



# THREE-YEAR STRATEGIC PLAN 2022-2025

SEPTEMBER 2022

## **TABLE OF CONTENTS**

Executive Summary .....	3
The Approach to the Strategic Plan Report .....	6
Phase One: Foundational Work .....	7
- Background	
- The Sooke Homelessness Coalition	
- Current Reality of Homelessness in Sooke	
- The Sooke Shelter Society	
Phase Two: Strategic Plan Development and Priorities .....	12
- Outcome 1: Support Services	
- Outcome 2: Housing	
- Outcome 3: Advocacy and Awareness	
- Outcome 4: Prevention and Support	
- Outcome 5: Collaboration and Leadership	
Phase Three: Implementation Plan .....	21
- Cross-Referencing of Action Items	
- Key Action Items in Progress	
- 32 Action Items for 2022-2025	
- Strategic Partnerships	
- Funding and Development	
- Monitoring and Management	
- Revisit and Revise	

## **Appendices**

1. Detailed chart of the 32 Engagement Session Action Items .....	33
2. Interlinked Action Items .....	46
3. Strategic Planning Engagement Attendees .....	49
4. SHC Partner Agencies .....	51
5. Links to Service Providers, Resources and Reports .....	52
6. Glossary of Terms .....	57

## THREE-YEAR STRATEGIC PLAN

2022-2025

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**OVERVIEW**

The following report presents the Three-Year Strategic Plan of the Sooke Homelessness Coalition (SHC) to address homelessness in the Sooke Region.

The Sooke Homelessness Coalition is a community-based initiative addressing concerns about homelessness in the Sooke Region.

This report was prepared by Gemma Martin (Independent Contractor) with reviews and edits by members of the SHC working group. It was made possible through a grant from the Social Planning and Research Council of BC.

The overall objective of the Strategic plan is to identify short and long-term actions require to help ensure the experiences of homeless and at risk of homelessness persons are rare, brief and non-recurring.

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**EXECUTIVE SUMMARY**

Sooke has long been a kind and caring community that strives to leave nobody behind. Local volunteer groups, churches and non-profit organizations have worked with the local homeless for decades. In recent years, these efforts have accelerated as the tide of homeless individuals grows and more Sooke region residents fall into the category of at risk of homelessness due to rising accommodation costs, job uncertainty and other potential setbacks that can tip individuals living cheque-to-cheque into crisis.

Sooke was officially recognized in 2019 by Charter for Compassion International as one of 100+ Compassionate Cities in the world. The District of Sooke's Regional Growth Statement, required and approved by the Capital Regional District, states that the District "will work to increase the supply of more affordable housing, reduce the number of people in core housing need and reduce the number of people who are homeless."

The Sooke Shelter Society (SSS) was established in 2018 under the direction of its own Board of Directors and with the support of the Sooke Region Communities Health Network (SRCHN) and the District of Sooke. It arrived in tandem with a new era of Province of BC dedication to housing-first policies backed by funding for mental health and addiction supports. As a result, Sooke now has its first dedicated transitional homeless shelter with wrap-around support services at the Hope Centre.

The 2020 SRCHN report *Amidst the Paradise: Homelessness in the Sooke Region* provides a definitive picture of causes and realities along with solution pathways. Its key recommendations are captured to various degrees herein.

Ensuring the long-term stability, operationalization, and success of the Sooke Shelter is central to the mission of the Sooke Homelessness Coalition (SHC). It was founded in 2020 as a satellite of the Greater Victoria Coalition to End Homelessness (GVCEH) to allow local, regional and provincial service providers to meet regularly and coordinate their work. The SHC's Terms of Reference call for its participants to work closely in support of the SSS.

This first SHC Strategic Plan has been developed through a community stakeholder process at three facilitated workshops held in Sooke between October 2021 and March 2022. Copies of *Amidst the Paradise* and the Greater Victoria Coalition to End Homelessness (GVCEH) Community Plan were

circulated for reference and inspiration. Invited attendees (see Appendix 3) guided by GVCEH staff facilitators were asked to think big and identify wants, needs and solution pathways in five outcome areas:

1. Support Services
2. Housing
3. Advocacy and Awareness
4. Prevention and Support
5. Collaboration and Leadership

Attendees identified and prioritized a total of 32 consensus actions during these sessions. These are categorized by the five outcome areas and are presented in this document in four formats:

- Figure 8: Prioritized strategic actions (pg. xx)
- Table 1: Chart of all action items cross-referenced to identify interdependencies (pg. xx)
- Appendix 1: Detailed breakdown of the 32 actions as starting point for discussion/analysis (pg. xx)
- Appendix 2: Individual actions with lists of interlinked items (pg. xx)

A number of the identified actions are underway in varying, mostly preliminary and exploratory degrees (see pg. xx), however the SHC Strategic Plan identifies the following actions as priorities for implementation during the 2022-2025 period.

*\* To advocate for stable, secure long-term core funding for homelessness service providers in the Sooke region.*

*\* To ensure coordination across all services.*

*\* To develop a Sooke Community Advisory Team.*

*\* To support the SSS in development of a financial management team with a focus on grant writing, donor support and fundraising.*

*\* To support the SSS in operationalizing the ground-floor Sooke Hub at the Hope Centre*

*\* To work with the SSS in forming an education and communications working group to cultivate a positive community perspective, address stigmas related to homeless individuals and share prevention strategies for those at risk of homelessness.*

*\* To seek funding to hire Homelessness Prevention Navigators for the Sooke region*

*\* To advocate for alternative attainable housing proposals (i.e., homeowner/RV billeting service, tiny homes, managed camps and other transitional options.)*

*\* To secure modest funding to support the SHC in its work.*

Implementation of this plan will be led by SHC in collaboration with SSS and other partners, notably the Greater Victoria Coalition to End Homelessness. The latter employs a staff team dedicated to addressing issues throughout the Capital Region District. It merits considerable credit and thanks for its ongoing guidance and essential assistance within the Sooke region.

**The GVCEH** and its **Health and Housing Steering Committee** is the central regional link connecting multiple government and non-profit organizations, among them the SHC and SSS. It advocates with local governments, the CRD, the Province of BC and its funding partners. It also oversees a collection of committees and working groups that are addressing issues and actions that are seen through a Sooke lens in this plan. These regionally focused groups include the **Lived/Living Experience Council, the Systems Transformation Working Group, the Youth Task Force, the Peer Housing Support Program Working Group, the Communications & Community Engagement Working Group, and Frontline Service Providers**. Tapping into this knowledge and expertise will be essential in this plan's implementation.

The SHC Strategic Plan will be reviewed annually and updated as required. It is intended to be the first in what will be an ongoing series of plans that will continue to reflect the ever-evolving needs of the Sooke community.

**The SHC currently has no operating budget nor staff and therefore is necessarily limited to an advisory and advocacy role.** Given the severely limited financial and human resources available to the SHC, action points in this plan are aspirational and will require time, patience, persistence and dedicated funding/resource support to launch and ultimately achieve. The primary need above all is for dedicated volunteers to join proposed working groups and begin the work.

## THE APPROACH TO THE STRATEGIC PLAN REPORT

The first phase of this report reviews the foundational work undertaken by the SHC and SSS in recent years that precedes and informs the strategic plan.

The second phase explores the strategic development process that involved invited community partners at three engagement events. These sessions were based on the GVCEH community engagement model.

The third and final phase of this report features the 32 proposed action items that emerged from group discussion during the facilitated engagements. The SHC and its working group will determine stages of implementation as the plan is operationalized with a clear and steady focus on advocacy, strategic partnerships and collaborative working practice.

Figure 1: The Approach to the Strategic Plan



## PHASE 1: FOUNDATIONAL WORK

### BACKGROUND

The foundation of this strategic plan is rooted in years of compassionate, often under-funded and small-scale but increasingly effective strategy development in homelessness support, advocacy, and awareness within the Sooke region.

This work has largely been undertaken by non-profit organizations, churches, social service agencies and volunteers with modest funding support. Of specific note have been the efforts of the Sooke Community Health Initiative (now operating as the Sooke Region Communities Health Network - SRCHN) and the individuals who launched and ran the Sooke Crisis and Referral Centre beginning in the early 1990s.

A Sooke Region Health Summit in the spring of 2016, hosted by SRCHN and Mayor Maja Tait's Primary Health Care Working Group, identified community gaps in health and special-needs services, social and recreational activities, and healthy food accessibility. A year-round homeless shelter was prominent among local needs.

A critically important development was the foundation of the SSS in 2017. Today, it has evolved into the primary frontline health services provider for the homelessness community in the Sooke region. Since its inception, SSS has worked towards the mission of ensuring that all people in the Sooke area have access to safe, affordable, and long-term housing as well as holistic health support services. SSS offers both out-reach support services and shelter support at the Hope Centre.

In late 2017, Mayor Tait convened a Municipal Hall meeting of partners dedicated to addressing Sooke region homelessness, among them representatives from SRCHN, SSS and GVCEH in addition to several individuals with lived or living experience. SRCHN took on responsibility for addressing the issue through its Service Agreement with the District and regular meetings of a core working group began.

Emerging from the group's discussions, the SHC was founded in 2019 as a loose-knit, voluntary coalition of individuals, service agencies and partner groups with the aim of providing multi-partner support to SRCHN and the SSS. In November of that year, the District's Housing Needs Report (under Recommendation 10.2: Address Non-Market Housing Needs) called for development of "a wide spectrum of housing types, including affordable seniors housing, subsidized social housing for people with special needs, homeless shelters, transition housing and various housing types that low-and-middle-income households can rent and purchase." (pg. 78).

In 2020, SRCHN was awarded a Capital Regional District (CRD) grant for a community capacity initiative project, funded in part by the Government of Canada's *Reaching Home: Canada's Homelessness Strategy*. This project arose from the identified need in the Sooke region for community capacity that would support local chronic and hidden homelessness communities.

With this grant, the SRCHN report titled *"Amidst the Paradise: Homelessness in the Sooke Region"* (February 2021) was prepared by an independent consultant and presented to the CRD and the District of Sooke. The multi-faceted report presented a snapshot of regional statistics at the time, provided anecdotal insights from people with lived experience, surveyed the local groups and organizations working in the field, and proposed 7 key recommendations.

Alongside *Amidst the Paradise*, the SHC created a Terms of Reference to guide the coalition in its work. This TOR was developed with the collaborative guidance of SRCHN, the SSS and the GVCEH, and endorsed by the wider SHC in the early part 2021.

Since their inception, both the SHC and SSS have continued to grow and strengthen a clear strategic partnership dedicated to supporting individuals experiencing chronic and hidden homelessness in the Sooke region. Due to the advocacy of SHC, SSS, the District of Sooke and other strategic partners, the Hope Centre was purchased by BC Housing in February 2021 and transformed into Sooke's first dedicated homeless shelter under the management of the SSS. Funding has also been secured to support the development of a hub service centre to run within the Hope Centre.

Operational funding for the Hope Centre for 2021 to 2022 was secured through BC Housing and the Strengthening Communities grant program managed by the Union of BC Municipalities. The SSS was also successful in securing funding to develop the current strategic plan.

## THE SOOKE HOMELESSNESS COALITION (SHC)

The SHC is a community-based initiative focused on both the reality and the larger issue of homelessness in the Sooke region. The Sooke region is centered in the District of Sooke and extends from the Sc'ianew Nation in East Sooke to the Pacheedaht Nation in Port Renfrew. The SHC brings together multiple individuals and service agencies to address the prevention and resolution of local homelessness. It is clearly understood and accepted that this goal requires work by all levels of government and, more importantly still, profound societal change.

The SHC is a satellite of the GVCEH. The relationship is collaborative rather than hierarchical with GVCEH staff attending meetings of the working group and the SHC consulting as equal members of the GVCEH's Health and Housing Steering Committee.

The Coalition's bi-monthly meetings are routinely attended by representatives from the SSS (staff and board members), the GVCEH, SRCHN, the District of Sooke (staff and councillors), the T'Sou-ke Nation, BC Housing, the CRD, Sooke RCMP and members of the Westshore AVI harm reduction team. People with lived experience are invited and occasionally attend. The SHC email list currently includes over 80 individuals, most of whom do not attend meetings yet receive notifications, agendas and minutes, and are assumed to support the coalition's work and practices.

Co-chairs appointed by the SSS and the District of Sooke prepare agendas and facilitate bi-monthly meetings. **The SHC currently has no operating budget nor staff and therefore is necessarily limited to an advisory and advocacy role.** Unpaid SSS staff prepare minutes, organize Zoom meetings and maintain the SHC email list. Securing modest funding support and ensuring that an honorarium policy is established for individuals providing support work to the Coalition is an essential short-term need.

