management initiative
- Anti-hate initiatives

- Implement a new Community Safety Hub on Lakeshore Drive
  - Continue Intimate Partner Violence prevention campaign
  - RCMP Resource Review to inform future hiring needs
2. Emergency Management, Response & Community Resilience
    - Regional emergency preparedness
    - Increase FireSmart assessments
    - Extreme weather response plans for vulnerable populations
    - Increase Penticton Alert! (powered by Voyent) registrations
  3. Housing Security & Homelessness Response
    - Update Good Neighbour bylaw
    - Regional shelter and housing plan for homelessness
    - Planning for permanent location for Dawson Avenue shelter (the temporary winter shelter)
    - Point-in-Time homelessness count for Penticton
    - Advance women's transitional housing plan
  4. Mental Health, Substance Use & Wellness Supports
    - Support Interior Health with planning for new detox facility
    - Integrated Crisis Response Team model expansion assessment
    - Increase mental health & recovery support resources awareness
  5. Community Belonging & Inclusion
    - Indigenous cultural inclusion in civic spaces
    - Seniors' transportation needs assessment
    - Low/no cost youth recreation opportunities
    - Advance Child Care action plan
    - Develop 2027-2030 Accessibility Plan

## The Role of Advocacy

While each priority identifies a City lead responsible for coordination, partnership development, and implementation within the municipal sphere, many of the underlying policy, funding, and service-delivery levers rest with provincial and federal governments. Accordingly, each priority area includes associated advocacy actions where Council can continue to advance community priorities with senior governments and key partners.

|                                                       | ADVOCACY PRIORITIES                                                                                                                                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community Safety & Crime Prevention                   | <ul style="list-style-type: none"> <li>• Enable tiered policing and alternative response models.</li> <li>• Strengthen responses to repeat offending through increased Crown counsel capacity, effective bail policies, and access to secure or mandatory care where appropriate.</li> <li>• Increase provincial and federal funding for crime prevention, victim services, and community safety initiatives.</li> </ul> |
| Emergency Management, Response & Community Resilience | <ul style="list-style-type: none"> <li>• Increase funding for disaster risk reduction, FireSmart initiatives, hazard mitigation, and climate adaptation.</li> <li>• Modernize emergency communications and interoperable technology systems.</li> <li>• Expand funding for climate-resilient infrastructure and critical asset protection.</li> </ul>                                                                    |

|                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                  | <ul style="list-style-type: none"> <li>• Improve evacuation routes and emergency access corridors.</li> <li>• Strengthen forest management through prescribed burning and fuel reduction programs.</li> </ul>                                                                                                                                                                                                                               |
| Housing Security & Homelessness Response         | <ul style="list-style-type: none"> <li>• Increase investment in specialized housing and shelter options for priority populations (i.e. seniors, youth, people who don't use substances).</li> <li>• Expand funding for supportive, transitional, recovery-oriented, affordable, and workforce housing.</li> <li>• Strengthen homelessness prevention, housing stability, and eviction-prevention programs.</li> </ul>                       |
| Mental Health, Substance Use & Wellness Supports | <ul style="list-style-type: none"> <li>• Expand the continuum of substance-use care, including detox, treatment, recovery housing, and after-care supports.</li> <li>• Increase funding for community-based and earlier intervention mental health services, ACT teams, youth intervention, peer support, and outreach services.</li> </ul>                                                                                                 |
| Community Belonging & Inclusion                  | <ul style="list-style-type: none"> <li>• Increase funding for affordable licensed childcare and workforce recruitment and retention.</li> <li>• Expand investment in food security programs and community food systems.</li> <li>• Improve access to affordable and accessible transportation options for seniors.</li> <li>• Increase investment in Indigenous-led initiatives, reconciliation efforts, and inclusion programs.</li> </ul> |

### **An Adaptive Implementation Approach**

The implementation model is intended to provide flexibility while supporting accountability and long-term progress. By establishing annual action plans, the City and its partners can respond to emerging issues and opportunities as they arise, while ensuring implementation remains aligned with Council priorities, available resources, and budget processes.

This approach encourages shared ownership across community partners, creates opportunities to leverage external funding, and supports transparent reporting on progress. It also allows efforts to be focused on initiatives that are most achievable and impactful at a given point in time, recognizing that community needs, partner capacity, and external conditions will continue to evolve.

Importantly, inclusion of an action within the CSWB Plan does not constitute funding approval. Any future operating, staffing, advocacy, partnership, or capital requirements resulting from implementation of the Plan will continue to be evaluated through the City's established business planning, budget, and Council decision-making processes.

### **Governance, Accountability and Community Engagement**

Implementation of the Community Safety and Well-being Plan will be supported through ongoing collaboration among local governments, Indigenous partners, service providers, community organizations, businesses, and residents. A CSWB Implementation Committee of key internal and external community leads will provide strategic oversight, monitor implementation progress, support cross-sector coordination, and identify opportunities for collaboration and advocacy.

To support transparency and accountability, the City will provide annual reporting on actions completed, measurable outcomes, emerging issues, and opportunities for collaboration or advocacy. Ongoing engagement with partners and residents will help ensure the Plan remains responsive to evolving community needs and priorities.

### **Financial Implications**

Council previously allocated funding for development of the Community Safety and Well-being Plan. Future implementation costs will vary depending on the initiatives selected through annual implementation planning. Numerous actions identified in the Plan may be advanced using existing resources, partnerships, grant funding, advocacy efforts, or alignment with current municipal programs and services. The City has also secured external grant funding that will support youth-focused initiatives and Community Safety and Well-being coordination activities through 2030. Any requests for new municipal funding or staffing will be brought forward separately through Council reports, annual business planning, or budget deliberations as required.

### **Conclusion**

Staff recommend that the Public Safety Advisory Committee endorse the Community Safety and Well-being Plan and recommend Council adoption of the Plan as Penticton's framework for advancing safety, well-being, and resilience through 2032. Following adoption, staff will finalize the 2027 OIP, establish annual reporting processes, and continue working with community partners to advance priority actions and establish the Implementation Committee. Progress and emerging needs will be reported regularly to Council and the community to support transparency, accountability, and informed decision-making.

### **Alternate recommendations**

THAT the Public Safety Advisory Committee recommend Council endorse the draft 2027-2032 Community Safety & Well-being Plan as the basis for future community safety and well-being initiatives, and direct that the Plan be brought forward to the incoming Council for consideration and final adoption following the 2026 local government election.

Respectfully submitted,

Julie Czeck, General Manager of Public Safety & Partnerships

### **Attachments**

Attachment A – Community Safety & Well-being Plan 2027-2032

Attachment B – Year 1 Operational Implementation Plan draft (2027)



# **COMMUNITY SAFETY and WELL-BEING PLAN 2027-2032**

*Building a safer, healthier, more connected and more resilient Penticton*

# ACKNOWLEDGEMENTS

We acknowledge, with respect and gratitude, that this report was developed on the traditional and ancestral lands of Sn'pinktn (Sin-Pink-tin) (Penticton), which forms part of the unceded Syilx territory of the Okanagan Nation, Syilx People of the Okanagan Nation. We honour their enduring connection to the land, waters, and all living things, and recognize their role as caretakers since time immemorial.

The City of Penticton would like to acknowledge and sincerely thank the many individuals, organizations and community partners who contributed to the development of this plan, and who will play an important role in advancing its actions over the coming years. Their knowledge, leadership and collaboration helped shape the plan's priorities and will be essential to achieving its vision and goals.

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3. Housing Security and Homelessness Response
4. Mental Health, Substance Use and Wellness Supports
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# GLOSSARY OF TERMS

**Accessibility:** The design and implementation of environments, services, communications, programs, policies and systems to ensure that all individuals, including people with disabilities, can fully and independently participate in society with dignity and equal opportunity.

**Accountability framework:** A structured approach for assigning responsibilities, measuring progress and reporting outcomes.

**Advocacy:** Action taken to influence policies, funding, legislation or decision-making by other organizations or levels of government.

**Affordable housing:** Housing that costs no more than 30% of a household's before-tax income.

**Alignment Project:** A BC Housing-led initiative that strengthens coordination between local, provincial and federal homelessness services, helping people access housing and supports quickly and effectively.

**Assertive Community Treatment (ACT) Team:** A multidisciplinary team of mental health professionals who provide community-based support for people living with severe and persistent mental illness.

**Attainable housing:** Housing that is affordable to moderate-income households that may not qualify for subsidized housing.

**Basic needs:** Essential requirements for health, safety and well-being, including food, water, shelter, clothing, hygiene, healthcare, transportation and access to services.

**Community resilience:** The ability of individuals, organizations and communities to adapt, withstand and recover from adversity or emergencies.

**Community safety hub:** A visible, accessible location where public safety agencies and community partners coordinate services and engagement.

**Coordinated access:** A standardized, community-wide process used to assess needs and connect individuals to housing and support services through a shared system of service providers.

**Crime Prevention Through Environmental Design (CPTED):** An approach to reducing crime and improving safety through the design, maintenance and use of buildings, spaces and neighbourhoods.

**Culturally safe services:** Services delivered in ways that recognize and address power imbalances, discrimination and historical harms while respecting and responding to cultural identities, experiences and needs.

**Diversion:** Alternatives to formal justice or enforcement responses that connect individuals to appropriate supports and services.

**Emergency preparedness:** Actions taken before an emergency to improve readiness and response capacity.

**Encampment:** An area where individuals experiencing homelessness reside temporarily, often using tents or temporary shelters.

**Equity-deserving groups:** Population groups that experience discrimination, unequal outcomes and systemic barriers to participation and inclusion due to social, economic, cultural or historical factors, and may require targeted action to achieve equitable opportunities and outcomes.

**Evidence-informed:** Decision-making that incorporates data, research, professional expertise and lived experience.

**FireSmart:** A national wildfire mitigation program that helps homeowners and communities reduce the risk of wildfire damage.

**Harm reduction:** Policies, programs and practices that seek to reduce the negative impacts associated with substance use.

**Housing continuum:** The full range of housing options from emergency shelter through supportive, transitional, affordable, rental and market housing.

**Housing stability:** The ability to maintain safe, secure and appropriate housing over time.

**Inclusion:** The practice of ensuring that individuals from diverse backgrounds and abilities are actively integrated and can participate fully, meaningfully and equitably in community life and decision-making while being valued within various social contexts.

**Integrated Crisis Response Team (ICRT):** A mobile crisis intervention team comprising a police officer and a nurse that responds to individuals experiencing mental health or substance use crises.

**Integrated response:** A coordinated approach by multiple agencies working together to address complex issues.

**Lived and living experience:** Knowledge and expertise gained through direct personal experience with a particular issue or circumstance.

**Low-barrier services:** Services designed to minimize accessibility obstacles for individuals seeking support.

**Mental wellness:** A state of emotional, psychological, spiritual and social well-being that allows individuals to cope with life's challenges.

**Network of care:** A collaborative approach connecting service providers, community organizations and public systems to improve coordination, reduce barriers and improve outcomes for people with complex needs.

**Penticton Alert! (Powered by Voyent):** The City of Penticton's emergency notification system that delivers real-time alerts and updates about emergencies such as wildfires, floods, evacuations, severe weather and other public safety incidents through a mobile app, text, email or phone call.

**Placemaking:** Community-led efforts to plan, design and manage public spaces to strengthen community identity, connection and well-being.

**Prevention:** Actions that address root causes and reduce the likelihood or severity of harm, victimization, illness or other negative outcomes before they occur.

**Protective factors:** Conditions or influences that improve resilience and reduce risk.

**Public realm:** Publicly accessible spaces such as streets, parks, plazas, trails and gathering places.

**Recovery-oriented:** An approach that supports individuals in achieving and maintaining health, well-being and independence.

