



# Council Report

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**Date:** February 3, 2026  
**To:** Anthony Haddad, City Manager  
**From:** Cheryl Hardisty, Intergovernmental Relations Manager  
**Subject:** **Intergovernmental Advocacy Framework**

## Staff Recommendation

THAT Council receive into the record the report dated February 3, 2026 titled Intergovernmental Advocacy Framework;

AND THAT Council endorse the following advocacy principles:

- Alignment with Council priorities
- Relationship focused and partner centered
- Shared priorities and strategic alignment with other government partners
- Evidence informed and data driven
- Iterative and responsive to emerging opportunities

## Background

Over the past several years, the City has steadily expanded its intergovernmental work, building relationships with senior governments, advancing major capital and social priorities, and participating in regional and provincial advocacy platforms. As this work has grown, the need for a simple framework has become clear, one that formalizes current practices while remaining flexible enough to respond to new opportunities or shifting government priorities.

The City's advocacy work aims to advance Council Priorities by securing resources, shaping policy, and maintaining a strong presence with senior governments. Senior-government investment reaches Penticton in several ways.

- Some funding flows directly into the City's operating budget (approximately \$2.6 million in grant revenue is projected for 2026, compared with more than \$163 million in total revenues).
- Other provincial and federal investments, such as BC Housing projects, are funded directly.
- The City also participates in shared-cost services such as BC Transit and RCMP, where funding responsibilities are jointly held between municipalities and senior governments.

- Capital grants and government transfers also represent a significant investment as well. In 2023 the City received \$12.3M of grant funding, including the Growing Communities Fund (Provincial) and 2024 brought \$12.4M including the Ellis 4 Grant (Federal).

Provincial and federal policy change evolves over several budget cycles and requires consistent engagement, strong local data, and alignment with government priorities and so advocacy is typically a multi-year effort. Many municipal advocacy items progress incrementally rather than producing immediate outcomes. Evidence-informed analysis, community impact data, and coordinated regional support increase the likelihood of long-term success.

The City uses a range of tools to advance its interests, including Council resolutions, letters, delegate meetings, pre-budget submissions, and participation in associations such as SILGA, UBCM, and FCM each serving different purposes. Letters help communicate information or convey a position; resolutions can elevate issues through an established position; and meetings or submissions provide opportunities for more detailed discussions with senior officials. Some priorities, particularly those involving potential service enhancements, program development, or long-term coordination, require sustained engagement across partners. Once Council identifies an issue or desired outcome, staff apply the appropriate methods to support that direction.

The City's relationship with the Penticton Indian Band (PIB) is a core component of its intergovernmental work. As neighbouring communities with shared service connections and overlapping priorities, coordinated engagement strengthens day-to-day collaboration and joint advocacy.

The City and PIB are advancing several initiatives, including a new Water Agreement and a Protocol Agreement to support long-term cooperation. Maintaining strong partnership with PIB remains a foundational principle of the City's Advocacy Framework.

The 2026-2030- Financial Plan identifies the development of an Intergovernmental Advocacy Framework as a 2026 initiative, intended to support priority advancement through coordinated engagement with other orders of government. As outlined in the plan the framework was identified to support:

- Advocacy and coordination on City projects and strategic priorities
- Relationship building with provincial, federal, regional and indigenous governments, and
- Amplify local priorities through alignment and collaboration.

The framework will provide light structure while maintaining flexibility for emerging issues, political direction and new opportunities. Key parameters will include;

- Alignment with Council priorities: Advocacy efforts will be guided by Council's priorities and supported through clear decision-making processes

- Relationship focused and partner centered: Advocacy will prioritize strong, respectful relationships with senior governments, the Penticton Indian Band, regional partners, and institutional stakeholders.
- Shared priorities and strategic alignment with other government partners: The City will seek opportunities where municipal priorities intersect with provincial and federal mandates to maximize success, including identification of roles and responsibilities at the political and staff level within the City.
- Evidence informed and data driven: Advocacy positions will look to strong data, community impacts, and evidence-based research, where possible.
- Iterative and responsive to emerging opportunities: Advocacy will adapt to emerging opportunities, evolving government priorities, and new funding programs.