### **Governance**

As its Terms of Reference state, *"the SHC brings together multiple individuals and service agencies to address the prevention and resolution of homelessness in the Sooke region. It provides support, advice and advocacy to and for the SSS, an independent registered charity that is responsible for the networking, coordination and delivery of homelessness and at risk homelessness related services in the Sooke region."*

The SHC is guided by a Core Working Group that meets between bi-monthly SHC sessions and is responsible for addressing matters raised by the wider coalition. The membership of this Working Group is selected by the co-chairs and includes people with lived experience. The size of the group is determined by the co-chairs. SHC community members may recommend individuals to be on the core group, but all decisions are made based on discussion with the broader coalition, striving for consensus. If consensus cannot be reached after a reasonable amount of time, decisions will be made by majority vote. Depending



on the matter being addressed by the core working group, other individuals may be requested to join the group temporarily.

The governance of the current strategic plan will remain with the SHC, which will maintain responsibility and accountability for the work being completed in collaboration with the SSS.

## **Mission**

The SHC has a mission to communicate, collaborate and coordinate to ensure:

- appropriate holistic social and health care services are in place to support those individuals experiencing homelessness and to prevent at risk individuals from becoming homeless in Sooke and its vicinity.
- effective advocacy with orders of government and community organizations
- all people facing homelessness in the Sooke area have access to safe and affordable living environments that meet their individual immediate and long- term needs.
- meaningful alliances are developed with the T'Sou-ke Nation to address homelessness among indigenous peoples.

## **Values**

The values of the SHC are reflective of values within the community of Sooke.

**Community Focused:** We strive for positive outcomes for the Sooke region as a whole and in particular for those who are homeless and at risk of homelessness.

**Integrity:** We commit to respectful conduct and honest, morally principled behaviour.

**Accountability:** We are responsible to those we serve, our funding agencies and service partners, and the Sooke community as a whole.

**Cultural Safety and Reconciliation:** Our work is rooted in cultural humility, respect, reconciliation, and equity with First Nations, Metis, Inuit and Urban Indigenous peoples.

**Inclusivity:** We engage with people who experience homelessness and others representing a diverse spectrum of ages, genders, sexualities, and abilities.

**Meaningful Intent:** We work with a clear intention to support homeless communities within the Sooke region by balancing short-term supports with longer-term preventative strategies.

**Relevance:** We remain alert and responsive to new issues and opportunities while striving to accurately address community needs.

Figure 2: The Values of the Sooke Homelessness Coalition



## CURRENT REALITY OF HOMELESSNESS IN SOOKE

*Amidst the Paradise* (2021) captured a point in time representation of homelessness in the Sooke region. At that moment, SSS was supporting 73 clients in the Sooke Region by offering outreach and providing basic necessities. Of those clients, 54 individuals were presenting as unhoused, whilst the other 19 were housed but experiencing hardship, low income or living in poverty.

The report also illustrated that, effective March 2020, Sooke had established a temporary shelter, operated by SRCHN in response to the Covid-19 pandemic. A total of 38 unhoused Sooke residents were identified at that time, with 32 going on to access the services provided by this temporary shelter at SEAPARC. Following its closure in June 2020, the residents spent the summer at Ed Macgregor Park before moving into a second temporary shelter, this one in a building at the edge of John Phillips Memorial Park that had an occupancy of 15 individuals with a further 5 on a waitlist for a bed. Support by the Province of BC, the District of Sooke, BC Housing and other service agencies made these unprecedented (for Sooke) actions possible.

Many residents from the temporary shelters relocated to the Hope Centre upon its purchase by BC Housing in the spring of 2021. Formerly run by the M'akola Housing Society, the centre was planned to be managed by the SSS, which took formal responsibility in January 2022. The building has 33 units of transitional housing. When renovations are complete in late 2022, the Hope Centre will also feature a social services hub with space for addiction and mental health nurses and navigators, a commercial kitchen, showers, laundry and a temporary shelter.

This investment by BC Housing along with its development of two non-market housing projects on the east side of Sooke's town centre, aligns closely with the then-current needs identified in *Amidst the Paradise*.

In addition to chronic homelessness, *Amidst the Paradise* also gleaned surface-level statistics from those experiencing hidden homelessness. The report heard from 46 individuals who chose to complete a survey and share challenges in their own current housing experiences. Aspects of the crisis they face include housing, food and transportation affordability, dislocation/alienation, addictions, mental health issues and the toxic drug supply that led the Province of BC to declare a health emergency in 2016.

It must be reiterated that *Amidst the Paradise* provided the reality of homelessness as a momentary snapshot. Homelessness is a fluid state that will change over time dependent on many factors that impact unpredictable numbers of people. All such reports provide only an iceberg view of reality and do not capture the deeper dimensions of the crisis.

In 2021, SSS added to the existing statistic of homelessness in the region by reporting an increase in client growth. SSS showed an intake of 86 clients from 2020, to 180 clients in 2021, an increase of over 50% of SSS clients (94 additional clients). During the initial 9 months of moving into the Hope Centre, SSS also recorded an increase of over 100% in client access to services.

There must also be an acknowledgement of limited information available in *Amidst the Paradise* and in the current SSS statistics in signaling how homelessness impacts First Nation, Metis, Inuit and Urban Indigenous individuals within Sooke.

Indigenous homelessness is rooted in a range of issues (diabetes, poor nutrition, addiction) and must be seen through the lens of isolation from families and communities as well as the breakdown in traditional relationships to the land, water, place, culture, language and identity. When Indigenous individuals lose such connections, there is often difficulty in culturally, spirituality, emotionally or physically reconnecting with Indigeneity or lost relationships.

The causes for homelessness also presented differently for Indigenous communities with inter-generational trauma caused by colonization often being a key contributing factor. Currently, SHC has only a limited picture of First Nation, Metis, Inuit and Urban Indigenous homelessness in the Sooke region.

## THE SOOKE SHELTER SOCIETY

As stated above, in addition to providing an analysis of the state of homelessness in the Sooke region *Amidst the Paradise* also addressed the actions being taken to address homelessness by the Sooke Shelter Society and BC Housing.

As the primary Sooke frontline healthcare services provider to persons who are homeless and at risk of homelessness, the SSS, in collaboration with other healthcare agencies, currently provides holistic healthcare addressing the physical and emotional/mental needs of the 20 residents in the Hope Centre as well as outreach services to over 170 people in the Sooke region. In addition to meeting physical,

food and shelter needs of its clients, ongoing services include medical care, mental health and addictions counselling, life skills training, and a variety of other supports and services that empower individuals towards self-sufficiency and a sense of belonging within the Sooke community.

The core shelter support services provided by the SSS at the Hope Centre are funded by the BC Housing Corporation which purchased the building and provides funding for the maintenance and operation of the Centre by the SSS including salaries of the 23 management and support staff at the Centre.

During winter months, SSS delivers an Extreme Weather Response (EWR) program. Extra emergency shelter beds are available as temporary spaces for unhoused individuals whose health and safety are threatened when sleeping outside in cold, wet conditions. This program is also funded and supported by BC Housing.

The Outreach Services and mental health support workers of the SSS are funded by multiple sources, including the District of Sooke, the federal government's Reaching Home: Canada's Homelessness Strategy, the Union of BC Municipalities (UBCM) Strengthening Communities grant program, The Victoria Foundation, and the Province of BC's Community Gaming Grants stream.

To address the specific needs of indigenous homeless individuals, SSS is working in partnership with T'Sou-ke Nation on a research proposal to prepare an evidence-based report to provide recommended actions that may be taken on by SSS to better address the cultural, spiritual, emotional and physical needs of its Indigenous clients.

In comparing the needs of the many people experiencing homelessness and those at risk of homelessness to the services provided by the SSS and BC Housing, it is evident that:

- The numbers and diversity of the people in need far outweigh the present capacity of the service providers to meet their needs
- The short-and-medium term grants and fundraising activities do not provide the necessary financial support to provide essential ongoing services to the SSS clients.
- The diversity of the people and their needs require services that are not currently provided by the service providers.

The SHC Strategic Plan and its implementation presented in the following sections of this report addresses these needs and identifies actions to relieve homelessness in the Sooke region.

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## PHASE 2: STRATEGIC PLAN DEVELOPMENT

The following five community-based outcome areas provided a framework for a series of three collaborative community partner planning days held in Sooke between October 2021 and March 2022:

1. Support Services
2. Housing
3. Advocacy and Awareness
4. Prevention Support
5. Collaboration and Leadership

These community-based outcomes had been identified in earlier regional planning sessions facilitated by the GVCEH. As recommended by the SHC's collaborators at the GVCEH, these outcomes were adapted for use in developing a Sooke-specific strategic plan.

Three engagement sessions were then facilitated across three separate planning days. The intention was to capture as broad a range of solutions-oriented ideas as possible through a collaborative, consensus-oriented process inclusive of key community partners. Following approval by the SHC, invitations were distributed to the coalition's full email list as well as other individuals the working group wished to include.

## GOALS

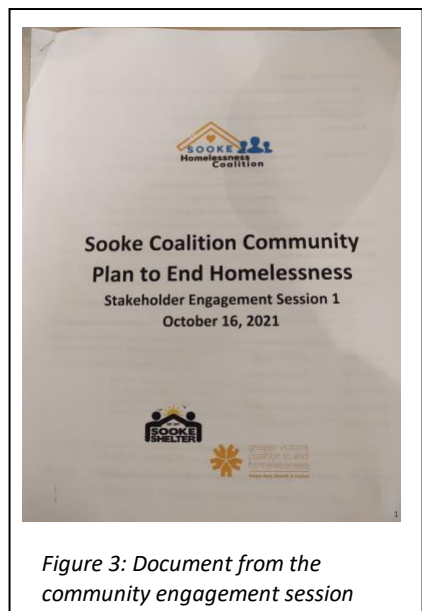


Figure 3: Document from the community engagement session

The first of the engagement sessions was conducted on October 16, 2021 at the Sooke Baptist Church. Attendees included members of the SHC, key partner representatives and people with lived experiences. Hope Centre Manager Carla Simicich and the attendees read aloud real-world insights that Ms. Simicich had collected from shelter residents in the weeks prior to the session. This set the context for small group discussions by everyone regarding their understanding of, and personal experiences with, homelessness in the region. Attendees then reviewed the five key outcome areas in break-out groups that rotated from one subject to the next throughout the day.

The second and third sessions followed on November 20, 2021 and March 19, 2022. These built on the discussions

at the first meeting while also beginning development of an action plan. At the final gathering, attendees further refined these elements and the 32 action items that have been proposed to date.

The overarching goal of these planning sessions was to reach consensus on what actions are needed to address the desired core outcomes. A collaborative social development process for inclusive meetings was utilized. Attendees were asked to be aspirational in their discussions. At the same time, there was recognition of the need to be realistic in setting timelines and recognizing resource limitations (funding and volunteers) along with other barriers and challenges.

Time was spent identifying funding sources and exploring how to generate community buy-in. There was also considerable appreciation expressed for the past and ongoing work of existing organizations and individuals that have done so much to address homelessness in the Sooke region.



Figure 4: Community stakeholders during the community engagement session

Figure 5: Graphic developed by Sooke Shelter Society employee Megan Kowal to capture the key themes and messages from the first community workshop



## FINALIZING THE PLAN

Conversations at the three engagement sessions were captured in note form on large-format paper and white boards. Notes from each session were used in planning and facilitating the next. A report from the first gathering captured the day's conversations in a themed format. This mini-report and documentation from the subsequent sessions is the foundation on which the plan has been developed.

In finalizing the current strategic plan following the engagement sessions, it was a priority to present proposed action items in a meaningful way by acknowledging the processes that are to be undertaken and those that are already in progress. The plan represents the reality of the proposed outcomes and the current reality of available resources and capacity within Sooke. This draws attention to potential resources that may already exist but also acknowledges where Sooke has gaps.

This is a three-year strategic plan for the 2022-2025 period. To suggest rapid short-term changes in many of the action areas is not realistic given available resources and capacity. Yet acknowledging the longevity of this plan (and recognizing that it is the first in an ongoing series) supports the continued and meaningful development of longer-term strategies. It is also important to note that this living guidance plan will undergo regular review and continual development through its duration. The goal is to ensure that proposed strategies do not become outdated, but that they remain fluid, much like the nature of homelessness itself.