**Reconciliation:** The ongoing process of establishing and maintaining respectful relationships between Indigenous and non-Indigenous people by preventing and addressing ongoing injustices and listening,

learning and acting in ways that uphold Indigenous rights, cultures, self-determination and community well-being.

**Red Jacket Ambassador Program:** A Downtown Kelowna Association program involving a team of volunteer ambassadors who work to maintain safety and support the community.

**Restorative justice:** A collaborative and multidisciplinary approach to justice that focuses on repairing harm, restoring relationships and promoting accountability through dialogue, reparation, and reintegration, rather than through punishment alone.

**Situation Table:** A collaborative group of frontline professionals from health, social services, education, law enforcement and community organizations who meet regularly to identify individuals or families facing acutely elevated risk and coordinate rapid interventions before a crisis escalates.

**Social determinants of health:** The social, economic and environmental conditions that influence health outcomes, such as housing, income, education and social inclusion.

**Social Response Task Force:** A committee led by United Way and the Canadian Mental Health Association (CMHA) that brings together social service providers, local governments and emergency management partners to strengthen relationships, improve coordination and enhance emergency preparedness. The task force supports collaborative planning, develops shared resources and helps ensure that the needs of vulnerable populations are considered during emergency preparedness, response and recovery efforts.

**Supportive housing:** Housing that combines subsidized accommodation with on-site or nearby support services.

**Tiered policing:** A model that allows for the use of peace officers or community safety officers to perform law enforcement functions without requiring the full training and capabilities of police officers.

**Trauma-informed approach:** An approach that recognizes the widespread impacts of trauma and prioritizes safety, trust, choice, collaboration and empowerment.

**Transitional housing:** Temporary housing that helps individuals move toward permanent, stable housing.

**Universal design:** The design of products, built environments and services to be usable by all people, regardless of age, ability, or other factors, without the need for adaptation or specialized design.

**Victim-centred:** An approach that prioritizes the rights, safety, well-being and expressed needs of those affected by crime or harm, ensuring they are supported, empowered and protected throughout the process.

**Vision Zero:** A global road safety strategy aiming to eliminate traffic fatalities and severe injuries while promoting safe and equitable mobility for everyone.

**Wellness supports:** Programs and services that promote physical, mental, emotional and social well-being.

**White Elephant Training:** Anti-racism and inclusion training that encourages participants to recognize, discuss and address systemic racism, discrimination and unconscious bias, developed by the South Okanagan Immigrant and Community Services (SOICS).

# ACRONYMS

| <b>Acronym</b> | <b>Meaning</b>                                               |
|----------------|--------------------------------------------------------------|
| ACT            | Assertive Community Treatment                                |
| AI             | Artificial intelligence                                      |
| BCEHS          | British Columbia Emergency Health Services                   |
| BCH            | BC Housing                                                   |
| BIA            | Business Improvement Association                             |
| C-POII         | Chronic Property and Public Disorder Intervention Initiative |
| CAEH           | Canadian Alliance to End Homelessness                        |
| CoP            | City of Penticton                                            |
| COMPSTAT       | Computer Statistics/Police Crime Analysis System             |
| CPTED          | Crime Prevention Through Environmental Design                |
| CSWB           | Community Safety and Well-being                              |
| DPBIA          | Downtown Penticton Business Improvement Association          |
| EDI            | Equity, Diversity and Inclusion                              |
| EDMA           | Emergency and Disaster Management Act                        |
| EOC            | Emergency Operations Centre                                  |
| ESS            | Emergency Support Services                                   |
| EWR            | Extreme Weather Response                                     |
| HIFIS          | Homeless Individuals and Families Information System         |
| HRVA           | Hazard, Risk and Vulnerability Assessment                    |
| ICBC           | Insurance Corporation of British Columbia                    |
| ICRT           | Integrated Crisis Response Team                              |
| IH             | Interior Health                                              |
| IPV            | Intimate Partner Violence                                    |
| KPI            | Key performance indicator                                    |
| MCFD           | Ministry of Children and Family Development                  |
| MOU            | Memorandum of Understanding                                  |
| NGOs           | Non-governmental organizations                               |
| OCP            | Official Community Plan                                      |
| PFD            | Penticton Fire Department                                    |
| PIB            | Penticton Indian Band                                        |
| PiT            | Point-in-Time Count                                          |
| RDOS           | Regional District of Okanagan-Similkameen                    |
| RCMP           | Royal Canadian Mounted Police                                |
| REVoII         | Repeat Violent Offending Intervention Initiative             |
| SD67           | School District 67 (Okanagan Skaha)                          |
| SOICS          | South Okanagan Immigrant and Community Services              |
| TWS            | Temporary winter shelter                                     |
| VAT            | Vulnerability Assessment Tool                                |

VOICE  
WWL

Voices of Individuals With Community Experience  
What We Learned Report

DRAFT

# MESSAGE FROM THE CITY MANAGER

Community safety and well-being are fundamental to a healthy, resilient and thriving community. While safety is often associated with policing, enforcement or emergency response, well-being is influenced by a much broader range of factors, including housing, mental health, social connection, accessibility, economic stability, inclusion, emergency preparedness and access to essential services.

Like many communities across British Columbia and Canada, Penticton is navigating increasingly complex social, economic and environmental challenges. Housing affordability, homelessness, mental health and substance use concerns, public safety pressures, demographic changes and climate-related risks continue to affect the well-being of residents. At the same time, the community benefits from significant strengths, including engaged residents, dedicated service providers, strong community networks and a culture of innovation and cooperation.

The Community Safety and Well-being Plan (“the Plan”) represents an important milestone in Penticton's ongoing efforts to build a safer, healthier and more connected community. Developed through extensive community engagement, data analysis, and cross-sector input, the Plan establishes a shared vision, identifies priority areas for action and provides a coordinated framework to guide collective efforts and investment. In the Plan, every City department has a role:

- Public Safety and Partnerships, including Social Development and Bylaw Services
- Penticton Fire Department, including Emergency Management
- RCMP, including Community Policing and Victim Services
- Community Services Division, including Facilities, and Recreation, Arts and Culture
- Development Services Division, including Planning and Housing and Policy Initiatives
- Infrastructure, including Public Works
- Corporate Services, including Finance, Communications and the City Manager’s Office

The Plan recognizes that no single organization, agency or level of government can address these challenges alone. Many of the factors influencing community well-being, including health care, housing, mental health and substance use treatment, income supports, childcare, and justice services fall primarily within provincial and federal jurisdictions.

As a municipality, the City’s role is to lead where it has authority, support where it has influence, and advocate for the policies, services and resources needed to address evolving community needs. Meaningful progress will depend on aligned efforts, shared accountability, sustained advocacy and continued investment from all levels of government.

Intended to be practical, action-oriented and adaptable, the Plan provides a framework for strengthening coordination, building on existing strengths and maintaining focus on the outcomes that matter most to residents. It recognizes that lasting community safety and well-being are achieved not only by responding to immediate issues, but by addressing root causes, strengthening protective factors and creating the conditions that allow individuals, families and neighbourhoods to thrive.

Ultimately, the goal of the Plan is not to eliminate every challenge facing the community, but to make measurable progress in the areas that matter most to residents. Success will be reflected in Penticton's ability to strengthen resilience, adapt to emerging needs, and advance a safer, healthier, more inclusive and more connected community over time.

*Anthony Haddad, City Manager*

DRAFT

# EXECUTIVE SUMMARY

The City of Penticton's Community Safety and Well-being (CSWB) Plan provides a roadmap for building a safer, healthier and more connected community. It establishes a coordinated approach to addressing complex social challenges, supporting Council priorities, informing decision-making and guiding investments that improve quality of life for residents.

Community safety and well-being are influenced by many interconnected factors and cannot be achieved by any one organization acting alone. Developed through extensive research, data analysis and community engagement, the Plan reflects input from local government, Indigenous partners, public safety agencies, health and social service providers, community organizations, businesses, the school district, residents and other levels of government.

Through two phases of planning, community members and partners identified key opportunities and challenges affecting safety and well-being in Penticton. A comprehensive summary of the engagement findings is available in the [What We Learned Report](#) on the City's website. This work resulted in five strategic priorities:

- 1. Community Safety and Crime Prevention:** Creating safe and welcoming public spaces, reducing crime and hate-motivated incidents, improving road safety and strengthening prevention and early intervention.
- 2. Emergency Management, Response and Community Resilience:** Building preparedness, risk reduction, public awareness and coordinated responses to emergencies and natural hazards.
- 3. Housing Security and Homelessness Response:** Supporting the full housing continuum by advancing homelessness prevention, housing stability, affordable housing supply and access to supportive and transitional housing options.
- 4. Mental Health, Substance Use and Wellness Supports:** Improving access to prevention, treatment, recovery and wellness services across the continuum of care.
- 5. Community Belonging and Inclusion:** Fostering a welcoming and inclusive community by strengthening social connections, improving accessibility, reducing barriers to participation and creating opportunities for all residents to feel valued, supported and connected.

Together, these priorities are supported by strategies and actions that address root causes, strengthen community capacity and improve outcomes across all dimensions of safety and well-being. Similar to the Official Community Plan, the CSWB Plan establishes a long-term direction rather than a fixed list of projects. While it identifies key priorities and strategic directions, implementation will evolve as community needs, emerging issues and opportunities change over time.

By building on community strengths and focusing efforts on shared priorities, Penticton can continue advancing a safer, healthier, more inclusive and more resilient future for all residents.

# INTRODUCTION

## A Vision for Community Safety and Well-being

***“A safe, connected, resilient and inclusive Penticton where all people feel a sense of belonging, have access to opportunities and support, and are empowered to thrive.”***

Safety and well-being are shaped by a range of interconnected dimensions, including physical safety, health, emotional well-being, social connection, economic security and cultural belonging. They are also shaped by the environments where people live, work, learn and gather. A holistic approach to community safety must recognize all these dimensions to create meaningful and lasting change.

As such, achieving meaningful progress will require collective action and a shared commitment from organizations, governments, businesses, community groups and residents. This shared vision reflects Penticton's aspirations for the future. This vision also recognizes that community safety is about more than just the absence of crime.

The Community Safety and Well-being (CSWB) Plan provides a framework for turning this vision into action. Through community engagement and analysis of local data and trends, five priority areas emerged. These priorities are where coordinated action can have the greatest impact on community safety and well-being:

1. **Community Safety and Crime Prevention**
2. **Emergency Management, Response and Community Resilience**
3. **Housing Security and Homelessness Response**
4. **Mental Health, Substance Use and Wellness Supports**
5. **Community Belonging and Inclusion**

The five priority areas represent *what* the community has identified as most important to address. To support implementation, the Plan applies a Community Safety and Well-being Model<sup>1</sup> that helps



<sup>1</sup> The Community Safety and Well-being Planning Framework: Booklet 3 - A shared commitment in Ontario | ontario.ca

determine *how* these priorities will be addressed. The framework recognizes that community safety cannot be achieved through incident response alone. While emergency services, enforcement and crisis response remain essential, communities achieve stronger long-term outcomes when they also invest in prevention, intervention and the underlying social conditions that influence well-being.

The framework is organized around four interconnected areas:

- **Social Development (Upstream):** Long-term investments that address the root causes of harm and improve the social determinants of health and well-being, including housing, education, social inclusion, income security and access to services.
- **Prevention (Midstream):** Proactive programs, policies and initiatives that reduce identified risks before they result in harm, victimization or safety concerns.
- **Risk Intervention (Downstream):** Coordinated responses among multiple sectors to address situations where there is an elevated risk of harm to individuals, families or the broader community.
- **Incident Response:** Immediate responses to crime, emergencies and public safety concerns requiring urgent action.

