



# Council Report

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**Date:** February 11, 2025  
**To:** Anthony Haddad, City Manager  
**From:** Jamie Lloyd-Smith, Social Development Specialist

File No: 5080-01

**Subject: Penticton Substance Use System of Care Transformation Project**

## Staff Recommendation

THAT Council receive into the record the research report titled "Penticton Substance Use System of Care Transformation Project" as provided in Attachment A that identifies the need for an Integrated Services Centre;

AND THAT Council direct staff to bring back additional information on a proposed Integrated Services Centre, in addition to potential location options.

## Strategic priority objective

**Vision:** Penticton is a connected, resilient and healthy waterfront city focused on safety, livability and vibrancy.

**Mission:** Penticton will serve its residents, businesses and visitors through organizational excellence, partnership and the provision of effective and community focused services.

**Culture:** We are committed to open communication, integrity, and professionalism to build public trust through excellence in all that we do. We embrace modernization, innovation and adaptability to meet the evolving needs of our community, fostering a culture of engagement and purpose.

**Safe & Resilient:** The City of Penticton will enhance and protect the safety of all residents and visitors to Penticton.

**Livable & Accessible:** The City of Penticton will proactively plan for deliberate growth, focusing on creating an inclusive, healthy, and vibrant community.

## Background

### *Community Action Table – Vancouver Foundation Grant*

At the January 19, 2021 meeting Council directed City staff to apply for a Vancouver Foundation grant in collaboration with the Penticton Community Action Team (CAT) as outlined in Council Resolution 12/2021:

12/2021

**It was MOVED and SECONDED**

THAT Council direct staff to apply for three years of funding, on behalf of the Community Action Team, through the Vancouver Foundation's Systems Change Test Grants program for the creation of a substance use response strategy.

**CARRIED UNANIMOUSLY**

Following that, the City and the CAT applied for a three-year grant to understand ("map") and then test new ways in which individuals using substances can get services. On November 16, 2021, upon successfully being awarded a grant from Vancouver Foundation (\$288,5000), Council directed staff to enter into a three-year Memorandum of Understanding (MOU) with Urban Matters and the CAT to implement the Vancouver Foundation Grant initiatives as outlined in Council Resolution 388/2021:

388/2021

**It was MOVED and SECONDED**

THAT Council direct the Mayor and Corporate Officer to sign the three-year Memorandum of Understanding in Attachment B with the Penticton Community Action Team and Urban Matters to implement, report on, and evaluate the Vancouver Foundation Grant activities, as described in Attachment C.

**CARRIED UNANIMOUSLY**

The Vancouver Foundation successfully awarded the City and Community Action Team funding over three years for this project. The City, in conjunction with Urban Matters and members of the CAT table successfully worked in partnership to understand the full substance use continuum of care. There were fourteen (14) key gaps identified within the systems map (Attachment A) with the top five (5) major gaps in:

1. Universal Prevention Strategies
2. Early Screening in Non-Clinical Settings
3. Integrated Care Pathways
4. Diverse Treatment Options
5. Long-term Recovery Support

These outcomes spurred conversations amongst social service providers and individuals with lived/living experience of substance use and confirmed the critical gap in community of having a daytime Integrated Services Centre to better integrate health, housing, food services, prevention initiatives and safety to vulnerable residents of Penticton.

Given the key findings of the research outlining not simply a lack of services, but a proper integration of services, the Integrated Services Centre presents a made-in-Penticton solution to make steps from prevention, harm

reduction, management, treatment recovery and ongoing health support better support individuals to access the help they need.

This initiative envisions the consolidation of essential services—including health, housing, food, case management, and cultural support/decolonized services—into one cohesive, accessible location, creating a comprehensive approach to supporting individuals before they develop or escalate substance use challenges. Such services ultimately provide a recovery pathway by meeting people where they are at in their substance use and supporting the next steps into recovery. For those who are already using substances, it subsequently provides a centralized access point for individuals to access integrated and accessible support.