The development of the current document also reaffirms SHC as key coordinators in the process in a strong collaborative partnership approach with SSS. For clarity, this is not to suggest that SSS will be responsible for independently delivering proposed action points, but that it may, in places, take a lead implementation role. This will include a collaborative decision-making approach with the SHC, the mechanisms for which must first be developed and then regularly reviewed.

## THE STRATEGIC PLAN

Each of the community-based outcome areas were explored as separate categories in the engagement planning sessions. Action points are presented chronologically within each outcome area. However, in practice the implementation of these key strategies interconnect and overlap. Although separate processes may be needed for the implementation of the action points, they are mutually supportive of each other. When all the outcome areas are developed, this will create greater opportunity for the homelessness communities in the Sooke region to experience positive outcomes.



*Figure 6: A non-directional interlinking relationship between the 5 key outcome areas, with the Sooke communities remaining central*

Following are the community goals and objectives as determined during the Strategic Plan meetings and organized by the five outcome areas.

## OUTCOME 1: SUPPORT SERVICES

### COMMUNITY GOALS

- A. For individuals experiencing homelessness to have rapid access to safe, effective, inclusive and holistic support services.**
- B. For appropriate person-centred support services to be available locally in the Sooke region to support Sooke residents in achieving positive outcomes in their individual journeys with homelessness.**

### COMMUNITY OBJECTIVES

1. To improve access to services for Sooke residents currently experiencing chronic homelessness in addition to those who find themselves in a current state of risk to homelessness. Services need to be inclusive, reliable and well-coordinated. *Note: Access may be in-person or via online spaces and other creative approaches.*
2. To provide person-centered support services to ensure a compassionate and understanding approach to care. Services will acknowledge the complexities that surround causes and experiences of homelessness, whilst also considering the unique social and cultural needs that may present for specific population groups such as:
  - a. Indigenous people;
  - b. Women experiencing and/or fleeing violence;
  - c. Youth;
  - d. Youth transitioning out of government care;
  - e. Households with children;
  - f. Individuals experiencing mental health difficulties;
  - g. Individuals experiencing addiction;
  - h. Individuals whose employment income is insufficient for them to afford housing.

*Note: This is not an exhaustive list and other unique groups are likely to be identified during the term of this strategic plan.*

3. To identify service gaps in the Sooke region; and to address the required capacity to fill these gaps. This will require reviews of both core funding and the current and potential relationships with partners and funding programs both within and external to the Sooke region.



## OUTCOME 2: HOUSING

### COMMUNITY GOALS

- A. To have a consistent, proactive and growing supply of accessible, safe, appropriate and affordable barrier-free housing that is immediately funded and allocated
- B. For housing to be accessible to all people in need of required subsidies and support services.
- C. For housing to be attached to the needs of the individuals as opposed to the physical structures

### COMMUNITY OBJECTIVES

1. To acquire a wider supply of housing that is safe, secure, stable and appropriate. There will be a focus on both long-term and short-term housing solutions:
  - a. The ultimate objective is for long term housing to be available for all.
  - b. Short term, transitional housing needs to be developed in the area to support this goal and individual journeys towards long term housing.
2. To make support services available specific to individuals with housing needs. Services will provide advocacy to support individuals to overcome barriers in accessing appropriate housing. Barriers may present as, but are not limited to:
  - a. Addictions;
  - b. Mental health difficulties;
  - c. Pet-friendly accommodations;
  - d. Credit checks;
  - e. Bureaucratic application processes.
3. To address affordability of home rentals and home purchases is a growing problem both within Sooke and in the wider Greater Victoria area. Options will be explored with regards to rent control and increasing investments in rent supplement programs, as well as alternate and creative housing options to be considered by the District of Sooke in collaboration with BC Housing.
4. To continue to see the development of local housing with investments in new below-market rentals through the BC Housing properties at Charters and Drennan. Through a strategic partnership with BC Housing, there shall be a clear path to access the affordable housing in these buildings for some individuals experiencing homelessness and for whom this accommodation is appropriate.

## OUTCOME 3: ADVOCACY AND AWARENESS

### COMMUNITY GOALS

- A. To develop partnerships with people with lived and living experience of homelessness, through advocacy and education, to create an inclusive community that is welcoming respectful, adequately resourced and responsive to the needs of the housed and unhoused alike.
- B. To hold an awareness in understanding the unique challenges and traumas which are experienced by each individual.

### COMMUNITY OBJECTIVES

1. To foster Sooke's unique and self-contained culture within the wider Greater Victoria area. This uniqueness will be embraced in local advocacy and awareness efforts.
2. To develop education and public awareness strategies to inspire a compassionate community that is inclusive, empathetic and welcoming of those experiencing homelessness. Communication should be proactive and easily mobilized. While many in the Sooke region empathize with the homeless and strongly support this work, there are also some, as in any community, who subscribe to and reinforce myths and stigmas. This is most visible in certain content posted on local social media pages.
3. To utilize interagency advocacy and collaboration will be utilized across the Sooke-based community charities and agencies. Interagency collaboration is a pivotal role of the SHC and is critical in avoiding siloed approaches to advocacy and awareness.
4. To organize public forums which will be focus on the current and existing initiatives, the sharing of good news stories and open space for discussion to dispel myths and allow space for critical discussion. Conversing in a public space will also allow for meaningful community relationships to be established that will address stigmatization and assist individuals who may need support but have concerns in accessing help.

## OUTCOME 4: PREVENTION AND SUPPORT

### COMMUNITY GOALS

- A. To prevent individuals and families from experiencing homelessness
- B. Services that are consistently funded, informed and shaped by a restorative model of justice, rooted in a sense of belonging and wellness for all people in all stages of life in our community

### COMMUNITY OBJECTIVES

1. To develop a proactive early intervention approach to homelessness in which services will be made available and accessible to individuals for whom homelessness is a risk and a potential reality.
2. To obtain adequate funding for investment in appropriate resources and best practices of preventative methods. This will occur through research and partnership work to develop and implement strategies that best support the needs of the community and specific at risk groups .
3. To focus specific prevention initiatives on upstream approaches to care with an objective of providing supports before a crisis is experienced. Current community needs for these initiatives will be explored.

## OUTCOME 5: COLLABORATION AND LEADERSHIP

### COMMUNITY GOALS

- A. To develop a courageous, nimble and diverse coalition of leaders engaged in effective resources management to ensure the greatest possible community benefit.
- B. To acknowledge the leadership that exists at all levels both within the coalition as well as in collaboration with strategic partners and the leadership that exists within the Sooke homelessness communities and the wider Sooke community

### COMMUNITY OBJECTIVES

1. To facilitate collaboration by a flexible and fluid approach in working across services and within community.
2. To ensure inclusion and consensus building in a person-centered decision-making process that acknowledges the concept of 'nothing about us without us.'
  - a. Collaboration will be representative
  - b. Meaningful alliances with First Nation, Metis, Inuit and Urban Indigenous communities and partners will be facilitated to help address the impact of colonization on homelessness amongst Indigenous people
3. To continue to establish and facilitate clear working partnerships between government agencies, health services, non-profit organizations, service providers, local businesses and the broader community with the SHC.
4. To further strengthen effective leadership that will be flexible, aspirational, non-biased, non-judgmental and proactive. Effective leaders will work in collaboration with one another to support the opportunity of positive outcomes for those experiencing homelessness within the Sooke region.
5. To focus leadership on meaningful decision making through collaborative understanding of available financial and human resources before moving ahead with realistic expectations of proposed strategies and solutions:
  - a. Stable and reliable funding is required for long-term planning
  - b. Joint initiatives and collaborative strategic partnerships present as creative ways to work within financial, resource and human capacity constraints of the SHC and SSS.

## REQUIRED RESOURCES

The priority of resources required to action the Strategic Plan is dependent on the priority in which specific initiatives will be developed. The following pages highlight the action items and their interlinking relationships:

- *Figure 7* presents the 32 action items in the priority sequence that attendees developed through consensus discussion at the final engagement session in March, 2022.
- Both *Table 1* and *Appendix 2* demonstrate how the full suite of actions in this plan are interrelated and must be looked at as a whole given that certain first step actions will have a cascading and enabling impact for other actions.
- *Appendix 1* features a complete list of the actions divided into the five pre-determined outcome areas with suggested resources and steps required for their implementation.

Although there are 32 action points proposed, some with unique resourcing required, there are clear themes within the resourcing question. The key themes to emerge relate to:

- a. Funding – long-term, stable core funding to support the collective work; fundraising activities and events, ongoing donor support, as well as smaller grant applications where needed
- b. Human resources (paid and voluntary) and clear coordination across services
- c. Facilities and transportation

As previously highlighted, the SHC is positioned to take the lead role with regards to planning and coordination. Implementation is a joint process that will require the support of the SSS and all available services agencies. There is also a clear identified need to continue working with existing partners as well as developing new strategic partnerships for the effective coordination of the current plan. Relationship building, advocacy and awareness are key in securing support and resources for the proposed action plan.

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## PHASE 3: IMPLEMENTATION PLAN

The community workshops developed **32 actions (see Appendix 1 for full details on each)** that were categorized by the five pre-determined outcome areas. Attendees at the workshops discussed and collaboratively developed these suggested actions, then arranged them in priority order. The actions were recorded and amalgamated to create this Strategic Plan.

The following pages illustrate the action items alongside the order in which the workshops collectively saw each point as a priority. The range presents number 1 as the highest priority, as the number ascends, the community decision relating to priority descends

Figure 7: Strategic plan action in order of community prioritization

Community Priorities	Support Services	Housing	Advocacy and Awareness	Prevention Supports	Collaboration and Leadership
1	To operationalize the Sooke Hub at the Hope Centre	To develop a billeting service	To form an education and communications working group	To employ Homelessness Prevention Navigators in the Sooke Region	To develop a Financial Management Team
2	To explore burnout prevention and offer training to Sooke shelter staff	To develop and support youth housing in Sooke	Develop education and communications content and a work plan	To address and prevent youth homelessness in the Sooke region	To develop a Sooke Community Advisory Team
3	To develop a peer support program	To advocate for new supportive housing projects in the Sooke region	To form an education and communications working group		To secure core funding
4	To start a cooking program within the Sooke Hub	To explore possibility of managed camps on public, crown or private land	Develop education and communications content and a work plan		To create a People with Lived or Living Experience (PWLLE) Advisory council
5	To locate an addiction treatment facility In the Sooke region	To explore affordable home ownership programs and housing alternatives	To form an education and communications working group		To develop PWLLE employment and business opportunities
6	To develop a landlord matching service		Develop education and communications content and a work plan		To develop a strategy for local youth employment
7	To utilize the restorative justice model for dispute resolution		To form an education and communications working group		To raise additional funds
8	To ensure coordination across all services		Develop education and communications content and a work plan		To re-establish pay phone service in Sooke
9	To create a Crisis Consultancy Team				

## INTERLINKED ACTION ITEMS

As previously highlighted, viewing the individual action items across the 5 key outcome areas helps us to see each item independently. However, there are clear and logical interdependencies amongst the various actions. In some instances, actions may be dependent on the completion of others, and in other cases they are closely associated with each other and are best actioned in a collaborative way.

The following section has been developed to highlight each action item alongside other linked actions to illustrate the complexity, or in some cases, the simplicity in their relationships. When proposing working dates and implementing the actions that are highlighted here, SHC will refer to the links between the action items to streamline the implementation approach.

The following table also provides a visual representation of the cross-referenced items that have been mapped out in an accessible way. This table illustrates the relationships between the action items, although it may not present the directional relationship. As stated, some actions are dependent on the completion of others, whilst some are loosely linked. As an example, the creation of a cooking program in the Sooke Hub (blue item 4) is dependent on the operationalization and completion of the hub itself (blue action item 1). However, we also see peer support media platforms (yellow action item 8) linked to the prevention of youth homelessness (pink action item 2). This latter example is not to say that each of these are dependent on each other but to say that youth homelessness prevention could be positively correlated to the peer support access through media platforms. During the implementation of this plan, it is key for SHC to use this table as a point of reference, and also point for continuous development when actioning the items.

It is important to note that three action items are linked in some way to all, or nearly all, other action points:

1. Coordination (blue item 8)
2. Sooke community advisory team (purple item 2)
3. Core funding (purple item 3)

It is recommended that SHC make these three items a central focus and priority when actioning this strategic plan.