Together, they provide a **balanced approach** that addresses immediate concerns while also building the conditions for long-term community well-being.



The success of the Plan will depend not only on *what* actions are taken, but also on *how* the work is undertaken and supported over time. Experience has shown that even the strongest plans can fall short without shared values, strong partnerships, sustainable resources and sustained commitment. For this reason, the Plan is grounded in a set of guiding principles and supported by key enablers that create the conditions for success.

## Guiding Principles

Implementation of the Plan will be principle-based, and:

- **collaborative**, through partnership and shared responsibility;
- **well-being-focused**, through prevention and early intervention;
- **committed to reconciliation**, through meaningful Indigenous engagement and partnerships;
- **equity, diversity and inclusion-centred**, by reducing barriers and advancing equitable outcomes;
- **trauma-informed**, with approaches that promote safety, dignity and empowerment;
- **evidence-informed** through data, research and lived experience; and,
- **adaptable and responsive** to changing community needs and emerging opportunities.

## Enablers of Success

Achieving this vision will require shared accountability, sustained advocacy and coordinated investment across governments, sectors and communities. Success will be enabled through:

- **advocacy**, to advance supportive policies, services and investments from higher levels of government;
- **sustainable resources and investment**, to support implementation and long-term outcomes;
- **communication and engagement** to foster trust, transparency and shared ownership;
- **awareness and education**, to build understanding and encourage participation and,
- **partnerships and collective impact**, to align efforts and achieve shared goals.

## Recognizing Diverse Experiences of Safety and Well-being

The Plan is intended to improve quality of life for all residents. At the same time, research and community engagement consistently show that some populations experience disproportionate impacts from crime, victimization, social isolation, discrimination, poverty, homelessness, health inequities and barriers to accessing services and opportunities.

For this reason, the Plan incorporates consideration of the unique experiences and needs of youth, seniors, Indigenous people and other equity-deserving groups, including persons with disabilities, 2SLGBTQIA+ individuals, newcomers and racialized communities. This helps ensure that community safety and well-being initiatives are inclusive, equitable and responsive while supporting better outcomes for those most affected by harm and disadvantage.

Ultimately, improving community safety and well-being means creating a community where everyone can feel safe, connected, valued, supported and able to thrive, while recognizing that some individuals and groups may require targeted supports, services or interventions to achieve equitable outcomes.



# ROLES AND RESPONSIBILITIES

Municipalities are often on the front lines of addressing social, health and community safety and well-being challenges. However, many of the systems, services and policies that shape community well-being fall under provincial or federal responsibility. Understanding the roles of different levels of government helps set realistic expectations about what municipalities can directly deliver, where they can provide leadership and coordination and where advocacy and partnership with other governments may be needed.

While the responsibilities outlined in this chart are not exhaustive, they are interconnected, and lasting improvements in community well-being depend on collaboration among all orders of government, Indigenous government, service providers and communities. For illustrative purposes, this chart focuses on municipal, provincial and federal responsibilities and does not capture the full range of roles played by regional governments, Indigenous government or other partners in supporting community well-being.

## Roles Across Levels of Government

### The Municipal Role in Community Safety and Well-being

Given these respective responsibilities, the City's role in advancing community safety and well-being can generally be understood through three functions:

- **Leading** initiatives that fall within municipal jurisdiction, including community safety planning, emergency management, community development, crime prevention, bylaw enforcement and local policing priorities.
- **Supporting** the work of community partners, Indigenous partners, health authorities, school districts and senior governments that deliver services related to housing, homelessness, mental health, substance use and social well-being.
- **Advocating** for the policies, funding, services and system-level changes required from provincial and federal governments to address the root causes of community challenges.

### Municipal Role by Priority Area

| Priority Area                                           | Municipal Role   |
|---------------------------------------------------------|------------------|
| Community Safety and Crime Prevention                   | Lead/Advocate    |
| Emergency Management, Response and Community Resilience | Lead/Advocate    |
| Housing Security and Homelessness Response              | Support/Advocate |
| Mental Health, Substance Use and Wellness Supports      | Support/Advocate |
| Community Belonging and Inclusion                       | Lead/Support     |

The Community Safety and Well-being Plan recognizes that many of the factors influencing safety and well-being are beyond the direct control of local government. Lasting progress will depend on strong partnerships, shared accountability, sustained advocacy and coordinated investment across all levels of government. The City's role is to lead where it has authority, support where it has influence and advocate where broader system change is needed.

DRAFT

# HOW WE GOT HERE

The Community Safety and Well-being Plan was informed by extensive research, data analysis and one of the most comprehensive community engagement processes undertaken by the City on issues related to safety and well-being.

Input was gathered from residents, Indigenous partners, community organizations, health and social service providers, businesses, the school district, public safety agencies and representatives from provincial and federal governments. Together, these perspectives helped shape the priorities, actions and outcomes contained within the Plan. A comprehensive [What We Learned Report](#) outlines the outcome of this work and is available on the City's website.

While perspectives varied, several common themes emerged across engagement activities. Residents consistently identified community safety and crime prevention as a top priority. People expressed a desire to feel safer in neighbourhoods, parks, public spaces and community facilities. Concerns related to crime, disorder, road safety, racism or hate-motivated incidents and visible social disorder were frequently raised, alongside a strong interest in prevention, youth support and approaches that address the underlying causes of harm.

Housing affordability, housing security and homelessness were also identified as significant concerns. Participants emphasized the need for a broader range of housing options, stronger homelessness prevention efforts, increased shelter and supportive housing capacity, and coordinated responses that balance compassion, accountability and community impacts.

Mental health, substance use, treatment, recovery and wellness supports emerged as another key priority. Residents expressed a desire for greater access to services, more prevention and early intervention programs, stronger youth-focused supports and clearer pathways to available resources.



Participants also highlighted the importance of community belonging and inclusion. Social connection, accessibility, transportation, childcare, food security, Indigenous relationships, cultural inclusion and opportunities for civic participation were frequently identified as important contributors to quality of life and overall well-being.

Finally, residents emphasized the importance of emergency preparedness, response and community resilience. There was strong interest in proactive planning, public education, coordinated emergency response and confidence that the community is prepared to respond to emergencies, natural disasters and other disruptions.

Throughout engagement, a broader theme also emerged: residents want to be informed, heard and connected to the work taking place in the community.

Many participants indicated that efforts are underway to address local challenges but are not always visible or well understood. Building public trust, strengthening communication and demonstrating progress will therefore be important components of successful implementation. Ongoing engagement, transparency and reporting will help build community trust, foster shared ownership of outcomes and ensure residents remain informed about actions being taken to improve community safety and well-being.

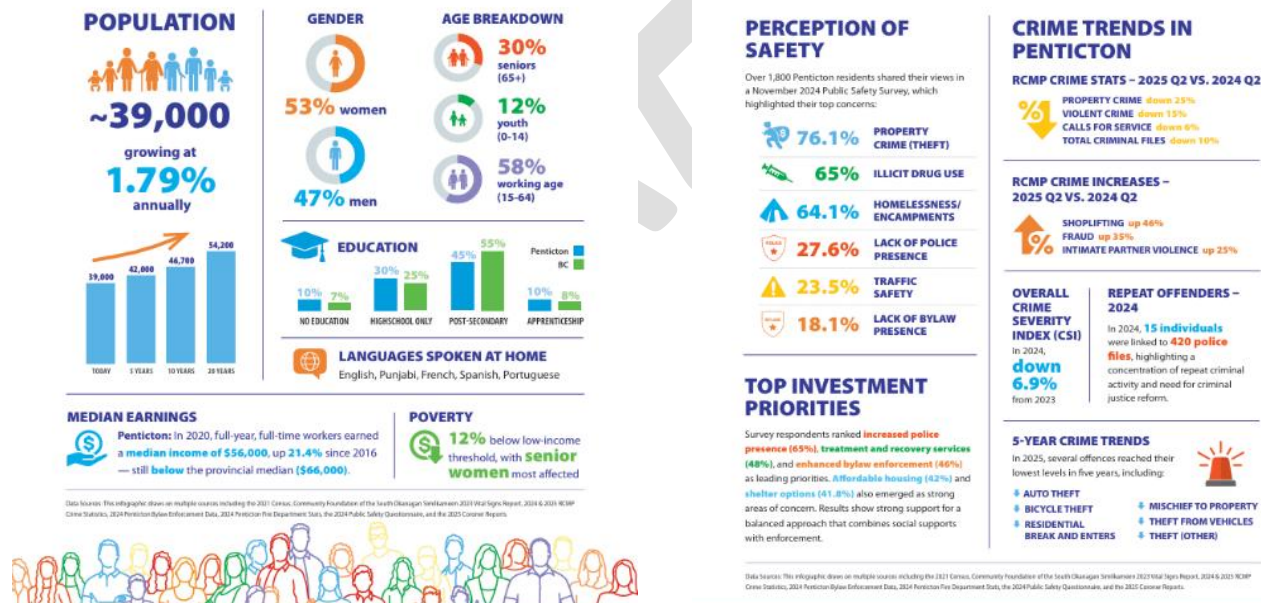
# PENTICTON TODAY

## Understanding Our Starting Point

Meaningful change begins with understanding where we are today. Establishing a baseline allows the City, its partners and the community to measure progress over time, identify emerging trends and evaluate whether collective efforts are improving community safety and well-being.

The community profile and key statistics presented in this section provide the most recent snapshot of conditions in Penticton across a range of social, economic, health, housing, safety and demographic indicators. Together, they establish the foundation against which future progress can be measured.

As implementation of the Community Safety and Well-being Plan moves forward, these baseline indicators will be monitored alongside additional program-specific performance measures to help assess outcomes, inform decision-making and support continuous improvement. Tracking both quantitative data and community perceptions is essential to understanding not only what is changing, but whether those changes are improving quality of life for residents.



## FOOD SECURITY

**Shoplifting Trends**  
47 offenders identified in Q2 2025; 13% were repeat offenders.  
51% of incidents involved stolen food or groceries — a sign of growing food insecurity.

**Food Bank Usage**  
Regional food banks saw a 20–100% increase in clients (2021–2022), driven by rising food prices, interest rates, and rental costs.

**Cost of Healthy Food**  
In 2022, a healthy monthly food basket for a family of four in the Okanagan cost \$1,264, up from \$1,030 in 2017.

## MENTAL HEALTH

In 2024, the **Integrated Crisis Response Team** — a partnership between a police officer and a nurse — supported individuals in 1,311 mental health-related client interactions.

## SUBSTANCE USE & ADDICTION

**Medical Response Calls (2024):** In 2024, the **Penticton Fire Department** responded to 4,328 emergency incidents, with 2,547 of those being medical response calls.

**Unregulated Drug Deaths (2024):** In 2024, the BC Coroners Service reported 26 deaths due to unregulated drug overdoses in Penticton. As of April 2025, there have been 7 deaths, suggesting a possible decline — though the year is still ongoing.

## SENSE OF COMMUNITY BELONGING

64% of residents aged 12+ in the **Okanagan Health Services Delivery Area** reported a somewhat or very strong sense of belonging to their local community (2019–2020). This is **on par** with the provincial average of 69.5%.

## ADDRESSING RACISM IN SOUTH OKANAGAN

**SOICS Community Survey**  
385 Participants  
27% experienced discrimination (based on race, ethnicity, religion, etc.)  
74% did not report incidents  
Only 15% felt comfortable contacting RCMP  
22% believe racism is increasing

## HOMELESSNESS

The **2025 Point-in-Time Count** identified 194 individuals experiencing homelessness in Penticton.

