



Strategic Plan 2021 - 2024



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Our Place Society (OPS)

Our Place Society (OPS) has grown from a singular inner-city community centre to an integrated organization serving Greater Victoria's most vulnerable. A progressive Christian society of hope and belonging, OPS is always there for people struggling with homelessness, mental health challenges, substance use issues, the working poor and impoverished elderly. These members of our community are fondly referred to as the Our Place Family.

Our Place has a long history and a particular niche within the Greater Victoria social service and housing community. Our Place Society (OPS) was formed when two long-standing charitable organizations, The Upper Room Society and The Open Door, merged in 2006. The new organization completed construction of its current facility on Pandora Avenue and in 2007 began its operations as a community ministry of the United Church of Canada. Since then, service and program delivery has been expanded to twelve different sites in Greater Victoria.¹

OPS is supported by individual donors and businesses and, increasingly, through innovative partnerships with government organizations such as B.C. Housing, Island Health and the City of Victoria.

With strong financial stewardship and an equally strong leadership team, we have a renewed optimism for the future. Broad-based and committed community support allows Our Place to provide over 1,000 meals every day plus snacks, 450 units of housing and transitional shelter spaces, hot showers, education, job skills training, health care, addiction recovery services, clothing, counselling, outreach services and a downtown storage facility. Most importantly, Our Place provides a continuum of care and a sense of hope and community to those who need it most.

The Chief Executive Officer meets regularly with staff and Family to assess the needs of the Family and the organization.

OPS has a strong Board of Directors, committed to leading the organization to realize its vision and potential. An Advisory Cabinet of prominent community business leaders provides significant support to OPS. OPS operations are directed by a dedicated and capable management team; its programs and services are delivered by experienced and caring staff and hundreds of dedicated volunteers.

OPS has earned credibility and respect for the important role it plays in the greater community, which supports our efforts to serve the Our Place Family within an ever-changing context and environment. It has been recognized as one of the top charities in Canada.

¹ Appendix 3 Our Place Program and Service Locations effective May 19, 2021 – subject to change as opportunities arise.

Our Vision: Nourishment, hope and belonging for all.

Our Mission: Our Place offers Greater Victoria's most vulnerable citizens a place to call their own and the opportunity to realize their full potential.

Our Values:

- **Unconditional Love** – We are an organization founded on progressive Christian values and principles. We believe that everyone should experience unconditional love in a non-judgmental way.
- **Hope** – We believe that each individual who comes through our doors deserves to have hope and will find inspiration, support and comfort. We believe in the potential of all and provide opportunities for positive change.
- **Teamwork** – We value and support the contributions of staff and volunteers, and work together as one team committed to our mission, vision and values.
- **Belonging** – We strive to create a nurturing atmosphere of home and family, a welcoming and inclusive place.
- **Safety** – We believe all who enter Our Place should feel secure and free from harassment or mistreatment. We endeavour to create a safe atmosphere where everyone can experience a sense of well-being.

Guiding Principles:

- **Responsiveness** – We anticipate the social, physical, spiritual, and psychological needs of the homeless and others in need, and respond with immediacy.
- **Self-Determination** – We uphold every individual's freedom to determine his or her own future. Each of us is responsible for the impact our behaviour has on others.
- **Accountability** – We operate with integrity, earning the trust, confidence and respect of the community. We live within our means and are accountable to our donors and funders.
- **Collaboration** – We work with service providers and others, gaining strength through teamwork and partnerships. We recognize the importance of community and the contributions of everyone. We enhance the quality of life in the community for its residents and visitors. We advocate for social justice.
- **Appreciation** – We celebrate the gifts we receive. We believe everyone — our family, staff and volunteers — has a contribution to make, a gift to give.
- **Innovation and Learning** – We continually strive to improve our programs and practices. We evaluate our effectiveness and respond accordingly. We offer opportunities to learn and mentor.

The 2021 – 2024 Strategic Plan

Our Place is a community which nourishes, shelters and heals family members. We cherish our team of staff, volunteers, donors and community partners. We steward resources to sustain the Our Place community in Greater Victoria.