Table 1: The cross referencing of all 32 action items

		1	2	3	4	5	6	7	8	9	1	2	3	4	5	1	2	3	4	5	6	7	8	1	2	1	2	3	4	5	6	7	8
		Sooke Hub	Burnout Prevention	Peer Support Program	Cooking Program in the Sooke Hub	Sooke Based Addiction Facility	Landlord Matching Service	Restorative Justice	Coordination	Crisis Team	Billeting Service	Youth Housing	New Housing Projects	Crown Land for Managed Camps	Affordable Home Ownership & Housing	Education and Communications	Education and Communications Work	Media Relations	Client Profiles	Podcast	Risk of Homelessness Media Campaign	School Outreach / Education Program	Peer Support Media Platforms	Homelessness Prevention Navigators	Prevention of Youth Homelessness	Financial Management Team	Sooke Community Advisory Team	Core Funding	PWLE Advisory Council	PWLE Employment and Business	Youth Employment Opportunities	Fundraising	Payphone re-installed in Sooke
1	Sooke Hub		✓	✓	✓			✓	✓	✓		✓			✓			✓			✓			✓				✓					
2	Burnout Prevention	✓		✓		✓	✓		✓			✓	✓		✓						✓			✓				✓					
3	Peer Support Program	✓							✓			✓				✓					✓							✓	✓	✓			
4	Cooking Program in the Sooke Hub	✓							✓																			✓					
5	Sooke Based Addiction Facility	✓							✓																		✓	✓	✓				
6	Landlord Matching Service								✓		✓				✓	✓		✓	✓					✓	✓		✓	✓	✓				
7	Restorative Justice								✓							✓									✓		✓	✓	✓				
8	Coordination	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
9	Crisis Team	✓		✓					✓																		✓	✓	✓				
1	Billeting Service			✓			✓		✓			✓			✓	✓		✓									✓	✓	✓	✓			
2	Youth Housing			✓			✓		✓						✓	✓	✓	✓							✓	✓	✓	✓	✓				
3	New Housing Projects								✓						✓	✓		✓							✓	✓	✓	✓	✓				
4	Crown Land for Managed Camps								✓						✓	✓	✓	✓								✓		✓	✓				



[illegible]



## ACTION ITEMS IN PROGRESS

The strategic planning sessions unfolded with the understanding that several of the proposed action items are already in process, albeit usually in early stages of development. The current status of these action points has been drawn from conversations through the engagement sessions and information provided by SHC members.

### 1. OPERATIONALIZATION OF THE SOOKE HUB

**Support Services Action 1:** BC Housing purchased the Hope Centre in February 2021 and continues to fund renovations of supportive housing units and the ground-floor shelter hub. This funding enables tenants and shelter residents to be cared for. (At the time of this plan's publication, the Sooke Shelter Society was awaiting word on its 2022/23 Union of BC Municipalities' Strengthening Communities grant application hosted by the District of Sooke. As with the 2021/22 UBCM grant, it will cover partial costs of outreach workers, nurses, mental health and addiction counsellors and other needs for clients not residing at the shelter.)

The Sooke Hub is central and accessible for all community members to ensure that service connections are maintained. At present, the hub has been able to see individuals experiencing chronic homelessness move into a Sooke shelter space that occupies the lower level of the Hope Centre. The building development is ongoing to open space for further accommodation as well creating space for services.

### 2. SOOKE COMMUNITY ADVISORY COMMITTEE

**Leadership and Collaboration Action 2:** In Summer 2021 and again in April 2022, BC Housing attempted to form a Hope Centre Community Advisory Committee based on the template used for all BC communities in which it operates shelters. The committee was to bring together community members (i.e., neighbouring residents, businesses, community organizations) with representatives from SSS, Island Health, Sooke RCMP, BC Ambulance, BC Housing, the T'Sou-ke Nation and the District of Sooke. In both cases, insufficient community interest followed the call for applications. (SHC was asked not to intervene in the open-call process by actively seeking community recruits.) Rather than try a third time, BC Housing will now establish a Hope Centre webpage featuring a FAQ as well as an opportunity for the community to ask questions and seek feedback via email to [communityrelations@bchousing.org](mailto:communityrelations@bchousing.org).

In the absence of this committee and in light of actions identified in this Strategic Plan, the SHC will work to establish a broad-based Sooke advisory group so as to meet BC Housing purposes: i) To build and maintain positive community relationships; ii) Facilitate information sharing and dialogue; and iii) Identify and resolve issues, opportunities and concerns.

### 3. NEW HOUSING PROJECTS

**Housing Action 3:** As reported in *Amidst the Paradise*, the CRD Board in partnership with the Province of BC recommended land acquisition and the development of two adjacent properties located at Drennan Street and Sooke Road. An additional site for a modular housing complex was purchased nearby on Charters near Throup Rd. At the time of this plan's release, both projects are in progress but not yet complete. With limited space and complex referral pathways to access the limited number (49) of subsidized, shelter-rate units within these complexes, SSS and SHC will still have a strategic role to play, in partnership with BC Housing, to support access for the community to the affordable and supported housing options.

#### 4. BURNOUT PREVENTION AND TRAINING FOR SOOKE SHELTER STAFF

**Support Services Action 2:** SSS staff are currently provided with an account to HSABC (Homelessness Services Association of British Columbia) for training and other online resources. Shelter staff are also encouraged to use the available resources to help manage stress, anxiety, and burnout by encouraging them to keep their wellbeing top of mind. All burn-out training is free of charge to staff at this time thanks primarily to the availability of SSS funding through the Strengthening Communities grant.

#### 5. ADVOCACY FOR AN ADDICTION TREATMENT FACILITY

**Support Services Action 4:** An SHC working group has secured support in principle from the District of Sooke, the T'Sou-ke Nation and the Juan de Fuca Electoral Area in its preliminary efforts to establish an addiction support and recovery centre in the Sooke region. Contact has been made with Island Health, which recognizes a gap in residential treatment services on the South Island. Filling this gap is a priority of the BC Ministry of Mental Health & Addictions. The SHC is in the research stage prior to further advocacy, and plans call for an Island Health-facilitated site visit to the Courtenay Valley Recovery Centre as one working model of what is envisioned for the Sooke region.

#### 6. RV BILLETING SERVICE AND ALTERNATIVE HOUSING PROPOSALS

**Housing Action 1:** An SHC working group has developed a preliminary pilot-project proposal regarding a matchmaking service that would pair a limited number of Sooke homeowners with nomadic RV dwellers who require a stable parking pad with access to electricity and water. The proposed program would be run by a coordinator and would involve a modest rental fee paid by the RV dweller to the homeowner. This idea was brought forward as a conversation starter at a District of Sooke Committee of the Whole meeting (April, 2022). Barriers were identified, notably that the Sooke zoning bylaw adheres to the BC Building Code in explicitly stating that RVs cannot be used as a permanent dwelling. As a result, the working group will advocate with the Province for changes to the BC Building Code to enable this proposal. The group is also broadening its scope to include advocacy for tiny home legislation and a dedicated, full-service RV park in Sooke.

#### 7. PAY PHONE SERVICE IN SOOKE

**Collaboration & Leadership Action 8:** Telus BC announced in March 2022 that it was decommissioning the last pay phone in Sooke, located outside Pharmasave in the town centre's Cedar Grove Mall. The SHC contacted Telus representatives and learned that pay phones are being removed across BC due to lack of use, discontinued manufacture of replacement parts and shortage of skilled technicians for repair services. Telus is committed to inclusivity and access through its Mobility, Internet and Tech for Good programs. SHC was told that Telus is in the early stages of developing a prototype all-weather, extra-rugged phone that could serve the remaining small percentage of residents who lack phone services. Sooke will be considered as a pilot location for this phone if successfully developed.

## 8. MANAGED CAMP SITE

**Housing Action 4:** Following the Strategic Plan sessions, the SHC held a series of meetings in June 2022 at the request of the SSS and the manager of the private property adjacent to the Hope Centre. The land owner had longstanding concerns about legal liability arising from campers and incidents that required attendance of Sooke Fire. Three Zoom calls were held with multiple partners – the property manager, Sooke Bylaw, SSS, Sooke RCMP, Sooke Fire, BC Housing, GVCEH, Mayor Tait and others included. The property owner was open to considering a short-term managed camp site behind the Hope Centre provided liability issues were addressed and only until development on the property began. The process was cut short, however, when a series of public complaints were received by Sooke Bylaw, thereby triggering established District policy that its bylaws must be enforced and the campers were asked to move along. (Some relocated to nearby Ed Macgregor Park, where they are permitted to camp overnight until 9 AM.)

A positive reframe on this attempt at crisis management is that lines of open and collaborative communications are established between the SSS and its immediate neighbour -- an important relationship that will need to be maintained as the land is developed and retail/residential uses are established. The three virtual meetings revealed that everyone is doing their best to address this growing crisis and that the 940 Caledonia example shared by GVCEH during these meetings provides a working solution should a managed campsite ever be required, logically in close proximity of the Hope Centre.

## 32 CONSENSUS ACTION ITEMS

Appendix 1 offers breakdowns of each action item with a summary statement, required resources, suggested/required phases of implementation, potential target group and key performance indicators. These are offered with the understanding that working groups will revise and modify them as needed during the implementation process of this plan. This section of the strategic plan should be viewed as a working document to be updated and reviewed throughout the implementation process.

### STRATEGIC PARTNERSHIPS

A list of existing partners with whom SHC has developed a strategic partnership can be found in Appendices 2 and 3. Through the engagement days, specific partnerships were highlighted with regards to collaborative approaches on the action points proposed.

Time needs to be invested into both growing these strategic partnerships and building new relationships to support the work. Communication is key not only with strategic partners but also with community engagement when growing the advocacy and awareness of the homelessness supports required within Sooke.

## FUNDING AND DEVELOPMENT

Secure, ongoing core operational funding needs to be bolstered by successful fundraising activities, donor support and grant applications, all of which are critical to the implementation of this Strategic Plan. When viewing figure 9 and table 1 of the interlinking action items, the action item of 'core funding' can be seen across nearly all other action items.

The initiatives within this plan have arisen through the consensus of community partners who, over the course of three engagement sessions, addressed needs in the Sooke region. To successfully implement the plan, local societies serving homeless people must be recognized by government agencies as frontline health service providers. These organisations require ongoing stable annual financial support for professional administrative and health services staff and essential facilities. This funding should be built into the normal budgeting process and not offered as grants.

The benefits of this strategic approach for organizations such as the Sooke Shelter Society are:

- It will enable the hiring of fulltime and part time professional staff (e.g. executive, finance and operations management, and mental health and social services providers) at market rates which will significantly contribute to consistent, effective management and delivery of core services.
- It will allow local societies with volunteer boards to provide essential local governance and the flexibility to adapt to the specific changing needs of the local vulnerable communities in more efficient fashion than centralized local, regional or provincial public sector administration.
- It will enable success for local societies working with a non-profit health services purpose and without the inherent tension of profit making versus service delivery that is a reality for private-sector firms.
- It will provide the opportunity for volunteers and people with lived experience to be involved in governance and service delivery.
- It will undertake local fundraising events, grant applications and donors support to provide both financial support for services and to foster closer ties to the community.
- Most importantly, it will provide consistent holistic support for at risk and homeless people to receive the help they need to improve their lives.

An inherent limitation of both assured government funding and grants is that the funds are provided for activities and services according to the priorities of the funding agencies. Ideally this core funding supports much of the essential services of the societies but does not generally provide the flexibility to meet the changing needs of the societies to adapt to local challenges.

Therefore, in addition to these funds, societies need funding "with no strings attached" to readily meet the changing needs of the vulnerable communities they serve. This can be achieved through fundraising activities and regular donor support of contributions from individuals, businesses, foundations and other social service organizations such as the Lions Club, Rotary, etc.

Donor support is a significant source of funding that has not been systematically pursued by local societies. This will require an investment in time and resources as well as advice from experts in this field to cultivate genuine, positive relationships with perspective donors; clearly identified services and supports that their

funds will be invested in, the economic and social benefits of their contributions, and how exactly these funds will ultimately contribute to the vision and mission of the society.

An important benefit of fundraising and donor support is that these activities raise the profile of the societies, help to overcome stigma towards the marginalized communities they serve and allow the broader community to directly participate in helping resolve local homelessness. This supports simultaneously working towards other action items around community awareness and education.

As stated a number of times already in this plan, the reality for Sooke services supporting the homelessness community is that funding is limited and inconsistent. This plan calls for advocacy in attempting to secure further municipal, provincial and federal funding. SSS relies heavily on successful grant applications, which is the very definition of “insecure” funding. SHC and SSS will need to demonstrate how core government funding for specific services is essential. There is also a need to prove funds can be raised independently. A continued proactive approach to fundraising (as per the example of the Coldest Night of the Year) will strengthen this advocacy campaign.