78 unsheltered  
116 sheltered

This is up 17% from 166 in 2023.

As of November 2024, there were:

73 permanent shelter beds

40 new temporary beds added to support seasonal and emergency needs.

## SAFE PUBLIC SPACES

In 2024, Bylaw Services responded to 5,785 calls for service, with 60% related to social disorder issues, such as public disturbances, loitering, and substance use.

## TRAFFIC SAFETY

There is an increase trend in the # of traffic safety related complaints to the City.



**Active Public Requests & Areas of Concern 2025**

| Category                     | Count |
|------------------------------|-------|
| 70 + Grosswalks Interactions | 70    |
| 3 + Disability               | 3     |
| 125 + Speeding               | 125   |

## EMERGENCY PREPAREDNESS

According to the 2024 Public Safety Questionnaire:



of residents feel **very prepared** for emergencies (e.g., fire, natural disasters)



feel **somewhat prepared**



feel **very unprepared**

## WHY RESIDENTS FEEL UNPREPARED FOR EMERGENCIES

**No emergency kit or go-bag**

**Unclear where to start or what to do**

**Lack of information about local hazards**

**Challenges preparing with pets**

**Financial barriers to preparing supplies**

**General lack of resources and guidance**

**Difficulty planning for all types of emergencies**

**Unaware of the City's emergency response strategy**

**Limited communication from the City about emergency plans**



Data Sources: This infographic draws on multiple sources including the 2021 Census, Community Foundation of the South Okanagan Similkameen 2022 Vital Signs Report, 2024 & 2025 RCMP Crime Statistics, 2024 Penticton Bylaw Enforcement Data, 2024 Penticton Fire Department Data, the 2024 Public Safety Questionnaire, and the 2023 Coroner Reports.

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# THE CSWB PLAN FIVE PRIORITIES

## *Priority #1: Community Safety and Crime Prevention*

*MUNICIPAL ROLE IN THIS PRIORITY: LEAD/ADVOCATE*

**Objective:** Create a community where residents, businesses and visitors feel safe and welcome in their homes, neighbourhoods and public spaces by reducing the impacts of crime, disorder, unsafe driving behaviours and racism or hate-motivated incidents.

### **Examples of Actions to Support This Priority:**

- Increase visibility of law enforcement through continued investments in policing, community safety personnel and coordinated deployment in areas with higher criminal activity and disorder.
- Establish a new seasonal community safety hub at the Jubilee Pavilion on Lakeshore Drive to provide a highly visible presence for RCMP and community safety partners, while improving public access to information, support services and coordinated safety resources.
- Strengthen crime prevention initiatives through environmental design improvements, youth engagement programs, violence prevention efforts, victim supports and enhanced collaboration between the RCMP, Bylaw Services and community organizations.

### **Advocacy Priorities:**

- Enable **tiered policing** and alternative response models that allow police officers to focus on higher-priority and more complex calls for service while ensuring people receive the most appropriate response to their needs.
- Strengthen justice system responses to **repeat offending** and high-risk behaviour through increased Crown counsel capacity, effective bail policies and improved access to **secure and mandatory care** where appropriate.
- Increase provincial and federal funding for **crime prevention**, victim services and community safety programs that reduce harm, support victims and address the underlying causes of crime.

### **How We Will Measure Progress**

| Indicator                                                              | Source                         |
|------------------------------------------------------------------------|--------------------------------|
| Resident and business perception of safety                             | City community/business survey |
| Crime Severity Index                                                   | Statistics Canada              |
| Property, violent crime and repeat offences                            | RCMP                           |
| Injury collision rate                                                  | ICBC                           |
| Reported hate-motivated incidents                                      | RCMP                           |
| Number of organizations participating in community safety partnerships | City records                   |

| Strategy #1: Increase community confidence and public safety through visible, coordinated and responsive community safety services.                                                                                                                                                                                | Lead(s)                                  | Partners                                                                                        | CSWB Framework Category |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------------------------------------------------------------------------------------------|-------------------------|
| <b>1.1 Increase visible frontline safety presence in priority areas.</b><br><i>Examples: Increase police, bylaw and security presence; Community Safety Hub at the Jubilee Pavilion; RCMP Resource Plan.</i>                                                                                                       | RCMP, Public Safety and Partnerships     | Bylaw, private security, business associations, Facilities                                      | Risk intervention       |
| <b>1.2 Strengthen integrated community safety responses through cross-sector partnerships.</b><br><i>Examples: Expand police and nurse crisis response teams (ICRT); conduct feasibility of a business association-led Red Jacket Ambassador Program; increase collaboration with Correctional Service Canada.</i> | RCMP, Public Safety and Partnerships     | Interior (IH), business associations, PIB, Justice Sector                                       | Risk intervention       |
| <b>1.3 Increase public awareness, engagement and confidence in community safety services.</b><br><i>Example: Refresh "See Something, Say Something" awareness campaign focused on reporting options, appropriate service referrals and public awareness of community safety resources.</i>                         | Communications                           | RCMP, Public Safety and Partnerships, business associations, NGOs                               | Prevention              |
| Strategy #2: Enhance community safety through the design, maintenance and activation of public spaces.                                                                                                                                                                                                             | Lead(s)                                  | Partners                                                                                        | CSWB Framework Category |
| <b>2.1 Improve safety in priority public spaces through lighting, visibility, surveillance and Crime Prevention Through Environmental Design (CPTED).</b><br><i>Examples: Continue Lakeshore safety improvements; develop a city-wide Lighting Master Plan.</i>                                                    | Infrastructure, Public Works, Facilities | RCMP, Bylaw Services, Community Policing, Public Safety and Partnerships, business associations | Prevention              |
| <b>2.2 Improve cleanliness and maintenance in public spaces.</b><br><i>Examples: City-funded Clean Team services; sharps disposal partnerships; community clean-up initiatives; public art and mural projects that enhance neighbourhood pride and deter vandalism.</i>                                            | Public Works, Facilities, DPBIA          | Bylaw Services, Social Development, NGOs, business associations                                 | Risk intervention       |
| <b>2.3 Activate public spaces to encourage positive community use.</b><br><i>Examples: Downtown Plan development and implementation; community events and activations delivered with partner organizations; safe walking program for seniors; implementation of Urban Deer Management Strategy.</i>                | Recreation, Arts and Culture, Planning   | Business associations, NGOs                                                                     | Social development      |

| Strategy #3: Respond to violent crime, property crime and repeat offending through coordinated prevention, intervention, enforcement and victim-centred approaches.                                                                                                                                                                                                                                              | Lead(s)                              | Partners                                                                           | CSWB Framework Category |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------------------------------------------------------------------|-------------------------|
| <b>3.1 Reduce violent crime and strengthen supports for victims of crime.</b><br><br><i>Examples: Intimate Partner Violence prevention campaign; enhance police-based victim services; explore a child and youth advocacy centre to provide coordinated support for children and youth affected by abuse, violence or trauma.</i>                                                                                | RCMP                                 | Victim Services, NGOs, MCFD, SD67, Justice Sector                                  | Risk intervention       |
| <b>3.2 Reduce repeat offending through coordinated intervention and accountability.</b><br><br><i>Example: Continue Repeat Violent Offending Intervention Initiative (ReVOII), which brings together police, probation, prosecutors, corrections and support services to manage and reduce repeat violent offending.</i>                                                                                         | RCMP                                 | Justice Sector, NGOs                                                               | Incident response       |
| <b>3.3 Reduce property crime through prevention, partnerships, enforcement and environmental design.</b><br><br><i>Examples: Expand the Chamber Camera Program and Graffiti Removal Program to help deter property crime and reduce impacts on businesses; develop a Chronic Property Offender Management Program to coordinate enforcement and interventions for repeat property offenders.</i>                 | RCMP, Public Safety and Partnerships | Penticton Fire Department (PFD), Bylaw Services, business associations             | Risk intervention       |
| Strategy #4: Strengthen prevention and early intervention efforts that address root causes of crime and discrimination.                                                                                                                                                                                                                                                                                          | Lead(s)                              | Partners                                                                           | CSWB Framework Category |
| <b>4.1 Strengthen early intervention and coordinated responses for individuals at elevated risk.</b><br><br><i>Examples: Re-establish a Situation Table, including a dedicated focus on youth, to identify and respond to risks before they escalate; explore joint MCFD-RCMP outreach and school liaison approaches to support at-risk youth; enhance fraud prevention education and awareness initiatives.</i> | Social Development, RCMP             | IH, SD67, BCH, PFD, Bylaw Services, NGOs, MCFD                                     | Risk intervention       |
| <b>4.2 Advance anti-racism and anti-hate initiatives.</b><br><br><i>Examples: Anti-racism and anti-hate training, including the White Elephant Training Program; community-led education and inclusion initiatives; increase awareness and reporting of hate incidents to support enforcement.</i>                                                                                                               | Social Development, SOICS            | SD67, Indigenous partners, RCMP, Bylaw Services, business associations, NGOs       | Prevention              |
| Strategy #5: Enhance road safety through coordinated enforcement, education and infrastructure improvements that reduce collisions and protect all road users.                                                                                                                                                                                                                                                   | Lead(s)                              | Partners                                                                           | CSWB Framework Category |
| <b>5.1 Strengthen traffic enforcement in high-risk locations.</b><br><br><i>Examples: Reanimate the volunteer-led Speed Watch Program; dedicate RCMP traffic enforcement position(s) focused on high-risk driving behaviours; explore technology-enabled traffic safety tools,</i>                                                                                                                               | RCMP                                 | Community Policing, Public Safety and Partnerships, Bylaw Services, Infrastructure | Incident response       |

|                                                                                                                                                                                                                                                                                                                                               |                |                                                                                  |            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|----------------------------------------------------------------------------------|------------|
| including automated and AI-assisted enforcement and monitoring solutions, to improve safety in high-risk locations.                                                                                                                                                                                                                           |                |                                                                                  |            |
| <b>5.2 Improve traffic safety awareness and education.</b><br><br><i>Examples: Develop a road safety communications strategy; support back-to-school safety campaigns focused on school zones, pedestrians and cyclists; launch the Vision Zero road safety awareness campaign to encourage safer behaviours and reduce traffic injuries.</i> | Communications | RCMP, Bylaw Services, Infrastructure, SD67, ICBC, Public Safety and Partnerships | Prevention |
| <b>5.3 Improve safety for all road users through data-driven infrastructure improvements.</b><br><br><i>Examples: Use collision data to prioritize high-risk locations; improve safety at intersections, crossings and active transportation routes; implement targeted road safety upgrades for pedestrians, cyclists and motorists.</i>     | Infrastructure | RCMP, SD67, ICBC                                                                 | Prevention |

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## Priority #2: Emergency Management, Response and Community Resilience

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### MUNICIPAL ROLE IN THIS PRIORITY: LEAD/ADVOCATE

**Objective:** Ensure the community is prepared, resilient and ready to respond to and recover from emergencies through strong planning, public education, coordinated partnerships and timely communication.

#### Examples of Actions to Support This Priority:

- Strengthen emergency preparedness and response capabilities through Emergency Operations Centre training, exercises and emergency plan updates.
- Increase public awareness and preparedness through Penticton Alert! (Powered by Voyent), the City's emergency notification system, FireSmart and other community education campaigns that help residents prepare for, respond to and recover from emergencies, including vulnerable and hard to reach populations.
- Advance hazard mitigation and climate adaptation projects that reduce risk and improve resilience.