COMMUNITY - NOURISH SHELTER HEAL CHERISH STEWARD

Strategic Pillar 1: NOURISH

DESCRIPTION: *We nourish the Our Place Society Family by caring for their basic needs, and building an inclusive community.*

GOAL 1.1: *Nourish and connect Family members with integrated services that meet their basic needs, building on the Pandora legacy of drop-in, meals and outreach services.*

Outcomes:

- 1.1 Implement a flexible and adaptable service delivery response, that fully uses our infrastructure and resources.
- 1.2 Use community partnerships to assist the delivery of OPS goals and programs.
- 1.3 Continue to enhance the Pandora Drop-In as a welcoming place where the community gathers and Family members connect with services.
- 1.4 Provide basic nutrition at Pandora Drop-In, with meals three times a day, seven days a week, plus service elsewhere as needed.
- 1.5 Expand, including through partnerships, access to laundry, storage, and clean clothing to support Family health, security, and well-being.
- 1.6 Maintain access to clean, safe and well-maintained hygiene facilities.
- 1.7 Deliver and expand outreach services by building on current skill sets. Add needed expertise and capacity to improve access, individual and integrated support to meet the changing needs of the Family.
- 1.8 Transfer knowledge from shelters and the therapeutic community to housing sites, providing the Family members with orientation for new residents, training on anger management and dealing with violence, and information on mental health, suicide and substance abuse.

Strategic Pillar 2: SHELTER

DESCRIPTION: *Finding home begins here. We meet our community's need for shelter, and offer hope, safety, well-being and belonging.*

GOAL 2.1: Expand sheltering opportunities to meet the needs of the underserved and vulnerable.

Outcomes:

2.1.1 Respond to our Family's need for a continuum of housing with integrated supports and services - from temporary emergency shelter to transitional and supportive housing, affordable rental and permanent market housing -- based on available funding and space.

2.1.2 Be nimble and innovative in our approach to different shelter/housing options², as they arise, to maximize helping people off the street and into homes.

2.1.3 Identify resources and build internal capacity to expand shelter/housing availability and help those we serve navigate the transitions along the housing continuum, working with transparency and in collaboration with other community organizations.

2.1.4 Ensure that appropriate services are provided at each shelter/housing location.

2.1.5 Proactively engage with BC Housing, Island Health, municipal governments and our Greater Victoria community network to expand shelter/housing options targeted to the Our Place Family.

GOAL 2.2: Improve access to drop-in centres for underserved/vulnerable populations.

Outcomes:

2.2.1 Leverage expertise, relationships and community partnerships to respond to the need for additional drop-in centres and spaces in communities outside of the downtown core.

2.2.2 Improve access to drop-in centres, either directly or in partnership.

² OPS takes a strategic approach to opportunities, seeking clear alignment with our operational mandate and using feasibility, system based and evidence-based outcomes. Our approach is collaborative and transparent.

Strategic Pillar 3: HEAL

DESCRIPTION: *The healing journey begins here. Everyone has a story that will be heard and respected. OPS believes in taking a trauma-informed and harm-reduction approach to determining individual needs and requirements toward fulsome healing.*

GOAL 3.1: Fully realize the vision of our therapeutic recovery community to offer long-term healing to those who experience the greatest challenges. Those who finish the New Roads program will learn to manage addictions, have a place to live, a job and life skills to thrive as individuals and in the broader community.³

Outcomes:

3.1.1 Implement a fully realized program at New Roads, our therapeutic recovery community for men, to have it operating at full capacity with a sustainable financial model. As there are few therapeutic recovery communities in Canada, OPS is in a unique position to leverage our expertise over time.

3.1.2 Create a supportive recovery house for men who have completed the residential portion of New Roads to enable them to continue to benefit by living with colleagues from the therapeutic recovery community during their transition to independent living.

3.1.3 Explore a therapeutic recovery community for women, building on the operational model developed for New Roads.

GOAL 3.2: Develop and offer programs to meet the healing needs of the OPS Family.

Outcomes:

3.2.1 Innovate and continuously improve Family access to primary and mental health-care programs. Consult people with lived experience in our planning and program reviews and in impact stories.

3.2.2 Provide and strive to expand employment programming for individuals with multiple barriers to employment, as resources allow.

3.2.3 Support the spiritual needs of the Family through culturally sensitive practices and programming from diverse traditions.

3.2.4 Provide the Family with opportunities to participate in programs and activities that build community and foster a sense of belonging and hope

3.2.5 Expand, innovate and continuously improve OPS capacity to respond to community needs in the face of unforeseen disasters or circumstances directly and adversely affecting the Family.