## MONITORING AND MANAGEMENT

Key initiatives will be identified and developed for implementation to be streamed across the three-year period of this Strategic Plan. The SHC will prioritize actions proposed within this document. The SHC will need to decide what can be done realistically by volunteers and what requires the expertise, continuity and dedication of paid persons, linking back to the previous section regarding necessary funding.

Ideally, should it secure even modest resource staff support, the SHC will be able to create progress reports and milestone updates which will be reported back to the bi-monthly SHC meetings and recorded for monitoring purposes. Reporting to funding agencies and donors will also be essential to justify continued support of the initiatives. A Monitoring and Evaluation Framework needs to be fully developed and established during the implementation phase of the current plan.

The framework will set targets, identify Key Performance Indicators (KPIs) and develop tracking and reporting methods. For a person-centered approach, this will very much align to *Amidst the Paradise* in employing both quantitative and qualitative approaches to analysis. This will see the collective journeys of homelessness being shared through personal stories and statistics which present as equal in their value in ensuring the continuation and development of appropriate supports for homelessness communities within Sooke. By presenting a mixed-method approach to analysis, this presents a Shared Accountability Framework that results in a collective impact for change.

The developed Monitoring and Evaluation Framework will also call for a social return on investment and an economic return on investment analysis where both possible and applicable, to analyze the financial investment in services and supports through a fiscal framework.

## REVISIT AND REVISE

The three-year strategic plan has an implementation period of July 2022 to July 2025. It is an operational plan and a living document that will be revised by the SHC, supported by the GVCEH and in its proposed working collaboration with SSS, during its operational tenure. A comprehensive review should be undertaken annually for confirmation of progress and to ensure that strategies and initiatives still hold value.

This review is to be completed by the SHC using evidence-based reporting that ensures a line of accountability and provides feedback on new and emerging issues.

In addition to this annual review, the SHC will routinely revisit the strategic plan during its bi-monthly meetings to guide discussions, directions, and decisions.

When referring to the SHC, this is in reference to the broader coalition who will collectively discuss the approach to revisions. The revisions will then be updated by the SHC working group before being shared back with the wider SHC for group consensus.



## APPENDIX 1: SOOKE ENGAGEMENT SESSIONS ACTION ITEMS

Priority Number	Action Point	Ongoing or new	Description	Target Group	Performance Indicators	Resources
	Support Services					
1	To operationalize the Sooke Hub at the Hope Centre	Ongoing	<p>The Sooke Hub is central and accessible for all community members to ensure that service connections are maintained. To date, the Hub has allowed a finite number of individuals experiencing chronic homelessness to move into a Sooke shelter space.</p> <p>Ongoing renovations scheduled for completion in fall 2022 will create space in the Hub for service providers, essential services and further accommodation.</p>	Adults experiencing chronic homelessness or at risk of homelessness	<p>Number of residents</p> <p>Number of available units, types of units</p> <p>Number of residents transitioning to independent living</p> <p>Number of engagements with support services at the Hub</p>	<p>Core funding</p> <p>Administration support</p> <p>Support services (TBD)</p> <p>Staff:</p> <ul style="list-style-type: none"> <li>- Systems navigator</li> <li>- Outreach</li> <li>- Peer navigator</li> <li>- Mental health / addictions staff and supports</li> <li>- Poverty reduction and social navigator</li> <li>- Social worker</li> <li>- Nurse practitioner</li> </ul> <p>Building needs / equipment:</p> <ul style="list-style-type: none"> <li>- Shower</li> <li>- Washer/dryer</li> <li>- Kitchen space</li> </ul> <p>Staff training and support</p>

							Communication liaisons with local community and support services
2	To explore burnout prevention and offer training to Sooke shelter staff	Ongoing	<p>Shelter staff are currently provided with an account to HSABC (Homelessness Services Association of British Columbia) for training and other online resources.</p> <p>All current training is free due mainly to the availability of SSS funding</p> <p>Staff training needs assessment (i.e., review of job requirements, base level of knowledge review for the positions).</p> <p>Ongoing in-person training regarding mental well-being, tools and skills.</p>	Staff at the Sooke Shelter	<p>Training needs assessment</p> <p>Peer training review</p> <p>Staff sickness review</p> <p>Reduced client-to-staff ratio in minimizing staff burn-out</p>	<p>Training budget</p> <p>Counselling support</p> <p>Training needs assessment</p> <p>Training</p> <ul style="list-style-type: none"><li>- support programs</li><li>- lateral training</li><li>- peer training</li></ul>	
3	To develop a peer support program	New	<p>Collaborate with People with Lived and Living Experience (PWLLE) so they can support those currently experiencing homelessness.</p> <p>Utilize a motivational counselling approach to enhance learning from lived experiences</p>	Adults experiencing chronic homelessness or at risk of homelessness  PWLLE	TBD	<p>Relies on human resources, effective planning and time management</p> <p>Training</p> <p>Financial support / honoraria</p>	
4	To start a cooking program	New	Implement a life skills and educational cooking program	Adults experiencing chronic	Skill assessment review	Financial support for: <ul style="list-style-type: none"><li>- Commercial kitchen</li></ul>	

		within the Sooke Hub		<p>involving recipe prep, cooking, serving, and nutrition.</p> <p>Co-create and manage this program with Sooke Hub residents and other PWLLE</p> <p>Peers participate in delivering services such as food preparation at sites</p>	homelessness or at risk of homelessness	Certification for attendees	<ul style="list-style-type: none"> <li>- Ingredients</li> <li>- Certificated programs</li> <li>- Honoraria for volunteers and peers</li> </ul>
	5	To locate an addiction treatment facility In the Sooke region	New	<p>Advocate with Island Health for a Sooke region addictions facility offering residential recovery services.</p> <p>Research best-practice models</p> <p>Strategic partnership with T'Sou-ke Nation, District of Sooke and JDF Electoral Area</p>	Adults experiencing addiction	Establishment and ongoing operation	<p>Sooke region needs assessment</p> <ul style="list-style-type: none"> <li>- Financial support</li> <li>- Land</li> <li>- Building</li> <li>- Operating budget (</li> <li>- Grant writers</li> </ul>
	6	To develop a landlord matching service	New	<p>Matching and supporting Sooke region landlords working with the harder-to-house community.</p> <p>Program administered by a landlord/tenant liaison.</p>	Adults at risk of homelessness	<p>Number of matches</p> <p>Length of tenancies (reasons for leaving need to be considered).</p>	<p>Salary for landlord liaison</p> <p>Financial supports / incentives</p> <p>Supplemental rent support</p>
	7	To utilize the restorative justice model for dispute resolution	New	Consult with Restorative Justice Victoria in establishing an independent body (aka tribunal council or table) for resolution of	The Sooke community	TBD	Trained facilitators (financial support)

				community issues regarding homelessness as they arise.			
8	To ensure coordination across all services	Ongoing	For the coordination of housing, health and social services across the Sooke region.  Coordination may be required with regional services and other agencies offering peer and system navigators.	Adults experiencing chronic homelessness or at risk of homelessness	TBD	System navigators Peer support Core funding	
9	To create a Crisis Consultancy Team	New	Access to consultation and support services for individuals in crisis or at risk of homelessness	Adults and youth in Sooke region	TBD	Financial Support Coordination Specialist Staff Facilities	
		Housing					
1	To develop a billeting service	New	A moderated matchmaking pilot project pairing Sooke homeowners with RV dwellers who would rent safe, secure, stable parking pads.  Advocacy with the Province of BC  Development of a business plan, protocols and agreements with all parties (including neighbours).  Should changes to BC Building Code be achieved, advocate with District of Sooke for bylaw revisions.	Limited initial number of RV-dwelling adults and Sooke homeowners	Number of matches  Length of tenancy	Business plan  Financial support to provided rental support for space on property.  A paid administrator to arrange, broker and troubleshoot relationships	

	2	To develop and support youth housing in Sooke	New	<p>Coordinate with GVCEH Youth Task Force</p> <p>Explore strategic partnerships with existing services such as Victoria's Threshold Housing and its SHY (Supported Independent Living) program.</p>	Youth	Needs assessment	<p>Funding of needs assessment</p> <p>Working group volunteers</p> <p>Potential funding for youth housing project based on Threshold model</p>
	3	To advocate for new supportive housing projects in the Sooke region	Ongoing	<p>BC Housing is currently building 245 affordable rental units in Sooke, 49 of them subsidized (Provincial Assistance). More such units are required over time.</p> <p>With limited space and complex referral pathways, SSS and SHC will partner with BC Housing to support access to these projects by community members.</p> <p>SHC will develop a working group to coordinate new housing projects and lead key partner meetings.</p>	<p>Adults experiencing chronic homelessness or at risk of homelessness</p> <p>The Sooke community</p>	<p>BC Housing – Homeless Management Information System (HIFIS) data</p> <p>Rising number of available affordable units in Sooke</p> <p>Number of individuals accessing affordable housing</p>	<p>Financial support</p> <p>Space/land for new projects</p> <p>Community engagement work</p>

4	To explore possibility of managed camps on public, crown or private land	New	Utilize GVCEH 940 Caledonia report for best practices  Identify responsible agencies, including District of Sooke, other levels of government, Parks Canada and BC Parks.	Adults experiencing chronic homelessness	Needs Assessment  Establishment of a managed camp	Working group members  Financial support  Leased land  Wrap-around support services & outreach workers  Camp manager and staff  Bathroom/shower facilities; garbage disposal; water source  Campers' "lease agreement"
5	To explore affordable home ownership programs and housing alternatives	New	Research and advocacy  Existing BC examples include Phoenix Society's Rising Sun Villas in Surrey; and the City of Langford's Affordable Housing Program.	Adults experiencing chronic homelessness or at risk of homelessness	Sooke feasibility assessments	Working group members  Land  Financing through a potential VanCity or Coast Capital partnership

Advocacy and Awareness							
1	To form an education and communications working group	New	Create/initiate an education, public outreach and communications strategy for Sooke region  Explore and prioritize the subsequent action ideas on this list.  Include PWLLE on the planning and facilitation team.  Research and possibly utilize, with permission, relevant content from GVCEH and other sources  Develop targeted, evidence-based educational approaches suitable for the intended audience.	Adults, youth, children, PWLLE, and the Sooke community at large.	Website  Social media presence  Regular engagement with varied audiences	Working group members  Financial support for consultants and the design/production of materials	
2	Develop education and communications content and a work plan	New	Develop communications materials, including website, social media, press releases, backgrounders, fact sheets and a photo library.  New pages on the SSS website or develop a new site  Connect with venues & event organizers	Adults and youth experiencing chronic homelessness or at risk of homelessness  The Sooke community	TBD	Financial supports  Human resources (paid and voluntary)  Educational resources  Honoraria	

				Connect with educators to explore co-creation of educational materials relevant to the Sooke region.			
	3	To establish media relationships	New	Coordinate a media relations strategy that will share positive stories and contribute to addressing stigmas and changing the narrative about homelessness.	Sooke region media	Ongoing media exposure and coverage	Media relationships Stories and media to share
	4	To produce a set of client profiles	New	To identify and humanize the diverse range of individuals on the housing spectrum in Sooke.	The Sooke community Adults and youth experiencing chronic homelessness or at risk of homelessness	Prototype set of "client profiles" for use in media relations and community outreach	Working group Illustrator
	5	To create a local podcast on homelessness	New	Determine whether to create an original podcast through the SHC/SSS or collaborate with Sooke podcasters.	The Sooke community	Podcast available and posted on the website	Podcast host & interview subjects Recording equipment and technical expertise Mentoring/support from Sooke podcasters (i.e., Guided Films)



6	To develop a local 'risk of homelessness' media campaign	New	<p>To create a "journey map" that shows how housed individuals might fall into a state of housing instability.</p> <p>Use this map as basis for a media campaign focused on prevention and promotion of strategies/supports for those at risk.</p>	The Sooke community	Completed map presented to the community	<p>Working group members</p> <p>Financial support</p> <p>Campaign manager</p> <p>Campaign resources</p> <p>Media support</p>
7	To develop a K-12 school outreach and education program	New	<p>Research BC Ministry of Education guidelines, if any, on how the subject of homelessness is addressed.</p> <p>Establish contacts at local schools, including teachers and student leadership groups.</p> <p>Collaboratively develop evidence-based content reflective of the target audience.</p>	Youth	<p>School sessions scheduled</p> <p>Feedback from teachers and students</p>	<p>Working group members</p> <p>SD #62 collaboration</p> <p>Financial support, including resources to deliver sessions</p>
8	To utilize new technology to support homeless and at risk of homelessness	New	<p>Research possibilities and gather leads on existing online resources (i.e., BC Ministry of Mental Health's Wellbeing.ca website)</p> <p>Create a Sooke-specific peer-support e-resource to provide clear direction for individuals in crisis or seeking access to services.</p>	Adults and youth experiencing chronic homelessness or at risk of homelessness	Statistics on the use and effectiveness of these online supports.	<p>Financial support</p> <p>Peer liaison</p> <p>Systems navigator</p> <p>Development of the online space</p>