#### Advocacy Priorities:

- Increase funding for **disaster risk reduction**, FireSmart, hazard mitigation and climate adaptation.
- Modernize **emergency communications** through investment in alerting systems and interoperable technology.
- Expand funding for climate-resilient infrastructure and **critical asset protection**.
- Improve **alternative evacuation routes** and emergency access corridors.
- Strengthen **forest management** through prescribed burning and fuel reduction programs.

#### How We Will Measure Progress:

| Indicator                                                             | Source                        |
|-----------------------------------------------------------------------|-------------------------------|
| Penticton Alert! (Powered by Voyent) registrations                    | City records                  |
| Residents and businesses who report being prepared for an emergency   | Community and business survey |
| Emergency preparedness training and exercises completed               | City records                  |
| Emergency Support Services (ESS) recipients supported in an emergency | ESS reporting                 |
| Hazard mitigation and resilience projects completed                   | City records                  |

| Strategy #1: Ensure the City is prepared to lead, coordinate and respond to emergencies and disasters.                                                                                                                                                                                                                                                                                                                                                  |  | Lead(s)                                               | Partners                                                                                           | CSWB Framework Category |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------------------------------------------------------|----------------------------------------------------------------------------------------------------|-------------------------|
| <b>1.1 Strengthen emergency preparedness, training and response readiness.</b><br><br><i>Examples: Complete and update the Hazard, Risk and Vulnerability Assessment (HRVA); deliver Emergency Operations Centre (EOC) training and exercises for staff and response partners; develop an eight-year PFD Strategic Plan.</i>                                                                                                                            |  | Emergency Management, Penticton Fire Department (PFD) | All City departments                                                                               | Prevention              |
| <b>1.2 Strengthen multi-agency emergency coordination and response readiness.</b><br><br><i>Examples: Update mutual aid and emergency support agreements with partner agencies; conduct joint training and regional emergency exercises.</i>                                                                                                                                                                                                            |  | Emergency Management, PFD                             | PIB, RDOS, City departments, BC Emergency Management partners                                      | Risk intervention       |
| <b>1.3 Strengthen emergency communications and public information systems.</b><br><br><i>Examples: Expand registration and awareness of Penticton Alert!, the City's emergency notification system; improve the accessibility and reach of emergency communications; enhance public access to timely, accurate information before, during and after emergencies.</i>                                                                                    |  | Emergency Management, Communications                  | Social Development, PFD, RCMP, IH, SD67, PIB, RDOS, NGOs, BC Emergency Management partners, ESS    | Risk intervention       |
| Strategy #2: Empower residents and community partners to prepare for emergencies and build resilience.                                                                                                                                                                                                                                                                                                                                                  |  | Lead(s)                                               | Partners                                                                                           | CSWB Framework Category |
| <b>2.1 Increase public awareness and emergency preparedness.</b><br><br><i>Examples: Deliver annual emergency preparedness campaigns and community outreach programs; promote emergency kits, household preparedness plans and preparedness guides; support public education on wildfire, extreme weather and other local hazards.</i>                                                                                                                  |  | Emergency Management, Communications                  | Social Development, PFD, SD67, business associations, NGOs, Social Response Task Force             | Prevention              |
| <b>2.2 Strengthen community response capacity through partnerships and volunteers.</b><br><br><i>Examples: Support the Social Response Task Force to strengthen coordination during emergencies and community disruptions; recruit, train and retain Emergency Support Services (ESS) volunteers; build community capacity to assist residents before, during and after emergencies.</i>                                                                |  | RDOS, Emergency Management                            | NGOs, faith groups, Social Response Task Force                                                     | Prevention              |
| <b>2.3 Strengthen emergency preparedness for vulnerable populations.</b><br><br><i>Examples: Develop accessible and culturally appropriate preparedness resources; strengthen outreach and preparedness education for vulnerable populations; incorporate priority population considerations into emergency exercises, plans and communications; build partnerships to support residents with increased needs before, during and after emergencies.</i> |  | Social Development, Emergency Management              | IH, Social Response Task Force, Accessibility Committee, Indigenous partners, NGOs, 100 More Homes | Risk intervention       |
| Strategy #3: Reduce/mitigate risk impacts and build disaster resilience.                                                                                                                                                                                                                                                                                                                                                                                |  | Lead(s)                                               | Partners                                                                                           | CSWB Framework Category |
| <b>3.1 Reduce community risk through mitigation and resilience initiatives.</b><br><br><i>Examples: Advance FireSmart activities; support neighbourhood fuel reduction project; mitigate risks associated with extreme heat and other hazards; strengthen the resilience of critical infrastructure and community assets.</i>                                                                                                                           |  | PFD, Emergency Management, Infrastructure             | RDOS, PIB, EMCR, Facilities                                                                        | Prevention              |

|                                                                                                                                                                                                                                                                                                                                                     |                                                |                                                                          |            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|--------------------------------------------------------------------------|------------|
| <b>3.2 Strengthen disaster recovery planning.</b><br><br><i>Examples: Develop and maintain recovery frameworks, procedures and tools informed by lessons learned; clarify recovery roles and coordination mechanisms; support planning for the social, economic, environmental and infrastructure impacts of disasters.</i>                         | Emergency Management                           | RDOS, PIB, NGOs, business associations, EMCR, Social Response Task Force | Prevention |
| <b>3.3 Integrate resilience and adaptation into long-term community planning.</b><br><br><i>Examples: Embed hazard and climate risk considerations into planning and decision-making; support adaptation initiatives that reduce long-term vulnerability; strengthen the resilience of community assets, infrastructure and essential services.</i> | Infrastructure, Planning, Emergency Management | PIB, RDOS, EMCR                                                          | Prevention |

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## Priority #3: Housing Security and Homelessness Response

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### MUNICIPAL ROLE IN THIS PRIORITY: SUPPORT/ADVOCATE

While responsibility for housing and homelessness programs rests primarily with the Province of BC and BC Housing, the City advocates for local needs, supports housing opportunities and works with partners to address community challenges within its municipal mandate. The City contributes to this priority through land use planning, housing policy, infrastructure planning, strategic partnerships and regional collaboration.

**Objective:** To provide residents with access to safe, stable and affordable housing, and to reduce homelessness through coordinated prevention, response and housing support efforts.

#### Examples of Actions to Support This Priority:

- Support long-term shelter planning to identify a permanent location for the Dawson Shelter and to strengthen the community's extreme weather response capacity.
- Improve access to housing and support services through coordinated service delivery, system navigation, regional collaboration and shared data tools.
- Advance housing supply through enabling policies, development partnerships and support for initiatives that increase supportive, affordable and workforce housing.
- Collaborate with regional partners to identify suitable lands for shelter, supportive and transitional housing regionally and to advance coordinated housing and homelessness planning.

#### Key Advocacy Priorities:

- Increase investment in **specialized housing and diverse shelter options** for youth, seniors, Indigenous people, people with disabilities, women fleeing violence and individuals seeking substance-free living environments.
- Expand funding for supportive, transitional, recovery-oriented, affordable and workforce housing to **address housing gaps** and improve pathways to stable housing.
- Strengthen **homelessness prevention** and housing stability through enhanced rent supplements, eviction prevention initiatives, outreach services and programs that help individuals and families remain securely housed.

#### How We Will Measure Progress:

| Indicator                                                   | Source            |
|-------------------------------------------------------------|-------------------|
| Point-in-Time (PiT) homeless count                          | PiT Count report  |
| Shelter utilization rate                                    | Shelter operators |
| Number of individuals transitioned from shelters to housing | Shelter operators |

|                                                                                                                           |              |
|---------------------------------------------------------------------------------------------------------------------------|--------------|
| <b>Number of new supportive, affordable and workforce housing units created</b>                                           | City records |
| <b>Number of successful provincial and federal funding applications for housing, shelter and homelessness initiatives</b> | City records |

| <b>Strategy #1: Develop a regional approach to addressing homelessness so South Okanagan communities can better meet local needs and share responsibility for housing and homelessness responses.</b>                                                                                                                                                                                                                                     |  | <b>Lead(s)</b>                   | <b>Partners</b>                                                          | <b>CSWB Framework Category</b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|----------------------------------|--------------------------------------------------------------------------|--------------------------------|
| <b>1.1 Strengthen regional partnerships and shared responsibility for addressing housing and homelessness.</b><br><br><i>Examples: Implement MOU with 100MH, CoP and RDOS; expand Point-in-Time (PiT) counts across RDOS communities.</i>                                                                                                                                                                                                 |  | 100 More Homes                   | Public Safety and Partnerships, RDOS, BCH, PIB                           | Prevention                     |
| <b>1.2 Coordinate land, infrastructure and investment opportunities to increase regional housing and shelter capacity.</b><br><br><i>Examples: Advance priority lands and facilities into development; support joint regional funding.</i>                                                                                                                                                                                                |  | Planning, Land Services, RDOS    | Public Safety and Partnerships, 100 More Homes, BCH, Indigenous partners | Social development             |
| <b>Strategy #2: Expand emergency shelter and crisis response services to reduce unsheltered homelessness.</b>                                                                                                                                                                                                                                                                                                                             |  | <b>Lead(s)</b>                   | <b>Partners</b>                                                          | <b>CSWB Framework Category</b> |
| <b>2.1 Planning and advocacy for expanded emergency shelter options.</b><br><br><i>Examples: Expand year-round emergency shelter capacity; identify a permanent location for the Dawson Shelter; implement a real-time bed availability system; emergency weather responses.</i>                                                                                                                                                          |  | Planning, Social Development     | BCH, NGOs, 100 More Homes                                                | Risk intervention              |
| <b>2.2 Support access to basic needs, stabilization and service connections.</b><br><br><i>Examples: Improve access to daytime basic needs services; support community partners to secure grant funding for service delivery.</i>                                                                                                                                                                                                         |  | 100 More Homes                   | Social Development, IH, NGOs, business associations, faith groups        | Risk intervention              |
| <b>2.3 Advocate for specialized shelter options that meet the needs of priority populations.</b><br><br><i>Examples: Youth and senior-focused shelter and housing; substance-free shelter and housing environments.</i>                                                                                                                                                                                                                   |  | Planning, Social Development     | 100 More Homes, BCH, Indigenous partners, Foundry, NGOs                  | Incident response              |
| <b>Strategy #3: Increase housing choice and availability across the housing continuum.</b>                                                                                                                                                                                                                                                                                                                                                |  | <b>Lead(s)</b>                   | <b>Partners</b>                                                          | <b>CSWB Framework Category</b> |
| <b>3.1 Support planning, partnerships and advocacy efforts that expand housing options across the housing continuum.</b><br><br><i>Examples: Implement the Social Housing and Infrastructure Plan; advance supportive, transitional, affordable and workforce housing initiatives; advocate for safe housing options for women fleeing violence; explore municipal tools to incentivize housing development and streamline approvals.</i> |  | Planning                         | Social Development, 100 More Homes, BCH, RDOS, IH, NGOs                  | Prevention                     |
| <b>3.2 Strengthen housing stability and homelessness prevention initiatives.</b><br><br><i>Examples: Continue Family Reunification Program; identify opportunities to replenish the Affordable Housing Reserve Fund.</i>                                                                                                                                                                                                                  |  | Social Development, CoP Planning | 100 More Homes, BCH, NGOs                                                | Risk intervention              |

| Strategy #4: Strengthen responses to encampments and homelessness-related impacts in public spaces.                                                                                                                                                                                                                           | Lead(s)                    | Partners                                                                                      | CSWB Framework Category |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------------------------------------|-------------------------|
| <b>4.1 Strengthen bylaw and public-space management responses to homelessness and encampments.</b><br><br><i>Examples: Update the Good Neighbour Bylaw; improve the safety, accessibility and durability of public washrooms; assess expansion of Bylaw Services operations; joint responses with social sector partners.</i> | Bylaw Services, Facilities | Public Works, RCMP, PFD, 100 More Homes, IH, business associations, Indigenous partners, NGOs | Incident response       |
| <b>4.2 Improve data sharing, accountability and public reporting.</b><br><br><i>Examples: Bi-annual Housing and Homelessness progress report; participation in the Alignment Project.</i>                                                                                                                                     | 100 More Homes             | NGOs, Bylaw Services, RCMP                                                                    | Social development      |

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## ***Priority #4: Mental Health, Substance Use and Wellness Supports***

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### **MUNICIPAL ROLE IN THIS PRIORITY: SUPPORT/ADVOCATE**

While most mental health, substance use and health care services are funded, planned and delivered by the Province and Interior Health, the City plays an important supporting role. Through the Plan, the City helps identify community priorities, bring partners together and advocate for the services, resources and policy changes needed to address local needs.