The principles above reflect and help clarify work already underway. Penticton currently has several active advocacy files, each at different stages of engagement with senior governments. The framework does not limit Council’s ability to raise emerging issues; rather, it provides a coherent approach to guide and strengthen the City’s efforts. To provide context, Attachment A includes several major Council directed advocacy files.

**Financial implication**

Costs associated with the development of an Intergovernmental Advocacy Framework could include the preparation of supporting materials and collateral, and is accommodated within the existing approved budget.

A coordinated Advocacy Framework will help the City continue to secure senior-government investment, which remains a significant funding source for priority infrastructure and community initiatives.

**Analysis**

This initial report is intended to broach proposed principles with Council to formalize our practice to date. Based on Council feedback and conversations across the organization, a framework will be prepared to guide future advocacy and intergovernmental work.

Attachment A – Current advocacy files

Respectfully submitted,

Cheryl Hardisty  
Intergovernmental Relations Manager

<p>General Manager of Corporate Services</p> <p><i>AMC</i></p>	<p>City Manager</p> <p><i>SH</i></p>
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## **Attachment A – Current Advocacy files**

**Compassionate mandatory care at Okanagan Correctional Centre:** Penticton continues to advocate for improvements to the provincial justice and mental-health system, including compassionate mandatory care for individuals whose repeated interactions with police and the courts reflect untreated mental-health and substance-use needs. These concerns were also raised collectively by Okanagan mayors in their 2025 public call for justice system reform, which highlighted the regional impacts of chronic offending and the lack of care pathways for vulnerable individuals. As part of the Province's Budget 2026 consultation, Penticton contributed recommendations related to public safety and justice, emphasizing the need for increased prosecutorial capacity, improved coordination across the justice and health systems, and supports that reduce the cycling of individuals through emergency, policing, and court systems. The Provincial Committee's final report reflects these themes, noting requests from communities across B.C. for strengthened public-safety responses, mental-health supports, and justice system capacity.

**Build Canada Homes opportunity:** The City continues to advance its Build Canada Homes proposal for the federally owned 583 Duncan Avenue West site, identified in the Social Housing & Infrastructure Plan (SHIP) as a key opportunity for mixed housing near Okanagan College and major employers. The City has met with several Federal representatives and is completing concept work showing capacity for approximately 100-160 units. The site aligns well with federal priorities around building at scale on public lands and supporting prefabricated construction. Accordingly, opportunities for modular building are being investigated as well.

**Encampment response:** In 2024/25, the City engaged the Province to secure supports through the HEART and HEARTH programs in response to the Fairview Encampment. Provincial approval was granted for both an encampment response team and temporary housing supports; however, implementation did not proceed at the time due to differences in service-model expectations. As conditions have evolved, staff continue to monitor provincial programs and local needs. In recognition of the broader provincial gap related to encampments on Crown land, staff have included a potential SILGA resolution requesting a province-wide policy and operational framework for responding to encampments located on provincial parcels within municipal boundaries.

**Transit network expansion** The City is in year two of its transit expansion advocacy. Last year, Penticton did not receive any expansion funding for its conventional service. The City met with BC Transit at UBCM to outline the need for expanded service, particularly to support designated and voluntary TOD areas and implement Phase 1 of the Network Restructure Plan. For 2026/27, the City has renewed its request for provincial funding to enable the proposed service increases. With the expansion now entering a second budget cycle and strong alignment with provincial housing, climate, and mobility objectives, staff are hopeful for consideration in this year's provincial budget.

**Skaha Assembly funding:** The Skaha Assembly project continues to advance under the Province's Provincial Redevelopment Program (PRP). Since the Province completed its purchase of the final piece of the assembly in 2022, BC Housing has advanced design work with input from the City and the community. A zoning bylaw supporting a multi-phase redevelopment of up to 650 units, was supported by City Council in 2025 and is currently at third reading pending some legal and land preparation conditions. BC Housing is currently prioritizing Phase 1, with the next step being confirmation of project funding. Under the PRP process, large projects proceed through municipal zoning, permitting, and detailed design before being considered for Provincial funding approval. Budget allocations for the PRP are determined annually, and projects are positioned based on readiness, including detailed designs and updated capital estimates. The City continues to work collaboratively with BC Housing and the Province as the project moves toward this stage.