Social Development, while not operating the services of an Integrated Services Centre, is poised to take the role in coordinating, facilitating and bringing partners together to implement the pilot project. Given the City's leadership in other activities such as the Temporary Winter Shelter, it is imperative that the City be key leader in supporting the inception of the pilot.

#### *Health Canada 2025-26 Emergency Treatment Fund*

In order to support this initiative with CAT and Urban Matters, the City applied for just under \$700k through Health Canada – a department of the federal government – to support the implementation and delivery of an Integrated Services Centre. This grant had a tight turnaround with a two-week window only for municipalities and/or Ingenious governments to apply for. The Health Canada grant application included funding for the provisions of services including: capital purchases for program vehicles for treatment transportation and land-based healing, supplies and materials (i.e. office supplies and light renovations to any potential space), Indigenous program coordinators, case managers, evaluation and administration support.

The work currently undertaken by staff and the CAT on an expanded partnership aligns with several principles and actions identified in the Social Development Framework (SDF) related to taking a community development approach to social innovations. Today's recommendations for Council represent a significant step towards achieving several actions identified in the SDF, such as: truth and reconciliation, service delivery enhancement, supports for people who use substances and early prevention of homelessness. In alignment with Council's strategic priority of "Safe & Resilient", namely by playing a "facilitative and supportive role to not-for-profit sector that supports vulnerable residents," this grant presented a prime opportunity for the City to take a leadership role in seeking funds to support the work of local non-profits in establishing an Integrated Services Centre.

#### *Timing and Next Steps*

Should the City receive the Health Canada grant, staff will bring back further information on the Integrated Services Centre, inclusive of locations and best-practices for consideration. This may include an option for the continuation shelter beds at the Temporary Winter Shelter, should Council indicate a desire to try and keep that service open in the spring and summer.

#### **Financial implication**

There are no current financial implications to the City as this project has been 100% grant-funded through Vancouver Foundation (phase 1 \$288.5k– research) and Health Canada's Emergency Treatment Fund (phase 2

– approx. \$700k– implementation, if successful). Any future initiatives related to this project that have budgetary impacts will be brought to Council for further consideration.

It is important to note that actions and discussions around an Integrated Services Centre are contextually happening while staff are exploring transitioning planning options for the Temporary Winter Shelter which is currently set to close on April 1, 2025.

### **Climate Impact**

It is well documented that vulnerable people face disproportionate challenges with climate change as it contributes to extreme weather events, health effects, food, water, housing displacement, loss of cultural identity, and other related risks. Supporting a socially healthy community is paramount as the social services sector are critical agents of change that can spur the social transformations necessary to adapt to, mitigate and build resilience to the effects of climate change.

### **Analysis**

The report outlines the progress of the City of Penticton's collaboration with the Penticton Community Action Team (CAT) and Urban Matters on a substance use systems change initiative. Phase 1 of the project, supported by a Vancouver Foundation grant, focused on research and successfully identified key gaps in the local substance use care system, including the need for universal prevention strategies and integrated care pathways.

Building on these findings, phase 2 aims to implement a solution, specifically the creation of an Integrated Services Centre that consolidates health, housing, and other critical support services to better serve vulnerable populations. The City has also applied for funding through Health Canada's Emergency Treatment Fund to support the implementation of this initiative.

Staff are recommending that Council receive the Penticton Substance Use System of Care Transformation Project into the record. Staff at this juncture are not proposing anything specific to the operations or location of such a project, and instead recommending that Council direct staff to bring back more information on an Integrated Services Centre, inclusive of potential locations, at a Council meeting in March 2025.

### **Alternate recommendations**

THAT Council provide alternative direction to staff.

### **Attachments**

Attachment A – Penticton Substance Use System of Care Transformation Project

Respectfully submitted,

Jamie Lloyd-Smith  
Social Development Specialist

Concurrence

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| Director of Public Safety and Partnerships<br><br>JC | Director of Finance and Administration<br><br>AMC | City Manager<br><br>AH |
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