However, Interior Health and the Province have the responsibility and ability to influence change in this area. The Plan is intended to support collaboration around shared priorities and does not create new obligations or commitments for participating organizations, each of which continues to operate within its own mandate, governance structure, priorities and available resources.

**Objective:** Improved access for residents to prevention, treatment, recovery and wellness supports that strengthen individual, family and community well-being.

#### **Examples of Actions to Support This Priority:**

- Support detox, treatment, recovery and recovery-oriented housing through advocacy, partnerships and planning.
- Improve access to mental health and substance use supports through service navigation, awareness and referrals.
- Strengthen prevention, resilience and early intervention for youth, families, seniors and other priority populations.

#### **Key Advocacy Priorities:**

- Expand **continuum of substance use care**, including withdrawal management (detox), treatment, recovery-oriented housing and after-care support.
- **Mandatory care at Okanagan Correctional Centre**, with continuity of care in place upon release.
- Increase funding for **community-based mental health services**, including Assertive Community Treatment (ACT) teams, peer support programs, early intervention for youth and outreach services across the South Okanagan to reduce the pressure on crisis responses.

#### **How We Will Measure Progress:**

| <b>Indicator</b>                                                               | <b>Source</b>      |
|--------------------------------------------------------------------------------|--------------------|
| <b>Waitlist for recovery housing</b>                                           | Community partners |
| <b>Value of grants secured for mental health and substance use initiatives</b> | City records       |
| <b>Nonfatal overdose responses</b>                                             | City records       |
| <b>Overdose fatalities</b>                                                     | Coroner report     |
| <b>Resident awareness of available supports</b>                                | Community survey   |
| <b>Percentage of residents reporting good or very good mental health</b>       | Vital Signs        |

| Strategy #1: Improve access to mental health, substance use, treatment and recovery services.                                                                                                                                                                                                                                                                                                                                                     |  | Lead(s)                                  | Partners                                                                                                                      | CSWB Framework Category |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| <b>1.1 Advocate and support planning for detox, treatment, recovery and recovery-oriented housing services.</b><br><br><i>Examples: Support implementation of withdrawal management (bed-based detox) services in Penticton through land use approvals and partnership development; implement Welcome Home Kit grant funding.</i>                                                                                                                 |  | Planning, Public Safety and Partnerships | IH, BCH, Social Development, NGOs, 100 More Homes, Indigenous partners                                                        | Risk intervention       |
| <b>1.2 Support navigation to culturally safe, integrated and person-centred supports.</b><br><br><i>Examples: Identify barriers to service access, improving awareness of services.</i>                                                                                                                                                                                                                                                           |  | Social Development                       | NGOs, IH, Indigenous partners, SD67, 100 More Homes                                                                           | Risk intervention       |
| Strategy #2: Promote mental wellness, resilience and prevention across the lifespan.                                                                                                                                                                                                                                                                                                                                                              |  | Lead(s)                                  | Partners                                                                                                                      | CSWB Framework Category |
| <b>2.1 Support programs that enhance protective factors for youth, families, Indigenous people and priority populations.</b><br><br><i>Example: Seek grants that support parenting programs, peer support opportunities, suicide prevention initiatives and youth-focused prevention programming.</i>                                                                                                                                             |  | Social Development                       | IH, SD67, NGOs, Indigenous partners, Foundry, Recreation, MCFD, Indigenous partners                                           | Prevention              |
| Strategy #3: Strengthen coordinated community responses to mental health, substance use and overdose-related harms.                                                                                                                                                                                                                                                                                                                               |  | Lead(s)                                  | Partners                                                                                                                      | CSWB Framework Category |
| <b>3.1 Enhance overdose prevention and crisis response capacity.</b><br><br><i>Examples: Support community awareness initiatives; toxic drug alert communications; Naloxone distribution and training; trauma-informed response training for first responders and frontline service providers.</i>                                                                                                                                                |  | Penticton Fire Department (PFD)          | IH, Public Safety and Partnerships, Bylaw, RCMP ICRT, BCEHS, Community Action Team (CAT), ACT Team, Indigenous partners, NGOs | Incident response       |
| <b>3.2 Strengthen coordination between crisis response and support services.</b><br><br><i>Examples: Facilitate collaboration among emergency responders, health care providers, outreach teams and community organizations to improve pathways to crisis intervention, treatment and recovery supports; explore opportunities to enhance or expand Integrated Crisis Response Teams (ICRT) and Assertive Community Treatment (ACT) services.</i> |  | PFD, Public Safety and Partnerships      | Social Development, IH, RCMP, BCEHS, ICRT, ACT Team, CAT, BC Housing, Indigenous partners, NGOs                               | Incident response       |
| <b>3.3 Reduce stigma and promote recovery-oriented community awareness.</b><br><br><i>Example: Support public education, anti-stigma initiatives and lived-experience storytelling that increases the understanding of mental health, homelessness, substance use and recovery, and that encourages help-seeking behaviours.</i>                                                                                                                  |  | 100 More Homes                           | Social Development, IH, BCH, Indigenous partners, NGOs, people with lived/living experience                                   | Risk intervention       |

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## Priority #5: Community Belonging and Inclusion

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### MUNICIPAL ROLE IN THIS PRIORITY: LEAD/SUPPORT

**Objective:** To have Penticton be a welcoming, inclusive, equitable and accessible community where all residents have opportunities to meet their basic needs, participate, build meaningful connections and experience a strong sense of belonging and purpose.

#### Examples of Actions to Support This Priority:

- Advance reconciliation and Indigenous partnerships through relationship-building, collaboration, cultural recognition and Indigenous-led initiatives.
- Strengthen access to basic needs supports, including food security, childcare, service navigation and community resources.
- Improve accessibility, mobility and inclusion through accessible facilities, transportation options, communications and community spaces.
- Expand opportunities for participation, recreation, volunteerism, leadership and civic engagement, particularly for youth, seniors and underserved populations.
- Foster belonging, inclusion and social connection through community events, neighbourhood initiatives, mentorship and anti-stigma efforts.

#### Key Advocacy Priorities:

- Fund affordable licensed childcare spaces and **workforce recruitment/retention**.
- Expand investment in **food security initiatives**, programs, distribution and systems.
- Improve access to **affordable and accessible transportation options** for seniors.
- Increase investment in **Indigenous-led initiatives**, reconciliation efforts and **inclusion programs** that strengthen belonging and community well-being.

#### How We Will Measure Progress:

| Indicator                                                                                             | Source                                    |
|-------------------------------------------------------------------------------------------------------|-------------------------------------------|
| Percentage of residents reporting a strong sense of belonging                                         | Community survey, Vital Signs             |
| Participation rates in municipal programs                                                             | City records                              |
| Number of accessibility improvements completed in public spaces                                       | City records                              |
| Number of Indigenous-focused initiatives implemented                                                  | City records, community partner reporting |
| Food security indicators                                                                              | Community partner reporting, Vital Signs  |
| Number and value of grants secured for well-being, accessibility, inclusion and belonging initiatives | City records, community partner reporting |

| Strategy #1: Advance reconciliation and strengthen relationships, partnerships and collaborations with Indigenous people and communities.                                                                                                                                                                          |                                                                              |                                                                                        |                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------|-------------------------|
|                                                                                                                                                                                                                                                                                                                    | Lead(s)                                                                      | Partners                                                                               | CSWB Framework Category |
| <b>1.1 Strengthen Indigenous relationships, collaborations and shared decision-making.</b><br><br><i>Example: Continue strengthening relationships with the Penticton Indian Band (PIB) and increase opportunities for engagement and collaboration on shared priorities.</i>                                      | City Manager's Office                                                        | PIB, RCMP, City departments                                                            | Social development      |
| <b>1.2 Advance reconciliation through Indigenous visibility, cultural recognition and community partnerships.</b><br><br><i>Examples: Support for Indigenous placemaking, including in City-owned spaces; expand opportunities for cultural learning, awareness and community engagement.</i>                      | Social Development                                                           | PIB, Indigenous partners                                                               | Social development      |
| Strategy #2: Improve access to essential supports that help residents meet their basic needs and enhance quality of life.                                                                                                                                                                                          |                                                                              |                                                                                        |                         |
|                                                                                                                                                                                                                                                                                                                    | Lead(s)                                                                      | Partners                                                                               | CSWB Framework Category |
| <b>2.1 Strengthen food security and local food systems.</b><br><br><i>Examples: Support CFSOS to work towards a community food centre; strengthen emergency food access; regional capacity building; ongoing Food Security Strategy implementation.</i>                                                            | Social Development, Planning                                                 | CFSOS, SD67, NGOs, faith groups, Indigenous partners, business associations            | Prevention              |
| <b>2.2 Support access to affordable, accessible and inclusive childcare.</b><br><br><i>Example: Ongoing Child Care Action Plan implementation; support for the development of new licensed childcare spaces to meet targets.</i>                                                                                   | Social Development, Recreation, Arts and Culture                             | Childcare providers, SD67                                                              | Prevention              |
| <b>2.3 Strengthen service navigation, referral pathways and awareness of available supports.</b><br><br><i>Examples: Create and distribute resource guides and other resource tools; explore integrated/one-stop approaches to service delivery.</i>                                                               | Social Development                                                           | NGOs, faith groups, Recreation, Arts and Culture                                       | Risk intervention       |
| Strategy #3: Improve accessibility, mobility and equitable access to community spaces, services and opportunities.                                                                                                                                                                                                 |                                                                              |                                                                                        |                         |
|                                                                                                                                                                                                                                                                                                                    | Lead(s)                                                                      | Partners                                                                               | CSWB Framework Category |
| <b>3.1 Integrate accessibility into future facility, park, transportation and infrastructure planning.</b><br><br><i>Examples: Update Accessibility Plan every three years; promote accessibility best practices among local businesses and community organizations; undertake accessible parking initiatives.</i> | Social Development, Recreation, Arts and Culture, Facilities, Infrastructure | Bylaw Services, Accessibility Committee, Aging Well Table, NGOs, business associations | Social development      |
| <b>3.2 Expand equitable transportation and mobility options.</b><br><br><i>Examples: Secure funding to extend the Youth Bus Pass Program; improve transit infrastructure, including bus shelters and benches; explore transportation solutions for seniors.</i>                                                    | Social Development, Infrastructure                                           | BC Transit, RDOS, Aging Well Table, Accessibility Committee, NGOs                      | Prevention              |
| <b>3.3 Improve equitable access to recreation, community programs and amenities.</b>                                                                                                                                                                                                                               | Social Development, Recreation, Arts and Culture                             | SD67, Foundry, NGOs, Aging Well Table, faith groups                                    | Social development      |