³ New Roads TRC provides integrated therapeutic and medical supports for addictions as well as employment, educational, work experience and transitional supports within a collaborative and supportive therapeutic recovery community. Each member participates and takes accountability for both their individual wellness as well as that of the community.

Goal 3.3: Commit to truth-telling, healing and reconciliation with Indigenous people accessing OPS services.⁴

Outcomes:

3.3.1 Develop an understanding of Indigenous cultures.

3.3.2 Cultivate enduring relationships with Indigenous communities.

3.3.3 Integrate Indigenous values and practices specific to the healing journey of Indigenous people.

3.3.4 Invite and encourage Indigenous people to access traditional healing offered through OPS services.

⁴ *Our Place Society acknowledges with respect the Lekwungen-speaking peoples of the Songhees and Esquimalt Nations, as well as the W̱SÁNEĆ Nations, on whose traditional and ancestral territories we provide programs and services.*

Strategic Pillar 4: CHERISH

DESCRIPTION: *Our work is stronger when done in and with the community. We cherish our team of staff, volunteers, donors as well as community and government partners.*

GOAL 4.1: Create a sense of community within the Our Place Family, valuing the contribution of individuals and organizations with whom we work and inspiring a shared vision of respect, welcoming and belonging for all.

Outcomes:

4.1.1 EMPLOYEES Celebrate current and aspiring new team members by fostering a work environment where we strive to continuously innovate and improve ways to enhance their experience. Focus on ongoing training and advancement, building resiliency and fostering staff stability, while becoming an employer of choice in the social services.

4.1.2 VOLUNTEERS Attract and encourage current and new volunteers by creating opportunities for individuals, businesses, neighbours and organizations to help in ways they find meaningful, drawing on their unique abilities and celebrating their significant contribution.

4.1.3 DONORS Create the opportunity for donors to support OPS and celebrate their vital contribution by thanking them and providing information on the impact of OPS activities made possible by their donations.

4.1.4 FAMILY MEMBERS Foster opportunities for the Family to provide peer-to-peer support and other programs meeting individual needs, taking a trauma-informed and culturally sensitive approach. Continue to provide space and mechanisms where milestones and personal achievement can be recognized and celebrated.

4.1.5 COMMUNITY MEMBERS Encourage the wider community to support and participate in Our Place programs and services. Provide opportunities for the community to gain an understanding of mental health, addiction, poverty and homelessness issues and the need for these services to be offered in the place where these issues exist.⁵

4.1.6 COMMUNITY PARTNERS Foster relationships and draw on shared expertise and community resources to support the delivery and quality of programs and services for the Family, maintaining significant credibility in the community for OPS.

4.1.7 GOVERNMENT Develop productive working relationships with provincial and municipal organizations to create capacity and streamline service delivery. Seek opportunities to influence government policy through developing collaborative relationships and sharing information to support the needs of vulnerable populations.

⁵ Collaborate through our *Good Neighbour Agreement* to assist in managing social issues, reduce their impact on the immediate neighbourhood, and facilitate initiatives that improve the safety and liveability of the 900 block on Pandora. Other facilities operate with similar collaborative arrangements.

Strategic Pillar 5: STEWARD

DESCRIPTION: *We earn the community's trust and support by fostering sustainability through prudent stewardship.*

GOAL 5.1: Steward the finances of the organization to ensure sustainability.

Outcomes:

- 5.1.1 Maintain infrastructure as provided in the Capital Plan and through scheduled maintenance contracts.
- 5.1.2 Ensure Capital and Operating Reserve Funds meet annual budgetary requirements.
- 5.1.3 Develop and implement an investment policy and monitor investments for Return on Investment (ROI).
- 5.1.4 Ensure the operating budget is balanced.
- 5.1.5 Establish a Permanent Endowment Fund with the Our Place Foundation.
- 5.1.6 Continue to diversify revenue streams and ways to support Our Place.

GOAL 5.2: Generate ongoing positive community relations.

Outcomes:

- 5.2.1 Maintain open, honest and transparent communications with all stakeholders and the community at large.
- 5.2.2 Make public information about OPS easily accessible to all stakeholders and the wider community.
- 5.2.3 Engage with stakeholders, including neighbours and the Family, on matters that affect them.
- 5.2.4 Provide clear and easily accessible information to stakeholders about matters that affect them.

GOAL 5.3: Create a work environment that strengthens OPS sustainability.