		Prevention Supports					
1	To employ Homelessness Prevention Navigators in the Sooke Region	New	<p>Create and support a role with peer liaison where PWLLE can assist clients with service navigation while also providing emotional support.</p> <p>Prevention navigators will liaise with available services to help clients access individual needs for financial support, medical needs, housing providers.</p> <p>Research is needed to develop such a role</p>	Adults and youth experiencing chronic homelessness or at risk of homelessness	<p>Stabilization of homelessness numbers in Sooke.</p> <p>A reduction in individuals accessing the Sooke Hub at the Hope Centre.</p>	<p>Funding for peer liaison position</p> <p>Funding for prevention navigator(s)</p> <p>Training of new staff</p>	
2	To address and prevent youth homelessness in the Sooke region	New	<p>Coordinate with GVCEH Youth Task Force</p> <p>Research organizations and available funding for vulnerable youth and youth transitioning out of care.</p> <p>Address needs of youth with varied financial/demographic backgrounds.</p> <p>Education/liaison with local schools and home-schooling providers</p> <p>Strategy to reach youth who may have left school or don't attend regularly</p>	Youth	<p>Numbers of youth experiencing homelessness in the region</p>	<p>Financial support</p> <ul style="list-style-type: none"><li>- Staff recruitment</li><li>- Coordination</li><li>-Education tools/program</li></ul>	

				Development of life skills programs to support youth.			
		Collaboration and Leadership					
1	To develop a Financial Management Team	Ongoing and New	To review existing financial statements of the SSS. Keep documented financial reports and monitor grants and funding opportunities.  To work with a grant writer if/when needed	SHC, SSS	SSS financial reports	Human resources  Financial support	
2	To develop a Sooke Community Advisory Team	Ongoing	To develop a Sooke advisory committee that meets regularly and helps to facilitate key working relationships and strategic partnerships between local businesses, residents and SSS.  To facilitate information sharing and dialogue to support the continued development of the Sooke Hub as well as identifying and resolving any operational issues that arise.	SHC, SSS	TBD	Human resources reliant on individual capacity.  The Hope Centre CAT Terms of Reference dated July 22, 2021	
3	To secure core funding	Ongoing	Preparation of grant submissions to all levels of government. To develop a clear and concise approach to grant writing and application.	SHC, SSS	Financial records	Human resources  Relationship building	

				Advocacy with government and partnership organization for core funding to be established.			
	4	To create a People with Lived or Living Experience (PWLLE) Advisory council	New	Developed in robust consultation with GVCEH, SSS, SHC and other partners to provide expertise to these groups while also supporting PWLLE and those at risk of homelessness.  Support must also be considered for advisory council members, who may at times be sharing their own difficult experiences.	SHC, SSS  Adults and youth experiencing chronic homelessness or at risk of homelessness	Representation on: - SHC - Sooke Community Advisory Committee  For consultation on all action points/ initiatives as highlighted in this plan.	Terms of Reference  Honoraria for lived experience council participants  PWLLE mentor
	5	To develop PWLLE employment and business opportunities	New	Advocate, plan for and develop small businesses that create jobs with fair wages for PWLLE in Sooke.  Consult with Sooke Chamber of Commerce and WorkLink BC, among others	Sooke region businesses.	Employment opportunities for PWLLE  New PWLLE-run businesses	Business & financial planning assistance community outreach
	6	To develop a strategy for local youth employment	New	To support youth employment as a preventative approach to homelessness	Youth  Local Sooke businesses	Strong level of youth and young adult employment	Youth working group  Community partnerships  PWLLE supports

				Consult with Sooke Chamber, WorkLink BC, SD #62 and GVCEH Youth Task Force			
7	To raise additional funds	New	Fundraising team to plan events, seek philanthropic support and explore other options to finance work of SSS, SHC and related non-profits.	SHC, SSS	TBD	Fundraising working group  Community relationships	
8	To re-establish pay phone service in Sooke	Ongoing	To support those in the region who are unable to afford their own phone	SHC Adults and youth	At least one play phone in Sooke's town centre	Advocacy with Telus BC	

## APPENDIX 2: INTERLINKED ACTION ITEMS

Sooke Homelessness Coalition Implementation Plan									
Action Items (with listed linked action items)									
Support Services									
1	2	3	4	5	6	7	8	9	
<b>To operationalise Sooke Hub</b>  Burnout prevention & staff training Cooking Program Restorative Justice Coordination Youth housing supports Education and communications working group Media relations Risk of homelessness campaign Peer support platforms Homelessness prevention navigators Core funding	<b>To explore burnout prevention and offer training to Sooke shelter staff</b>  Sooke Hub Coordination Youth housing supports Education and communications working group Peer support platforms Homelessness prevention navigators Core funding Addition treatment centre Landlord matching service New housing projects Housing alternatives Risk of homelessness media campaign Sooke community advisory team	<b>To develop a peer support program</b>  Sooke Hub Coordination Youth housing supports Education and communications working group Peer support platforms Core funding Risk of homelessness media campaign Sooke community advisory team Peer support media platform People with lived experience advisory council People with lived experience business opportunities	<b>To start a cooking program within the Sooke Hub</b>  Sooke Hub Coordination Core funding	<b>To plan for, fund, open and operationalise a Sooke-based addiction treatment centre</b>  Coordination Core funding Sooke community advisory team Sooke hub People with lived experience advisory council	<b>To develop a landlord matching service</b>  Coordination Core funding Sooke community advisory team People with lived experience advisory council Education and communications working group Media relations Affordable new home ownership alternatives Billing service Youth homelessness Client profiles Homelessness prevention navigators	<b>To set up a restorative justice approach within the region</b>  Coordination Core funding Sooke community advisory team People with lived experience advisory council Education and communications working group Youth homelessness	<b>To ensure coordination across all services</b>  Sooke Hub Burnout prevention and staff training Peer support program Cooking program Addition treatment centre Landlord matching service Restorative justice Billing service Youth housing New housing projects Crown land for managed camps Affordable new home ownership and housing alternatives Education and communications working group Education and communications work plan Media relations Client profiles Podcast Risk of homelessness campaign School outreach/education Peer support platforms Homelessness prevention navigators Youth homelessness Financial management team Sooke community advisory team Core funding People with lived experience advisory council People with lived experience employment and business opportunities	<b>To create a crisis team in Sooke</b>  Coordination Core funding Sooke community advisory team Peer support media platform People with lived experience advisory council Sooke hub	
Housing									
1	2	3	4	5					
<b>To develop a billing service</b>  Peer support program Coordination Landlord matching service Youth housing Affordable new home ownership alternatives Education and communications working group Education and communications work plan Media relations Financial management team Sooke community advisory team Core funding People with lived experience advisory council	<b>To develop a model that supports youth housing in Sooke</b>  Peer support program Coordination Landlord matching service Affordable new home ownership alternatives Education and communications working group Education and communications work plan Media relations Financial management team Sooke community advisory team Core funding People with lived experience advisory council Youth homelessness	<b>To generate new housing projects for the Sooke region</b>  Coordination Affordable new home ownership alternatives Education and communications working group Media relations Financial management team Sooke community advisory team Core funding People with lived experience advisory council Youth homelessness	<b>To explore the options of crown land for managed camps</b>  Coordination Affordable new home ownership alternatives Education and communications working group Education and communications work plan Media relations Financial management team Sooke community advisory team Core funding People with lived experience advisory council	<b>To explore affordable new home ownership program and housing alternatives for the Sooke region</b>  Coordination Education and communications working group Education and communications work plan Media relations Financial management team Sooke community advisory team Core funding People with lived experience advisory council					

## Advocacy and Awareness

<b>1</b> <b>To form an education and communications working group</b>  Coordination Education and communications work plan Peer support program New housing projects Media relations Podcast Sooke community advisory team Core funding People with lived experience advisory council Risk of homelessness media campaign School outreach and education Peer support media platforms Youth homelessness	<b>2</b> <b>To develop a communications and education work plan</b>  Coordination Education and communications working group Peer support program New housing projects Media relations Podcast Sooke community advisory team Core funding People with lived experience advisory council Risk of homelessness media campaign School outreach and education Peer support media platforms Youth homelessness	<b>3</b> <b>To generate and establish relations with media</b>  Coordination Sooke hub Education and communications working group Peer support program New housing projects Education and communications work plan Podcast Sooke community advisory team Core funding People with lived experience advisory council Risk of homelessness media campaign School outreach and education Peer support media platforms Youth homelessness	<b>4</b> <b>To produce a set of client profiles</b>  Coordination Sooke community advisory team Education and communication working groups Landlord matching service Billings service	<b>5</b> <b>To produce a local podcast</b>  Coordination Sooke community advisory team Core funding Education and communication working groups Landlord matching service Billings service peer support media platforms Youth homelessness Risk of homelessness media campaign
<b>6</b> <b>To develop a local 'risk of homelessness' media campaign</b>  Coordination Education and communications work plan Peer support program Media relations Podcast Sooke community advisory team Core funding People with lived experience advisory council School outreach and education Peer support media platforms Youth homelessness	<b>7</b> <b>To develop a school outreach/education program</b>  Coordination Education and communications work plan Education and communications working group Peer support program Media relations Podcast Sooke community advisory team Core funding People with lived experience advisory council Risk of homelessness media campaign Peer support media platforms Youth homelessness	<b>8</b> <b>To create a selection of peer support media platforms</b>  Coordination Education and communications working group Peer support program Media relations Podcast Sooke community advisory team Core funding People with lived experience advisory council Risk of homelessness media campaign Youth homelessness		

## Prevention Supports

<b>1</b> <b>To employ Homelessness Prevention Navigators for the Sooke region</b>  Coordination Landlord matching service Youth housing Affordable new home ownership alternatives Education and communication working groups Financial management team Sooke community advisory team Core funding People with lived experience advisory council Client profiles New housing projects Youth homelessness	<b>2</b> <b>To develop a model that targets the prevention of youth homelessness in the Sooke region</b>  Coordination Landlord matching service Youth housing Affordable new home ownership alternatives Education and communication working groups Sooke community advisory team Core funding People with lived experience advisory council Client profiles New housing projects Peer support program Media relations Financial management team Homelessness prevention navigators
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## Collaboration and Leadership