|                                                                                                                                                                                                                                                                                                      |                                                  |                                                                                                          |                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------|
| Examples: Expand low-cost and no-cost recreation opportunities for underserved groups; increase youth drop-in and hang-out spaces.                                                                                                                                                                   |                                                  |                                                                                                          |                                |
| <b>Strategy #4: Foster a welcoming, inclusive and connected community where all residents feel valued, represented and engaged.</b>                                                                                                                                                                  | <b>Lead(s)</b>                                   | <b>Partners</b>                                                                                          | <b>CSWB Framework Category</b> |
| <b>4.1 Reduce discrimination, stigma and barriers to inclusion.</b><br><br><i>Example: Participate in provincial and federal initiatives that advance inclusion and social cohesion.</i>                                                                                                             | Social Development, Communications               | 100 More Homes, NGOs, equity-deserving groups                                                            | Risk intervention              |
| <b>4.2 Strengthen representation and participation in community engagement processes and decision making.</b><br><br><i>Example: Support lived and living -experience voices in planning processes, on committees and action tables.</i>                                                             | Social Development/Communications                | VOICE, 100 More Homes, NGOs, equity-deserving groups                                                     | Prevention                     |
| <b>4.3 Strengthen belonging and social connection through cultural, artistic and community-building opportunities.</b><br><br><i>Examples: Support neighbourhood-based community-building activities; increase awareness for community events that celebrate Penticton's diversity and cultures.</i> | Recreation, Arts and Culture                     | Social Development, Indigenous partners, faith groups, business associations, neighbourhood groups, NGOs | Social development             |
| <b>4.4 Strengthen leadership, mentorship, volunteerism and civic engagement.</b><br><br><i>Example: Support for volunteer recruitment, youth mentorship, employment readiness and intergenerational programs.</i>                                                                                    | Social Development, Recreation, Arts and Culture | SD67, Foundry, business associations, Indigenous partners, Community Policing, NGOs                      | Social development             |

# IMPLEMENTATION

## Implementation Approach

The Community Safety and Well-being Plan is intended to be practical, action-oriented and adaptable. It establishes a shared vision, long-term priorities and desired outcomes for the community while recognizing that implementation must remain responsive to changing circumstances. Community needs, emerging issues, partnership opportunities, funding programs and organizational capacity will continue to evolve over the life of the Plan.

The Plan identifies where the community wants to go but recognizes that not every action can be implemented at the same time. Progress will therefore be guided through an annual implementation planning process that identifies the initiatives, projects, partnerships and advocacy efforts to be advanced each year.

Following adoption of the Plan, the City and its partners will develop an annual Operational Implementation Plan (OIP). Similar plans will be prepared annually throughout the life of the Plan to maintain momentum, respond to emerging opportunities and challenges and support continued progress across all priority areas and strategic objectives.

Annual implementation plans will serve as the bridge between the Plan's long-term vision and day-to-day action. They will identify priority initiatives, timelines, lead organizations, partners, performance measures and implementation requirements. Annual priorities will be informed by:

- community needs and emerging issues;
- progress achieved in previous years;
- community and partner feedback;
- local data, trends and performance indicators;
- available resources and organizational capacity;
- grant and funding opportunities;
- partnership readiness and implementation feasibility; and,
- alignment with Council priorities and community outcomes.

Wherever possible, annual priorities will be developed by City leads collaboratively with partners to ensure efforts remain aligned, achievable and focused on community impact. This annual review process supports accountability, coordination and responsiveness to emerging needs and opportunities.

## Financial Considerations

The Plan is intended to strengthen coordination, collaboration and collective action across the community rather than create a standalone municipal program. Many actions can be advanced through partnerships, advocacy, policy development, enhanced service coordination and alignment with existing programs and initiatives. While some actions may require municipal investment, many can be implemented through existing resources, collaborative approaches or external funding opportunities. In areas such as housing, health care, and mental health and

substance use services, implementation will often depend on the capacity, funding and leadership of external partners.

Implementation may be supported through:

- existing City programs and services;
- community partnerships and shared-service approaches;
- grant funding and external investment opportunities;
- community-led initiatives; and,
- private-sector and philanthropic partnerships.

A key focus of implementation will be identifying and leveraging external funding wherever possible. Many actions identified in the Plan align with provincial and federal priorities related to housing, mental health and substance use, emergency management, accessibility, community development and public safety. Securing external investment will help maximize community benefit, accelerate implementation and reduce reliance on municipal tax revenues.

Where municipal funding is required, initiatives will be considered through Council's annual business planning and budget processes. Inclusion of an action in this Plan does not constitute funding approval. Any future staffing requests, operating expenditures, program enhancements or capital projects will remain subject to Council review and approval through established decision-making processes.

Many of the factors that influence community safety and well-being fall outside municipal jurisdiction. As a result, successful implementation will depend not only on local collaboration but also on continued provincial and federal investment, effective partnerships with community organizations and service providers and ongoing municipal advocacy to address systemic challenges and emerging community needs.

## **Coordination and Governance**

Implementing the Plan requires ongoing leadership, coordination and collaboration. The City will provide overall coordination and oversight of implementation while working closely with Indigenous partners, community organizations, service providers, public safety agencies, businesses, residents, neighbouring local governments and senior levels of government.

Many actions identified in the Plan will be advanced through existing committees, working groups, partnership tables and collaborative initiatives. Building on these established relationships and structures will help reduce duplication, strengthen communication and align efforts toward shared community outcomes.

Implementation responsibilities will be shared among identified lead organizations and partners. Progress will be monitored through annual implementation planning, performance measurement and public reporting, helping ensure accountability, transparency and continuous improvement throughout the life of the Plan. A CSWB Stewardship Committee will be established to support implementation, coordination, partner engagement and both quarterly and annual reviews of progress.

This coordinated governance approach recognizes that community safety and well-being is a shared responsibility and that meaningful progress depends on collective action across sectors and jurisdictions.

## How the Plan Moves From Ideas to Action

The Plan is both a long-term roadmap and a practical tool for action. While the Plan establishes a shared vision, priorities and desired outcomes, implementation will occur incrementally through annual planning, partnership collaboration and continuous improvement.

The process outlined below helps ensure implementation remains coordinated, accountable and focused on meaningful community outcomes.

| Stage                                  | Description                                                                                                                                                                                                                                                  |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Community Input and Local Data</b>  | Community feedback, local data, partner engagement, performance measures and emerging issues help identify priorities and opportunities for action.                                                                                                          |
| <b>Annual Priority Setting</b>         | City staff, implementation leads and community partners review progress and identify the initiatives that should be prioritized during the upcoming year.                                                                                                    |
| <b>Operational Implementation Plan</b> | An annual Operational Implementation Plan is developed, outlining priority initiatives, timelines, lead organizations, key partners, performance measures and implementation requirements.                                                                   |
| <b>Funding and Resource Review</b>     | Grant opportunities and external funding sources are explored first. Where municipal funding is required, initiatives are considered through Council's annual business planning and budget processes.                                                        |
| <b>Implementation</b>                  | Projects, programs, partnerships, advocacy initiatives and community-led actions are advanced throughout the year.                                                                                                                                           |
| <b>Monitor Progress</b>                | Activity measures, key performance indicators and community outcomes are tracked to measure progress. The CSWB Stewardship Committee will provide strategic oversight and give regular updates on implementation progress in their respective areas of work. |
| <b>Report Back</b>                     | Results are reported annually to Council, partners and the community.                                                                                                                                                                                        |
| <b>Adapt and Improve</b>               | Lessons learned, community feedback, performance data and emerging issues help inform future priorities and implementation plans.                                                                                                                            |

## Monitoring, Reporting and Continuous Improvement

The Plan will evolve alongside the community through ongoing monitoring, evaluation and annual reporting. Progress will be assessed using performance data, community feedback, partner input and emerging issues to support accountability, continuous improvement and achievement of the Plan's goals. Annual reporting will include:

| Reporting Area                | Purpose                                                                    |
|-------------------------------|----------------------------------------------------------------------------|
| <b>Actions Completed</b>      | Highlights initiatives and projects advanced during the year.              |
| <b>Performance Indicators</b> | Reports progress on priority outcomes and key measures.                    |
| <b>Partnership Highlights</b> | Demonstrates collaborative efforts and shared achievements.                |
| <b>Funding Secured</b>        | Identifies grants, investments and other external funding obtained.        |
| <b>Advocacy Progress</b>      | Summarizes advocacy efforts and outcomes achieved with senior governments. |

|                                          |                                                                                    |
|------------------------------------------|------------------------------------------------------------------------------------|
| <b>Emerging Issues and Opportunities</b> | Identifies new priorities, risks and opportunities that may require future action. |
|------------------------------------------|------------------------------------------------------------------------------------|

Throughout engagement, residents consistently emphasized the importance of communication, transparency and accountability. Community safety and well-being are strengthened when residents understand local challenges, know what actions are underway and can see measurable progress being made. Ongoing communication and engagement will therefore remain an important component of implementation.

Annual reporting, community surveys, public education initiatives, partner engagement activities and regular updates will help residents stay informed and provide opportunities for ongoing feedback. By openly sharing both successes and challenges, the City and its partners can demonstrate how collective efforts are contributing to a safer, healthier, more inclusive and more connected community. Success will be reflected in a community where residents feel safe, connected and supported, with stronger housing stability, improved access to services, increased resilience and greater opportunities for belonging.

DRAFT

# CONCLUSION

The Community Safety and Well-being Plan provides a practical and collaborative roadmap for improving quality of life in Penticton over the next five years. Grounded in community engagement, data and evidence-informed practices, the Plan identifies shared priorities and establishes a coordinated path forward to address complex social, health, safety and well-being challenges.

Community safety and well-being is not the responsibility of any one agency. It is a collective effort that depends on everyone working together toward common goals. The Plan also provides a foundation for advocacy by identifying areas where policy change, funding, services and system improvements are needed from provincial and federal governments. By clearly articulating local priorities, Penticton will be better positioned to advocate for the resources and supports required to address challenges that extend beyond municipal jurisdiction.

Ultimately, the Plan is not about solving every challenge overnight. It is about setting a shared direction, focusing collective efforts and making measurable progress over time. By aligning municipal leadership with community expertise, partner resources and resident priorities, Penticton can strengthen resilience, improve quality of life and create a safer, healthier, more inclusive and more connected community for current and future generations.

The Community Safety and Well-being Plan is a commitment to that future, and a framework for turning vision into action.

# DRAFT 2027 OPERATIONAL IMPLEMENTATION PLAN

## Purpose

The 2027 Operational Implementation Plan (OIP) identifies the priority initiatives that will be advanced during the first year of the Community Safety and Well-being Plan. It translates the Plan's strategic priorities into concrete actions, identifies implementation leads and partners, and establishes measures to track progress and outcomes. The initiatives included in the 2027 OIP were selected based on several factors, including:

- alignment with community priorities and Council direction;
- readiness for implementation;
- availability of resources and organizational capacity;
- partnership opportunities and community support;
- funding and grant opportunities; and,
- potential to achieve meaningful and measurable impact.

The OIP is intended to be a practical and flexible tool that can adapt to emerging needs, new opportunities, changing circumstances and lessons learned throughout implementation. Progress will be monitored throughout the year and reported annually to Council and the community as part of the Plan's accountability and continuous improvement framework.