Outcomes:

- 5.3.1 Nurture an environment that supports board, staff and volunteer engagement and job satisfaction.
- 5.3.2 Foster a healthy, safe and nurturing work environment.
- 5.3.3 Consider the impact of OPS operations on the environment and continue to design and implement a green approach to our practices and operations.

5.3.4 Explore the potential for social enterprise to create paid/volunteer positions for Family members and develop skills for independent living.⁶

GOAL 5.4: Build board, staff and volunteer capacity to advance OPS goals.

Outcomes:

5.4.1 Recruit skilled board members aligned with the needs and goals of the organization.

5.4.2 Build a strong team of board, staff and volunteers through recruitment, training, mentorship, evaluation and recognition.

5.4.3 Cultivate strong governance processes that foster a culture of positive relationships.

GOAL 5.5: Learn and adapt through research and evaluation in order to meet OPS goals.

Outcomes:

5.5.1 Engage in evidence-based learning through partnerships and collaboration.

GOAL 5.6: Understand and adopt new technologies to increase the effective use of computer systems.

Outcomes:

5.6.1 Understand and adopt human resource support services (virtual support, internal communications, orientation, training); virtual volunteering; i-fund development and support; and improve transparency.

5.6.2 Look at ways to streamline services for Family members through easier access to information including vital information such as existing medical conditions, emergency contacts, support worker and team, while protecting confidentiality.

5.6.3 Work to align and integrate with the provincial data system (SIP) as well as interface, with restricted use by specialists, with systems used for medical (Island Health); housing information (BC Housing); disability and income assistance (Social Services); and BC Corrections.

5.6.4 Address requirement for new data system to collect and analyze data for organizational assessment and key performance indicators as well as to provide information to funders and other stakeholders.

⁶ Social enterprise focus in a community setting would place priority on practical work applications (delivery assistant, kitchen work, custodial services, outreach), using skills developed to assist with the transition to independent living, and as a complement to work as therapy at New Roads.

The Planning Context

Our Place Society was challenged to adapt its services during the COVID pandemic of 2020, which temporarily shut down the Pandora drop-in and meal functions, and reduced capacity both at Pandora and in shelters. The political focus to house those who were displaced and living in tents resulted in temporary housing solutions. Increasingly, Our Place has been taking a leadership role within the housing continuum. BC Housing, the City of Victoria, Island Health and the Coalition to End Homelessness see Our Place as a key partner in temporary housing, as well as for planned long-term supportive housing. The Ministry of Mental Health and Addictions is committed to the New Roads therapeutic recovery community. As a result, the Our Place Family will include increasing numbers of individuals who are housed, in addition to the homeless population.

The Regional Context

The services and programs of Our Place align with the most important issues facing Greater Victoria -- **cost of living, housing, homelessness, mental illness and addictions**, as identified by the Victoria Foundation in its 2020 *Vital Signs* report.⁷

- **Homelessness:** Based on the point-in-time homeless count in Greater Victoria on the night of March 11, 2020, there were an estimated 1,523 people experiencing homelessness. While 82% had been homeless for more than six months in the past year, 92% wanted permanent housing. The top three obstacles to finding housing: high rent, low income, and lack of available options. The top three needed services include primary care services, services for substance use, and mental health supports.⁸

The majority are 25 - 55 years old; males comprise 63%; and 90% have at least one health challenge. 94% have at least one source of income, with 73% on income/disability assistance and 17% employed full or part-time. 64% have lived in Victoria for more than 5 years, while only 12% have been here less than a year. 35% identified as Indigenous (compared to 5% of the Greater Victoria population).

- **Poverty:** The accelerated increases in minimum wage in BC, from \$11.35 in 2017, are having an impact on extreme poverty. In 2020, a full-time minimum wage worker in BC earned \$14.60/hour or \$26,572 a year. The poverty line is based on Statistics Canada's 2018 Low Income Measure (LIM) for market income in 2018 constant dollars for a one-person household (\$24,034) and a two-person household (\$33,989) in Canada. In 2017-18 (latest data), 11% of households in Greater Victoria reported being food insecure over the past 12 months. In 2017, 31% of single-parent families and 11% of seniors were living in poverty in Greater Victoria.

- **Housing affordability:** The average rent for all types of rental units in Greater Victoria in 2019 was \$1,221, up from \$1,170 in 2018 and \$904 in 2014. Housing is generally considered affordable when rent accounts for 30% of gross income. A person working full-time at BC's minimum hourly wage would need to spend 47% of their gross monthly income to rent a bachelor suite at \$965.