<div>1</div> <div>To develop a Financial Management Team</div> <div> <p>Coordination</p> <p>Affordable new home ownership alternatives</p> <p>Sooke community advisory team</p> <p>Core funding</p> <p>People with lived experience advisory council</p> <p>New housing projects</p> <p>Homelessness prevention navigator</p> </div>	<div>2</div> <div>To develop a Sooke Community Advisory Team</div> <div> <p>Sooke Hub</p> <p>Peer support program</p> <p>Addiction treatment centre</p> <p>Landlord matching service</p> <p>Restorative justice</p> <p>Coordination</p> <p>Billing service</p> <p>Youth housing</p> <p>New housing projects</p> <p>Crown land for managed camps</p> <p>Affordable new home ownership and housing alternatives</p> <p>Education and communications working group</p> <p>Media relations</p> <p>Client profiles</p> <p>Podcast</p> <p>Risk of homelessness campaign</p> <p>School outreach/education</p> <p>Peer support platforms</p> <p>Homelessness prevention navigators</p> <p>Youth homelessness</p> <p>Financial management team</p> <p>Sooke community advisory team</p> <p>People with lived experience advisory council</p> <p>People with lived experience employment and business opportunities</p> <p>Core funding</p> </div>	<div>3</div> <div>To secure core funding</div> <div> <p>Sooke Hub</p> <p>Burnout prevention and staff training</p> <p>Peer support program</p> <p>Cooking program</p> <p>Addiction treatment centre</p> <p>Landlord matching service</p> <p>Restorative justice</p> <p>Coordination</p> <p>Billing service</p> <p>Youth housing</p> <p>New housing projects</p> <p>Crown land for managed camps</p> <p>Affordable new home ownership and housing alternatives</p> <p>Education and communications working group</p> <p>Media relations</p> <p>Client profiles</p> <p>Podcast</p> <p>Risk of homelessness campaign</p> <p>School outreach/education</p> <p>Peer support platforms</p> <p>Homelessness prevention navigators</p> <p>Youth homelessness</p> <p>Financial management team</p> <p>Sooke community advisory team</p> <p>People with lived experience advisory council</p> <p>People with lived experience employment and business opportunities</p> </div>	<div>4</div> <div>To create a People with Lived or Living Experience (PWLLE) Advisory Council</div> <div> <p>Coordination</p> <p>Affordable new home ownership alternatives</p> <p>Sooke community advisory team</p> <p>Core funding</p> <p>People with lived experience business opportunities</p> <p>Peer support program</p> <p>Client profiles</p> <p>Education and communication working group</p> <p>Peer support media platforms</p> </div>	<div>5</div> <div>To plan and develop People with Lived or Living Experience (PWLLE) business opportunities</div> <div> <p>Coordination</p> <p>Affordable new home ownership alternatives</p> <p>Sooke community advisory team</p> <p>Core funding</p> <p>Peer support program</p> <p>Client profiles</p> <p>Education and communication working group</p> <p>Peer support media platforms</p> </div>
<div>7</div> <div>To generate fundraising</div> <div> <p>Coordination</p> <p>Core funding</p> <p>Sooke community advisory team</p> <p>Media relations</p> <p>Education and communications working group</p> </div>	<div>6</div> <div>To develop a strategy for local youth employment opportunities</div> <div> <p>Coordination</p> <p>Core funding</p> <p>Sooke community advisory team</p> <p>People with lived experience advisory council</p> <p>Peer support program</p> <p>Education and communication working group</p> <p>School outreach/education</p> </div>	<div>8</div> <div>To have payphones installed in Sooke</div> <div> <p>Coordination</p> <p>Core funding</p> <p>Sooke community advisory team</p> </div>		



### APPENDIX 3: STRATEGIC PLANNING ENGAGEMENT ATTENDEES

Elder Shirley Alphonse	T'Sou-ke Nation
Cindy Andrew	Healthy Schools Lead, Sooke School District 62
Jeff Bateman	Co-Chair, Sooke Homelessness Coalition; Councillor, District of Sooke
Al Beddows	Councillor, District of Sooke
Don Brown	Baha'i Faith
Lisa Crossman	Peer Housing Support Coordinator, Greater Victoria Coalition (GVCEH)
Melanie Cunningham	Co-Chair, Sooke Homelessness Coalition; President, Sooke Shelter Society
Rose Dumont	Councillor and Administrative Health Coordinator, T'Sou-ke Nation
Mary Dunn	Chair, Sooke Region Communities Health Network
Shauna Erikssen	Support Worker, Sooke Shelter Society
Nina Grossman	Communications Coordinator, GVCEH
Kim Hawley	Sooke resident
Mike Hicks	Director, Juan de Fuca Electoral Area
Emily Jackson	Consultant, GVCEH
Megan Kowal	Staff Member, Sooke Shelter Society
Jana Lamontagne	Sooke Community Paramedic
Nicky Logins	Executive Director, Sooke Family Resource Society
Norm McInnis	Chief Administrative Officer, District of Sooke
Peter Maguire	Manager, Sooke branch, Vancouver Island Regional Library
Gemma Martin	Author, <i>Amidst the Paradise, Homelessness in Sooke Region</i>
Kristie Miller	Staff Member, Sooke Shelter Society
Sifu Koshin Moonfist	Sooke Multi-Belief Initiative
Dr. Jeffrey Pocock	West Coast Family Medical Clinic
Janet Raynor Thorn	Sooke Social Worker/Counsellor
Ted Ruiter	Fire Chief/Director of Community Safety, District of Sooke
Richard Robinson	Vice-President, Sooke Region Communities Health Network
Kelly Roth	Co-Facilitator; Executive Director, GVCEH
Tony St-Pierre	Councillor, District of Sooke
Britt Santowski	Executive Director, Sooke Chamber of Commerce
Chris Savory	Administrative & Business Coordinator, GVCEH
Richard Sawatsky	Homes With A Heart Society
Sylvia Sceacero	Executive Director, GVCEH
Andy Schell	Sooke Multi-Belief Initiative

Tracy Schetterer	Sooke Transition House Society
Carla Simicich	Operations Manager, Sooke Shelter Society
Staff Sgt. Brett Sinden	Sooke RCMP
Margo Swinburnson	Trustee, Sooke School District 62
Janine Theobald	Co-Facilitator; Director of Collaborative Engagement, GVCEH
Sherry Thompson	Executive Director, Sooke Shelter Society
Alysha Tylynn Jones	Canadian Association of Nurses for the Environment
Allen Tysick	Sooke Resident (former Executive Director, Dandelion Society)
Michelle Vanchu-Orosco	Director of Research and Data Analysis, GVCEH
Mark Ziegler	Vice-President, Sooke Shelter Society

## **APPENDIX 4: SHC PARTNERS AND FRIENDS**

The following directly and indirectly support the work of the Sooke Homelessness Coalition

T'Sou-ke Nation

District of Sooke

Greater Victoria Coalition to End Homelessness

Sooke Shelter Society

Sooke Region Communities Health Network

Sooke BCEHS Community Paramedic

Aids Vancouver Island

Capital Regional District

BC Housing

Sooke Food Bank

Sooke Lions

Sooke Harborside Lions

Sooke Baptist Church

Sooke Family Resource Society

West Coast Family Medical Clinic

Ministry of Social Development and Poverty Reduction

Sooke Rotary Club

Sooke RCMP

Vancouver Island Regional Library

Sooke School District 62

## APPENDIX 5: LINKS TO RELATED SERVICE PROVIDERS, RESOURCES AND REPORTS

### Sooke and Greater Victoria

- Sooke Region Communities Health Network *Amidst the Paradise* (2021)
- Greater Victoria Coalition to End Homelessness *Community Plan to End Homelessness (2019-2024)*
- Aboriginal Coalition to End Homelessness Reports and Resources
- SRCHN's *Sooke Region Food Security Report* (2021)
- Sooke Multi-Belief Initiative *Compassionate Action Plan* (2020 update)
- Greater Victoria Point In Time Homeless Count and Housing Needs Survey (2020) + 2018 + 2016
- *The Sooke Navigator Project: Using Community Resources and Research to Improve Local Service for Mental Health and Addictions* (Dr. Ellen Anderson, 2009)

### Housing in the Sooke Region

- District of Sooke Housing Needs Report (2019)
- CRD/Juan de Fuca Electoral Area Housing Needs Report (2020)
- Hope Centre Transitional and Emergency Shelter with wrap-around support services
- T'Sou-ke Indigenous Housing Solutions Lab (2021/22)
- Capital Region Housing Corporation
- BC Housing - New Homes Under Construction in Sooke
- BC Housing - Subsidized housing (how to apply)
- M'akola Housing Society (management of new BC Housing projects)
- *Coming Home: The Story of the Hope Centre Mural* (Natassia Davies, Dahlila Charlie, Nicole Neidhardt, Jesse Campbell)

### **Regional, Provincial and National**

- Government of Canada Reaching Home: Canada's Homelessness Strategy + backgrounder
- Capital Regional District Reaching Home program + FAQ
- Aboriginal Coalition to End Homelessness Stronger Together Building Community Roundtable (2018)
- City of Victoria's Breaking The Cycle of Mental Illness, Addictions and Homelessness report (2007)
- Medicine Hat, Alta. Plan to End Homelessness (2009) + year nine progress report
- Government of Canada Canada's Poverty Reduction Strategy (2016)
- Province of BC: TogetherBC, British Columbia's Poverty Reduction Strategy (2019)
- BC Ministry of Mental Health & Addictions - A Pathway to Hope: Roadmap to 2030 (2019) + Progress Report (2021)
- BC Ministry of Social Development & Policy Reduction + reports page

### **Sooke Region Agencies and Front-line Service Providers**

- Sooke Shelter Society
- Sooke Food Bank Society
- Sooke Community Paramedic
- District of Sooke Bylaw Services
- Sooke RCMP
- AVI Health & Community Services + Westshore clinic
- West Coast Family Medical Clinic
- Sooke Family Resource Society
- Sooke Place Housing Society
- Sooke Transition House Society
- Sooke School District #62 - Healthy Schools, Healthy People program

- [Holy Trinity Anglican Church Vital Vitals program](#)
- [Sooke Baptist Church Big House Breakfast program](#)

### **Related Organizations & Resources**

- BC Housing [Homelessness Services and Programs](#)
- BC Housing [Homelessness Prevention Program](#)
- BC [Toward the Heart](#) harm reduction program
- [Backpack Project](#)
- [Doctors of the World Mobile Health Clinic](#)
- [University of Victoria – Canadian Managed Alcohol Program Study](#)
- [Housing Overdose Prevention Sites \(HOPS\)](#)
- [SOLID Outreach Victoria](#) (Peer-based health education and support services)

### **Selected Greater Victoria Coalition to End Homelessness Reports**

- [Archive of Reports and Resources](#)
- [Homelessness in Greater Victoria: 2014/15 Report on Housing & Supports \(2015\)](#)
- [\*Creating Homes: A Community Guide to Affordable and Supportive Housing Development \(2019\)\*](#)
- [Community Planning Day Summary \(2019\)](#)
- [\*Health and Housing Think Tank Summary Report: A Vision for Greater Victoria \(April, 2021\)\*](#)
- [\*Functional Zero Working Group Report \(Jan. 2022\)\*](#)
- [\*940 Caledonia: A Framework for Sanctioned, Self-Managed & Supported Encampments for People Experiencing Homelessness \(2022\)\*](#)
- [Face To Face with Stigma \(Participant Package\)](#)

### **Miscellaneous Resources and Reports**

- BC Housing: Community Acceptance of Non-Market Housing Toolkit (2019)
  - \* Guide One: Building Partnerships with Local Governments
  - \* Guide Two: Design Considerations to Gain Community Acceptance
  - \* Guide Three: Gaining and Maintaining Community Acceptance
  - \* Guide Four: Sample Materials for Non-Market Housing Suppliers
  - \* Guide Five: Additional Resources
- BC Housing: Community Benefits of Supportive Housing (Infographic)
- Province of BC Income Assistance Rate Table (updated Oct. 2021) + Support & Shelter page
- Sooke School District #62 Healthy Schools, Healthy People infographic on youth issues (2019)
- The Roadmap for the Prevention of Youth Homelessness (Canadian Observatory on Homelessness, 2019)
- Core Service Gaps in Indigenous Wellness (Aboriginal Coalition to End Homelessness)
- Gender Equality Project (Aboriginal Coalition to End Homelessness)
- BC Housing: Emergency Shelter Program Framework (2018)
- BC Housing: Tiny Homes – An Alternative to Conventional Housing (2021)
- The Pan-Canadian Women’s Housing and Homelessness Survey (Canadian Observatory on Homelessness, 2021)
- An Affordable Housing Plan for British Columbia (BC Rental Housing Coalition, 2015)
- Ending Working Poverty in Canada: How To Get It Done (Vibrant Communities/Tamarack Institute, 2021)
- Situation Tables: A Model for Community Safety and Well-Being in British Columbia (BC Ministry of Public Safety and Solicitor General)
- Yes, In My Backyard: Welcoming Inclusion, Upholding Human Rights (Pivot Legal Society, 2020)
- COVID 19: The Beginning of the End of Homelessness (City of Victoria, 2021)

### **Media Coverage 2018/2022**

- "Homeless In Sooke for Safety" - CBC (March 20, 2018)
- "Members of Sooke Affordable Housing Committee Appointed" – *Sooke Pocket News* (July 10, 2018)

- ["Homelessness in Sooke – It Exists"](#) – *Sooke Pocket News* (July 27, 2018)
- ["More Information on the Sooke Extreme Weather Shelter"](#) – *Sooke Pocket News* (Feb. 9, 2019)
- ["Sooke Delivers on Helping the Homeless"](#) - *News Mirror* (Jul. 13, 2020)
- ["Sooke Mayor Pleads for Help with Homeless"](#) - *Times Colonist* (Oct. 8, 2020)
- ["Affordable Housing Projects Planned for Sooke Badly Needed"](#) - *Times Colonist* (Feb. 17, 2021)
- ["New Affordable Rentals, Supportive Homes Coming to Sooke"](#) – CHEK News (Feb. 17, 2021)
- ["Sooke Homelessness Report Highlights Lack of Services"](#) - *News Mirror* (March 11, 2021)
- ["How A Sooke Family Fell Through the Cracks into Hidden Homelessness"](#) - *Capital Daily* (June 15, 2021)
- ["Sooke Receives Over \\$400k to Improve Homelessness Services"](#) - *Victoria Buzz* (Aug. 23, 2021)
- ["My Morning with Victoria Bylaw and the Street Community"](#) – Stephen Andrew (Oct. 9, 2021)
- ["Shelter Residents Help Keep Sooke Clean"](#) – *Sooke News Mirror* (Feb. 10, 2022)
- ["Coldest Night of the Year Back to Raise \\$20k for Sooke Shelter Society"](#) – *Sooke News Mirror* (Feb. 10, 2022)

### **Foundational Documents on Human Rights and the Right to Housing**

- [Abraham Maslow's Hierarchy of Needs](#)
- [Universal Declaration of Human Rights](#) (United Nations, 1948)
- [National Housing Strategy Act \(2019\)](#) + [Progress on the NHS](#) (Government of Canada)
- [A Primer on Housing Rights in Canada](#) (Parliament of Canada)
- [The Victoria Declaration: A Statement on Governance in Housing & Support Services](#) (Renee Beausoleil, Matthew Wildcat and the UVic Indigenous Law Research Unit, 2020)
- United Nations' [Sustainable Development Goals \(2015\)](#) + [infographic](#)
- [Right to Housing Legislation in Canada](#) + [Assessing Canada's National Housing Strategy](#) (The National Right to Housing Network)



## APPENDIX 6: GLOSSARY OF TERMS

As the Strategic Plan is regularly updated and revised, this glossary of terms will also have revisions and additions. Therefore, as of this date, there are a number of terms within this glossary which will have very brief descriptions and/or a statement that the definition of the term is "To Be Determined."