## Financial Reporting Approach

To maintain flexibility, the OIP uses budget scale categories rather than specific dollar amounts. Approved funding levels will continue to be reported through the City's budget, financial planning, Council reporting and grant reporting processes. These categories provide a general indication of anticipated municipal resource requirements and do not constitute funding approval. Where possible, the City and its partners will pursue external funding and grant opportunities to support implementation and reduce reliance on municipal tax revenues. Initiatives requiring municipal funding will be considered through Council's annual business planning and budget processes.

| Budget Scale              | Estimated Municipal Cost                                                                                                                                                                                                                        |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Minimal                   | Less than \$25,000                                                                                                                                                                                                                              |
| Low                       | \$25,000 to \$100,000                                                                                                                                                                                                                           |
| Moderate                  | \$100,000 to \$500,000                                                                                                                                                                                                                          |
| Major                     | \$500,000 to \$2 million                                                                                                                                                                                                                        |
| Transformational          | Greater than \$2 million                                                                                                                                                                                                                        |
| External funding required | Primarily dependent on provincial, federal, Indigenous, non-profit, private-sector or other partner funding. Municipal contributions may be limited to staff time, planning, advocacy, land contributions, facilitation or partnership support. |

## Priority #1: Community Safety and Crime Prevention

**2027 Strategic Outcome:** Increase community confidence by improving visibility, coordination, prevention and public awareness of community safety initiatives.

**\*Conveys a new initiative**

| Initiative                                                       | Lead                                                | Support                                                                      | Estimated Scale | Budget Status                                          |
|------------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------|-----------------|--------------------------------------------------------|
| Launch Phase 1 of the community safety hub*                      | Community Policing                                  | RCMP, Public Safety and Partnerships, Facilities, Bylaw Services             | Moderate        | Further capital enhancements subject to budget process |
| Deliver public safety awareness campaigns*                       | Communications                                      | RCMP, Bylaw Services, Public Safety and Partnerships                         | Low             | To be considered throughout the budget process         |
| Re-establish Situation Table* (to also explicitly include youth) | Social Development                                  | SD67, MCFD, RCMP, IH, NGOs, Bylaw Services, Indigenous partners              | Minimal         | Existing resources and grant funding                   |
| Strengthen Speed Watch and road safety education                 | Community Policing                                  | Communications                                                               | Minimal         | Existing resources                                     |
| Develop an RCMP Resource Plan*                                   | Public Safety and Partnerships                      | RCMP                                                                         | Minimal         | Existing resources                                     |
| Extension of Camera Program                                      | Public Safety and Partnerships, Chamber of Commerce | Business associations, RCMP, Penticton Fire Department (PFD), Bylaw Services | Low             | To be considered throughout the budget process         |
| Extension of overnight security patrols in priority locations    | Public Safety and Partnerships                      | Facilities, business associations, Bylaw Services, RCMP, NGOs                | Moderate        | To be considered throughout the budget process         |
| Development of the Downtown Plan*                                | Planning, DPBIA                                     | Public Safety and Partnerships, Engineering, business associations           | Low             | Existing resources and consultant support              |
| Evaluate 2026 Lakeshore safety improvements                      | Public Safety and Partnerships                      | RCMP, Bylaw Services, Facilities, Infrastructure                             | TBD             | TBD                                                    |
| Expand murals and community placemaking*                         | SOICS, DPBIA                                        | Public Safety and Partnerships, Arts Council, RCMP, business                 | Low             | In-kind support                                        |

|                                                      |                    |                                                                                  |         |                                             |
|------------------------------------------------------|--------------------|----------------------------------------------------------------------------------|---------|---------------------------------------------|
|                                                      |                    | associations,<br>Indigenous partners                                             |         |                                             |
| Advance anti-hate and inclusion initiatives          | Social Development | Public Safety and Partnerships, Communications, SOICS, OFC, SD67, Bylaw Services | Low     | Seek new grant funding opportunities        |
| Update the Good Neighbour Bylaw*                     | Bylaw Services     | Public Safety and Partnerships, Planning, Engineering                            | Minimal | Existing resources                          |
| Update the Resident Only Parking Policy*             | Bylaw Services     | Public Safety and Partnerships, Planning, Engineering                            | Minimal | Existing resources                          |
| Implement new Chronic Property Offender Initiative * | RCMP               | Probation, Crown, community partners                                             | N/A     | Provincially funded                         |
| Implement Urban Deer Management Strategy             | Planning           | PIB, Province, RDOS                                                              | Minimal | To be considered through the budget process |

## Priority #2: Emergency Management, Response and Community Resilience

**2027 Strategic Outcome:** Strengthen municipal preparedness and improve public readiness for emergencies.

| Initiative                                                                              | Lead                               | Support                                                                                        | Estimated Scale | Budget Status                        |
|-----------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------------------------------------------|-----------------|--------------------------------------|
| Complete Hazard, Risk and Vulnerability Assessment (HRVA)                               | Emergency Management               | All City departments                                                                           | Moderate        | Existing resources                   |
| Finalize an eight-year PFD strategic plan                                               | PFD                                | Emergency Management, RDOS, PIB                                                                | Moderate        | Existing resources                   |
| Review and update the Fire and Life Safety Bylaw                                        | PFD                                | Legislative Services, Public Safety and Partnerships                                           | Low             | Existing resources                   |
| Expand uptake of Penticton Alert!                                                       | Emergency Management               | Communications, Social Development, NGOs, business associations                                | Low             | Existing resources                   |
| Deliver Emergency Operations Centre (EOC) training and exercises                        | Emergency Management               | City departments, response agencies                                                            | Low             | Existing resources                   |
| Review regional mutual aid and emergency support agreements                             | PFD                                | RDOS, PIB, fire departments, RCMP, BCEHS, IH                                                   | Minimal         | Existing resources                   |
| Develop accessible emergency preparedness resources for priority populations            | Social Development, Communications | Emergency Management, Social Response Task Force, Accessibility Committee, Indigenous partners | Low             | Existing resources                   |
| Advance FireSmart, emergency preparedness and community resilience funding applications | Emergency Management               | PFD, Planning, Climate and Sustainability, RDOS                                                | Minimal         | Seek new grant funding opportunities |
| Continue FireSmart property assessments                                                 | PFD                                | RDOS                                                                                           | Low             | Existing resources                   |
| Explore early fire detection hardware tools/technology                                  | PFD                                | Corporate Services, Public Safety and Partnerships                                             | TBD             | Seek new grant funding opportunities |

## Priority #3: Housing Security and Homelessness Response

**2027 Strategic Outcome:** Strengthen regional coordination and advance priority housing and shelter initiatives.

| Initiative                                                                         | Lead                               | Support                                                                            | Estimated Scale   | Budget Status               |
|------------------------------------------------------------------------------------|------------------------------------|------------------------------------------------------------------------------------|-------------------|-----------------------------|
| Implement Year 1 Regional Housing and Homelessness MOU*                            | 100 More Homes                     | RDOS, Social Development, Public Safety and Partnerships, BCH, Indigenous partners | Moderate          | Existing resources          |
| Advance Dawson Shelter replacement planning*                                       | Planning                           | BCH, 100 More Homes, shelter operators, Public Safety and Partnerships             | Minimal           | Provincial funding required |
| Advance Substance-Free Emergency Winter Response (EWR) and youth shelter planning* | Social Development                 | NGOs, Foundry, BCH, IH, MCFD                                                       | Minimal           | Provincial funding required |
| Complete Regional Housing and Shelter Land Inventory*                              | Planning                           | Public Safety and Partnerships, RDOS, Indigenous partners, BCH, 100 More Homes     | Low               | Existing resources          |
| Advance Social Housing and Infrastructure Plan                                     | Planning                           | BCH, development industry, Social Development, NGOs                                | Low               | Existing resources          |
| Begin HIFIS and Alignment Project*                                                 | 100 More Homes, Social Development | BCH, CAEH, service providers, federal and provincial partners                      | Low               | Existing resources          |
| Conduct 2027 Point-in-Time Homeless Count*                                         | 100 More Homes                     | Social Development, Bylaw Services, NGOs                                           | Minimal           | Existing resources          |
| Advance women's and priority population housing                                    | Planning                           | BCH, NGOs, Social Development                                                      | Moderate to major | Provincial funding required |
| Pursue housing and shelter funding opportunities                                   | Social Development, Planning       | RDOS, 100 More Homes, BCH, Indigenous partners                                     | Transformational  | Provincial funding required |

## Priority #4: Mental Health, Substance Use and Wellness Supports

**2027 Strategic Outcome:** Improve awareness, prevention, service navigation and advocacy efforts that support mental wellness and recovery.

| Initiative                                                                 | Lead                                     | Support                                   | Estimated Scale | Budget Status                        |
|----------------------------------------------------------------------------|------------------------------------------|-------------------------------------------|-----------------|--------------------------------------|
| Support IH with withdrawal management (detox) planning for implementation* | Public Safety and Partnerships, Planning | IH, NGOs                                  | Minimal         | Existing resources                   |
| Implement Welcome Home Kits recovery program*                              | Social Development                       | NGOs                                      | Low             | Grant funded                         |
| Advocate for treatment and recovery expansion and mandatory care           | City Manager's Office                    | IH, BCH, NGOs, 100 More Homes             | Minimal         | Existing resources                   |
| Increase awareness of mental health and substance use supports             | Social Development                       | IH, NGOs, Foundry, community partners     | Low             | Existing resources                   |
| Support Indigenous-led wellness programming                                | Indigenous partners                      | Social Development, SD67, NGOs            | Low             | Seek new grant funding opportunities |
| Assess expansion of the ICRT model                                         | Public Safety and Partnerships, RCMP     | IH                                        | Low             | Existing resources and advocacy      |
| Advance anti-stigma and recovery initiatives                               | 100 More Homes                           | Social Development, IH, NGOs, peer groups | Minimal         | Existing resources and grant funding |
| Strengthen youth wellness partnerships                                     | Social Development                       | Foundry, SD67, MCFD, IH, NGOs             | Low             | Existing resources and grant funding |

## Priority #5: Community Belonging and Inclusion

**2027 Strategic Outcome:** Strengthen accessibility, reconciliation, belonging and opportunities for participation.

| Initiative                                                       | Lead                                | Support                                                               | Estimated Scale | Budget Status                                      |
|------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------------------------|-----------------|----------------------------------------------------|
| Joint advocacy initiatives with Penticton Indian Band*           | City Manager's Office               | PIB, all City departments                                             | Low             | Existing resources                                 |
| Update the City's Accessibility Plan*                            | Social Development                  | Accessibility Committee, Recreation, Engineering                      | Low             | To be considered throughout the budget process     |
| Advance Child Care Action Plan                                   | Social Development                  | Recreation, SD67, childcare providers                                 | Minimal         | Existing resources                                 |
| Feasibility planning for community food hub                      | Social Development, Planning, CFSOS | NGOs, faith groups, Indigenous partners                               | Low             | Existing resources and grant funding               |
| Increase awareness of community supports (tool kit development)* | Social Development                  | Communications, NGOs                                                  | Minimal         | Existing resources                                 |
| Expand low-cost recreation opportunities and youth engagement*   | Recreation                          | Social Development, SD67, Foundry, NGOs                               | Low             | Existing resources and grant funding               |
| Support community belonging initiatives                          | Social Development                  | Recreation, Arts Council, NGOs, Service Clubs                         | Low             | Grant funding opportunities                        |
| Advance Indigenous cultural recognition initiatives              | Social Development                  | PIB, OFC, Indigenous partners                                         | Low             | Existing resources and grant funding               |
| Explore long-term youth transit funding                          | Social Development                  | BC Transit, SD67, Infrastructure                                      | Low             | Grant funding opportunities                        |
| Assess senior transportation needs*                              | Social Development                  | Aging Well Table, BC Transit, Accessibility Committee, Infrastructure | Low             | Existing resources                                 |
| Assess youth gathering and hangout spaces*                       | Social Development                  | Recreation, SD67, Foundry, youth advisory groups, NGOs                | Low             | Existing resources and grant funding opportunities |