⁷ Victoria Foundation, *Vital Signs 2020*.

⁸ victoriamhomelessness.ca, *CRD Pit Count 2020 Community Report*, July 31, 2020.

- **Vacancy rates:** In October 2019, the average vacancy rate for purpose built rental apartments in Greater Victoria was 1% (down from 1.2% in 2018). A 3% vacancy rate is usually considered the minimum necessary to ensure reasonable access.

- **Sources of Income:** Government disability/income assistance and senior allowances/supplements are the predominant source of income for those facing homelessness - fewer than 20% have part or full time work. The majority of this vulnerable population receive payments from the Ministry of Social Development and Poverty Reduction⁹ for disability (PWD) - 79% or income assistance (IA) - 21%. In Victoria, the Ministry caseload is dominated by single men - 50% (81% on PWD) and single women - 35% (85% on PWD). The Family of Our Place are a subset of this population, with OPS staff reporting that 80% accessing services are male. (The next largest caseload group, single-parent families - 10%, tend to cycle on and then off as their children reach school age.)

There are two components to assistance, support and shelter (available to those with shelter costs). Effective April 2021, in the third increase since 2017, a single individual on income assistance gets support of \$560 with shelter of \$375 for a total of \$935 per month. A single person 65 and over receives \$856.42 for support for a total of \$1231.42. A single person on PWD receives support of \$983.42 for a total of \$1358.42 with shelter. Clients in special care facilities have their food and shelter expenses paid by government but receive a monthly comforts allowance of \$115 on IA / \$222 on PWD.¹⁰ Effective January 2021, the annual earnings exemption for people on disability assistance increased to \$15,000 per year and the annual earnings exemption for people on income assistance increased to \$6,000 per year. Although fewer than 20% of Ministry clients report earnings from employment, potential annual income can range from \$17,220 (IA) to \$31,300 (PWD).

The Provincial and National Context

Province of British Columbia: In October 2020, a majority NDP government led by Premier John Horgan was elected to a four-year term. Building on the NDP election platform Working for You, the foundational principles include “putting people first, lasting and meaningful reconciliation, equity and anti-racism, a better future through fighting climate change, and a strong, sustainable economy that works for everyone.”¹¹ The appointment of Solicitor General David Eby as Minister Responsible for Housing signalled a strong commitment to address long-standing issues of homelessness and housing which had been exacerbated by COVID-19. The commitment to addressing social issues, including mental health and addictions, has created opportunities for Our Place in both the short term, in temporary housing in hotels, and over the longer term through the potential for partnership with BC Housing for supportive housing on the drawing boards.¹²

- **Federal and Municipal elections:** The priorities of elected officials have potential to impact both policies and funding for housing, homelessness, mental health and substance use. A federal election during 2021 is anticipated. The next Municipal election in British Columbia is October 15, 2022.

⁹ Ministry of Income Assistance and Poverty Reduction, *Victoria Caseload, 2020*.

¹⁰ BC Employment Assistance Policy and Procedure Manual, *Disability Assistance Rate Table*, Effective April 1, 2021.

¹¹ <https://www2.gov.bc.ca/assets/gov/government/ministries-organizations/premier-cabinet/mlas/minister-letter/eby-mandate.pdf>

¹² BC Ministries of Attorney General (BC Housing), Health (Island Health), Social Development and Poverty Reduction (Disability/Income Assistance and Employment Programs), Mental Health and Addictions (New Roads), Public Safety and Solicitor General (BC Corrections) and City of Victoria and Victoria Police Services.

The opioid crisis: There were 1,716 illicit drug overdose deaths in BC with 122 in Victoria during 2020.¹³ *2020 Vital Signs* reports 73 deaths in the South Island in 2019, with 61 in Victoria. In June 2020, there were 177 drug toxicity deaths in BC, an increase of 133% over the same month in 2019. There were no overdose deaths at supervised drug consumption sites in 2019. Fentanyl was detected in 85% of illicit drug deaths in 2019, up from 81% in 2017. The BC Centre for Disease Control reported that unintentional overdoses have spiked in BC since 2014.¹⁴ In 2017, 82% of the deaths were men; adults aged 30-59 counted for 72% of the deaths; and 78% of unintentional drug deaths had no associated 911 call.