### Acronyms

**SHC:** Sooke Homelessness Coalition

**SSS:** Sooke Shelter Society

**GVCEH:** Greater Victoria Coalition to End Homelessness

**PWLLE:** Persons with lived or living experience

**ED:** Executive Director

**CAC:** Community Advisory Committee

### Definitions of Homelessness (via the Greater Victoria Coalition to End Homelessness)

**Unsheltered:** "This includes people who lack and who are not accessing emergency shelters or accommodation, except during extreme weather conditions. In most cases, people are staying in places that are not designed for or fit for human habitation."

**Emergency Sheltered:** "This refers to people who, because they cannot secure permanent housing, are accessing emergency shelter and system supports, generally provided at no cost or minimal cost to the user. Such accommodation represents a stop-gap institutional response to homelessness provided by government, non-profit, faith-based organizations and/or volunteers."

**Provisionally Accommodated:** "This describes situations in which people, who are technically homeless and without permanent shelter, access accommodation that offers no prospect of permanence. Those who are provisionally accommodated may be accessing temporary housing provided by government or the non-profit sector, or may have independently made arrangements for short-term accommodation."

**At Risk of Homelessness:** "Although not technically homeless, this includes individuals or families whose current housing situations are dangerously lacking security or stability, and so are considered to be at risk of homelessness. They are living in housing that is intended for permanent human habitation, and could potentially be permanent (as opposed to those who are provisionally accommodated). However, as a result of external hardship, poverty, personal crisis, discrimination, a lack of other available and affordable housing, insecurity of tenure and /or the inappropriateness of their current housing (which may be overcrowded or does not meet public health and safety standards) residents may be "at risk" of homelessness."

**Indigenous Homelessness** (defined by the Aboriginal Standing Committee on Housing and Homelessness, 2012): "Indigenous homelessness is a human condition that describes First Nations, Metis and Inuit individuals, families or communities lacking stable, permanent, appropriate housing, or the immediate prospect, means or ability to acquire such housing. Unlike the common colonialist definition of homelessness, Indigenous homelessness is not defined as lacking a structure of habitation; rather, it is more fully described and understood through a composite lens of Indigenous worldviews. These include: individuals, families and communities isolated through their relationships to land, water,

place, family, kin, each other, animals, cultures, languages and identities. Importantly, Indigenous people experiencing these kinds of homelessness cannot culturally, spiritually, emotionally or physically reconnect with their Indigeneity or lost relationships”

### **Description of Action Items for the Five Outcome Areas**

**Operations Support Services** (Description, clients served, service providers). These are the Action Items that directly address the needs of homeless, at risk of homelessness and vulnerable persons in the Sooke region identified in the Strategy Planning workshops. Some of these support services are currently underway and identified as "current" and others are identified as "new". To provide a complete description of the services provided to homeless and at risk of homelessness persons, the services currently being provided by SSS are included.

**Hub:** (current - under construction) A central location of offices and meeting rooms from which specific counseling and physical services are provided for homeless and at risk of homelessness persons. The Hub will be on the ground floor of the Hope Centre and its operation and maintenance will be the responsibility of the Sooke Shelter Society.

**Burnout Prevention Training:** (current) Training offered to staff and volunteers who are providing support services to Hope Centre residents and to others who are using the SSS services. This training will be organized by SSS and specific training sessions will be provided by SSS staff and other professionals.

**Peer Support Program:** (new) A program of PWLLE assisting other homeless and vulnerable persons along their path towards wellness. This program is organized and managed by SSS.

**Cooking Program:** (new) A training program offered to persons using the services of SSS, conducted out of the kitchen facilities at the Hope Centre and organized by SSS. The program is designed to assist attendees to prepare healthy meals for themselves.

**Sooke-based Addiction Treatment Centre:** (new) This is envisioned as an Island Health-managed facility to be established in the Sooke region to offer residential support for those with addictions. The SHC is advocating with Island Health in collaboration with the T'Sou-ke Nation, the JDF Electoral Area and the District of Sooke.

**Landlord Matching Service:** (new) The purpose of this service is to find rental accommodations for PWLLE in the community along with the necessary financial and other personal supports needed by both the landlords and the PWLLE to resolve any issues that may arise and to develop sustainable ongoing accommodations for PWLLE. The feasibility of this Action Item is to be explored further by SHC.

**Restorative Justice Service:** (new) The United Nations Working Group on Restorative Justice defines restorative justice in the following way: a process whereby parties with a stake in a particular offence resolve collectively how to deal with the aftermath of the offence and its implications for the future. In essence, this service seeks to repair the harms caused by crime and violence. SHC is responsible for investigating the need, scope and set-up of such a service in Sooke through initial conversation with Restorative Justice Victoria.

**Wrap Around, Person-Centred holistic services:** (current) These are SSS services provided to homeless, at risk of homelessness and vulnerable individuals who either reside resident at the Hope Centre or come to the Centre for assistance. The services are located at the Hope Centre provided by SSS directly and by other agencies providing their services through regular visits to

the Hope Centre. SSS is responsible for organizing and managing these services ensuring those in need obtain the services necessary to support their progress towards wellness and relative self-sufficiency. These services are categorized as follows:

Residential: 33 subsidized rental units on the second to fourth floors of the Hope Centre and 6 emergency shelter "pods" on the main floor of the Hope Centre (currently being renovated)

Physical: washrooms, laundry, and showers, meals, tents, sleeping bags.... Meals, kitchen facilities to prepare meals, (recreation facilities, equipment?)

Emotional/Mental: counselling

Social: TBD

Financial: TBD

Legal: TBD

Education/training: TBD

**Shelter Outreach Services:** (current) Providing person-centre, holistic services to meet the specific needs of non-resident homeless, at risk of homelessness and vulnerable persons coming to the Hope Centre for assistance. These services are an extension of the wrap around services provided by SSS to Hope Centre residents.

**Community Outreach Services:** (current) SSS outreach staff going out into the community to provide needed materials (tents, sleeping bags, etc.) and advice on actions to improve the wellbeing of persons experiencing homelessness in the Sooke region.

**Property Management Services:** (current) SSS along with BC Housing Corporation manage the Hope Centre facility including rent collection, facility repairs, tenant occupancy, etc.

**Housing Outcomes:** These are the Action Items related to housing identified in the planning workshops. The following action items are further defined for clarification.

**Youth Housing Service:** (new) To provide accommodations and support services for teenage youth experiencing homelessness in the Sooke region. This Action Item is to be initiated by SHC and be a service provided by SSS.

**Managed Camps:** (new) Although not mentioned directly in the Action Items of the Strategic Plan, the need for a managed camp of tent sites and RV spaces with utilities connections and washroom, showers and cleaning facilities with 24/7 security and support service staff has been repeatedly identified as a transitional facility.

**Action Items of other Outcome Areas:** These Action Items will be further defined as they are addressed in the implementation of the Strategic Plan.

**Human Resources - paid and volunteer:** These are current staff and volunteer positions of SSS. Brief descriptions of these current positions are provided.

In addition, other human resources are identified in the Action Items of the Outcome Areas. These are listed for further definition as the Action Items are planned and implemented.

**Systems navigator:** current - Wrap around services

**Outreach worker:** current - Community Outreach services

**Mental health/addictions staff and supports:** current - Wrap Around Services

**Poverty reduction and social navigator:** current - Wrap Around Services

**Social worker:** current - Wrap Around Services

**Nurse practitioner:** current - Wrap Around Services

**Cook:** current - Wrap Around Services

**Residential Support Staff** current - Wrap Around Services

**PWLE Mentor:** new - Peer Support Program - TBD

**Peer navigator** new - Peer Support Program - TBD

**Peer Liaison Facilitator:** new - Peer Support Program - TBD

**Restorative Justice Facilitators** new - Restorative Justice Service - TDB

**Landlords Matching Services Coordinator** new - Landlords Matching Services - TBD

**Camp manager:** new - Managed Camp services - TBD

**Camp support staff:** new - Managed Camp services - TBD

**Camp security staff:** new - Managed Camp services - TBD

**Education Consultant:** new - Advocacy and Awareness - TBD

**Communications Liaison:** new - Advocacy and Awareness - TBD

**Homelessness Prevention Navigator:** new - Prevention Supports - TBD

**Teams & Committees:** These are teams, working groups and advisory councils identified in the Outcome areas in the Strategic Plan. These organizations will be further described as the Strategic Plan is implemented.

**SHC Working Group:** The SHC is guided by a Core Working Group that meets between bi-monthly SHC sessions and is responsible for addressing matters raised by the wider coalition

**Crisis Team:** new - TBD

**Community Education and Communications Team** new - Advocacy and Awareness - responsible for media relations, community outreach, online communications - TBD

**Financial Management Team** - new - Collaboration and Leadership -TDB

**Sooke Community Advisory Team:** new - Collaboration and Leadership, based on the model and objectives of the proposed BC Housing Hope Centre Community Advisory Committee - TBD

**PWLE Advisory Council:** new - Collaboration and Leadership - TBD

**Financial Resources - Funding & in-kind support:** These are the various sources of funding for the development and implementation of the Action Items.

**Core Funding:** This is the necessary funding for paid professional and support staff providing the essential services to homeless, at risk of homeless and vulnerable persons. In addition, this funding includes honoraria funding for PWLE persons involved in the provision of essential services. This funding needs to be assured, without dependence on fundraising, grants or other sources of income in order to provide sustainable essential services.

**Fund Raising:** specific projects and events to raise funds (e.g. Coldest Night of the Year, etc.)

**Sponsorships:** Ongoing/regular individual, business, foundations financial and in-kind support (e.g. food, meals, other materials?)

**Charitable donations:** One-of financial and in-kind donations, either for the general support of Action Items or earmarked for specific projects or activities.

**Societies/Associations Grants:** grants provided by societies and associations to meet the priority needs and programs that these organizations determine are worthwhile funding.

**Government Grants:** (local, provincial, federal): These are grants provided by the government agencies according to priority services they determine.

**Government agencies assured funding:** This is ongoing year to year funding that does not need to be applied for by SSS or other service agencies. This funding ideally meets the core funding requirements related to all the Action Items. Currently assured funding is provided by the BC Housing Corporation to SSS for the operation and basic support services for the Hope Centre and its residents.

**Rental income:** Income from rental of accommodations, camps, facilities. Currently rental income is collected by SSS for the suites at the Hope Centre.

**Services Income:** Income generated from fees charged for the services delivered from the Action Items. Currently there is no income generated by the services provided by SSS.

## SOOKE HOMELESSNESS COALITION 3-YEAR STRATEGIC PLAN SIGN OFF

The undersigned accept this Strategic Plan as described herein.

Print First and Last Name	Title	Signature	Date.
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Note: Additional signatures might be required if the Sooke Homelessness Coalition members agree to any significant changes.