According to the Angus Reid Institute (2021) in *Canada's other epidemic: as overdose deaths escalate, majority favour decriminalization of drugs - 59%*: "among those who report knowing someone who became dependent on these substances, two-in-three (63%) say that the person either did not seek help or sought help but had a difficult time finding it. One in 10 British Columbians (11%) say they know someone who has died due to an overdose from opioids, compared to 5% who say this overall." These people are less likely to support getting tougher on people who use drugs (35%) and more likely to support decriminalization of all illegal drugs (64%). They also represent those most likely to support the New Roads initiative.

Reconciliation: The Truth and Reconciliation Commission of Canada¹⁵ states in the final section of its report: *The challenge of reconciliation* that: "Reconciliation must become a way of life. It will take many years to repair damaged trust and relationships in Aboriginal communities and between Aboriginal and non-Aboriginal peoples. Reconciliation not only requires apologies, reparations, the relearning of Canada's national history, and public commemoration, but also needs real social, political, and economic change. Ongoing public education and dialogue are essential to reconciliation. Governments, churches, educational institutions, and Canadians from all walks of life are responsible for taking action on reconciliation in concrete ways, working collaboratively with Aboriginal peoples. Reconciliation begins with each and every one of us."

In its section under *Health*, the report states: "The United Nations Declaration on the Rights of Indigenous Peoples recognizes that Indigenous peoples have the right to physical and mental integrity, as well as the right to equal enjoyment of the highest attainable standard of physical and mental health... Indigenous peoples have the right to be actively involved in developing, determining, and administering health programs that affect them. Indigenous peoples also have the right to traditional medicines and to maintain their traditional health practices."

As of May 2016, Canada is now a full supporter, without qualification, of this UN declaration.

Climate change and the environment: In its October 2018 report¹⁶, the UN Intergovernmental Panel on Climate Change (IPCC), warned that the world must take "rapid and far-reaching transitions in energy, land, urban and infrastructure (including transport and buildings), and industrial systems" to limit global warming to 1.5° C. The call for action involves everyone. Accordingly, it is incumbent on Our Place Society to consider the effects of its operations both on the climate and the environment and to take active steps to mitigate its impacts.

¹³ Times Colonist, Source: BC Coroner Service, February 11, 2021.

¹⁴ [http://www.bccdc.ca/resource-gallery/Documents/Educational Materials/Epid/Other/61718 BCCDC Opioid Fact Sheet V3R1 %28F4%29 042418 WEB.pdf](http://www.bccdc.ca/resource-gallery/Documents/Educational%20Materials/Epid/Other/61718%20BCCDC%20Opioid%20Fact%20Sheet%20V3R1%20WEB.pdf)

¹⁵ http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Exec_Summary_2015_05_31_web_o.pdf

¹⁶ IPCC, 2018: Summary for Policymakers. In: *Global warming of 1.5°C*. http://report.ipcc.ch/sr15/pdf/sr15_spm_final.pdf

The Planning Process

Our Place Society developed 3-year strategic plans in 2013, 2016 and 2019. These plans, meant to guide the development and delivery of our programs and services, were based on carefully considered goals and outcomes, founded on our vision, mission, values and principles, built on our past achievements and focused on meeting the needs of the Family.

It was intended that the 2019 Plan would extend to 2022. However, significant internal and external factors, (not the least of which has been the COVID-19 pandemic), have considerably affected Our Place's service and program delivery -- offering not only major challenges, but also major opportunities. Accordingly, the Board of Directors decided that a review and update was required.

The preparation of this 2021-2024 Strategic Plan has included the following steps:

- The Board of Directors struck a Board-directed Strategic Planning Task Group (July 2020).
- Task Group members met several times to discuss key issues to be addressed and the process to be used for the review/update (summer months of 2020).
- The Task Group conferred with consultant Joan McArthur-Blair (who had provided valuable advice and guidance on the development of the 2019-2022 Plan). She recommended using a SOAR (Strengths, Opportunities, Aspirations and Results) approach and provided an outline for how to proceed (September/October 2020).
- A number of sessions and surveys were conducted, involving the Board of Directors, management and senior staff. These included:
 - o A Board, CEO, and Management Team Strategic Plan Review session that focused on what is happening in the environment and in other jurisdictions that could inform OPS 'work, and whether or not it is time to expand or consolidate (November 12, 2020).
 - o A Senior Staff Survey that focused on what makes you proud of OPS; OPS ' strengths, opportunities, aspirations and desired achievements for the next 3 years (January 2021).
 - o A Senior Staff Survey that focused on the 2019 Strategic Plan, what to keep, delete, change and add (January 2021).
 - o A CEO and Management Team discussion that focused on the 2019 Strategic Plan, what to keep, delete, change and add (January 20, 2021).
 - o A Board and CEO Strategic Planning Session that reviewed the results of the Senior Staff and Management Team surveys and discussions and then focused on the OPS niche; who it serves and if this is changing, what needs to be done, where the gaps are, where OPS should be going, what should be 5-6 priorities, where OPS should be in 3-5 years and what key results should be achieved (February 10, 2021).

- The Task Group made changes to the 2019 Plan, based on the input from the various surveys and discussions (February/ March 2021).
- The revised draft Plan was presented to Family members for their input, and changes were made to the Plan by the Task Group based on the Family response (March 2021).
- The Task Group prepared a final draft of the Plan for review by the Board (April 21, 2021).
- The Board approved the new 2021-2024 Strategic Plan (May 20, 2021).
- The Board-approved Strategic Plan was given to the CEO to operationalize, including the development of key performance indicators (KPIs) and targets which will provide the operating and reporting framework for the 2021-2024 Strategic and Operational Plan (May 20, 2021).

FINAL VERSION APPROVED BY OPS BOARD OF DIRECTORS May 19, 2021

Our Place Program & Service Locations

NURTURE: Pandora Drop-in Centre, Pandora Outreach

SHELTER:

EMERGENCY SHELTER

Pandora Shelter, My Place, First Metropolitan Shelter and Supportive Housing,
Night Shelter at Cool-Aid, Russell Street

TRANSITION HOUSING

Pandora Housing, Muncey, Howard Johnson, Capital City, Tiny Town

HEAL: New Roads Therapeutic Recovery Community, Our WorkPlace

Our Place - 919 Pandora Ave, Victoria

Drop-In Centre: Our Drop-In Centre offers a space where men and women are welcomed – they are given a listening ear and a place to feel part of the Our Place Family. The Drop-In Centre is a living room for a community of the marginalized, an extended Family for people of little means – the homeless, the working poor, pensioners living in poverty, people with mental and physical disabilities, and addictions.

Family members are invited to access areas, resources and services:

- The courtyard, sitting area
- The dining room for a lunch and/or dinner (a sponsored breakfast occurs occasionally)
- Nutrition bar
- The bin storage
- Clothing and hygiene services
- Spiritual care services
- Health services (e.g.medical & dental health team, massage, reiki, foot care, haircuts)
- Recreation and leisure services
- The library and computers for job searches and preparation
- The message centre (mailing address, phone and fax)
- Bus tickets

Outreach: The Outreach Team works in many different capacities assisting those in need with advocacy, referral, individual funding assistance, harm reduction in the facility and non-violent crisis intervention, ensuring a safe and comfortable environment for everyone in the Drop In.

Housing: These 45 private rooms on the top three floors are designed and fully equipped to help each resident feel at home in a supportive and caring environment. Two of these units are short-term housing for people waiting for a spot in a detoxification or rehabilitation program. The other 43 rooms are for those committed to moving toward independent living. Each resident works in consultation with an Our Place Society support worker and, if necessary, a mental health and addictions clinician. Together they develop a plan to overcome the disabilities and challenges that stand between the resident and his or her dream of living a full, rich and independent life.

First Metropolitan Shelter - 932 Balmoral Road, Victoria

First Metropolitan United Church hosts a night shelter for those experiencing homelessness. The large hall holds 60 mats. The shelter is run and staffed by Our Place and operates at capacity most nights.

Night Shelter at Cool-Aid Downtown Community Centre - Victoria

When COVID struck, shelter space was reduced to half capacity. In order to maintain the same amount of shelter space, we leased the gymnasium at Cool-Aid's Downtown Community Centre to provide mats for 20 adults every night of the winter.

My Place - 1240 Yates Street, Victoria

My Place offers those who have been experiencing homelessness an opportunity to live in a temporary 24/7 home with pods, meals and security for their belongings.

Russell Street - 225 Russell Street, Vic West

Our Place Society has agreed to manage 60 pods for people experiencing homelessness in Vic West. The property will be a temporary shelter for 18 – 24 months. After that, BC Housing will present a redevelopment proposal to turn the property into a supportive housing facility.

Muncey Place (formerly Comfort Inn) - 3020 Blanshard Street, Victoria

Howard Johnson - 310 Gorge Road East, Victoria

Capital City Center Hotel - 1961 Douglas Street, Victoria

Our Place Society operates three transitional housing sites in association with BC Housing, Island Health, Cool-Aid Society, Umbrella Society and Aids Vancouver Island to provide rooms, meals, overdose prevention, medical services, storage and more.

Tiny Town - Royal Athletic Park, Victoria

Our Place Society has agreed to manage a village of 30 tiny homes built from repurposed shipping containers. The Greater Victoria Coalition to End Homelessness, in partnership with Aryze Developments, has a permit to temporarily locate the village in the parking lot next to Royal Athletic Park for 18 months.

New Roads Therapeutic Recovery Community (TRC) - 94 Talcott Road, View Royal

Our Place's transformative New Roads TRC opened on October 25, 2018 as a place to provide stable housing and treatment for people caught in the cycle of homelessness and incarceration. New Roads offers a strengths-based community approach to recovery in which individuals can receive education regarding the disease of addiction and the supports to conquer the factors that are limiting their ability to achieve a full recovery. The primary goal of New Roads is to foster change and promote growth to help an individual return to society and lead a productive life.

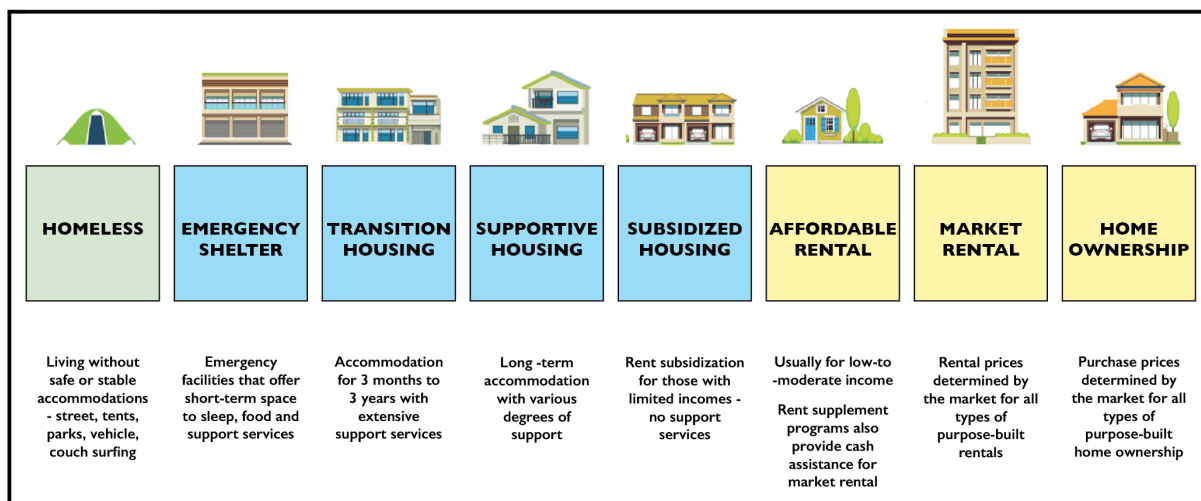
Our WorkPlace - 1627 Quadra Street, Victoria

Returning to the workforce after a long absence can be a struggle at best, but when you have also suffered from homelessness or addiction, the hurdles can seem insurmountable. Our WorkPlace offers job readiness programs and ongoing support to help individuals break through barriers to get back into work.

Our Place Office Space - 1625 Quadra Street, Victoria

Our Place has office space at the Pandora and View Royal locations as well as a lease on Quadra next door to Our WorkPlace.

Housing Continuum¹⁷



EMERGENCY SHELTER

- Pandora Drop-In Centre
- First Metropolitan Shelter
- Night Shelter at Cool-Aid Downtown Community Shelter
- My Place (Pods)
- Russell Street (Pods)

TRANSITION HOUSING

- Pandora Housing
- Muncey Place
- Howard Johnson
- Capital City Centre
- Tiny Town
- New Roads (Therapeutic Recovery Community)

¹⁷ Adapted from District of Mission, *Housing Needs Assessment*, May 2020.