Annual Report

April 2019 - March 2020

RESILIENT, CONNECTED PEOPLE

SOOKE Family RESOURCE SOCIETY

We acknowledge the traditional territories of the Coast Salish Nations and Nuu-chah-nulth Nations of southern Vancouver Island

Our Vision

Resilient, connected people

Our Mission

We provide people, of all ages and abilities on southern Vancouver Island, with services and resources that encourage them to enhance skills, address challenges and create a path forward.

Our Mandate

We deliver child, youth and family development programs, and disability support services, provide counselling, and create sustainable partnerships.

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Board of Directors
April 2019 to March 2020

Tracy McTaggart	Chair/Treasurer	Janice Alexander	Director
Sarah Temple	Vice-Chair/Chair	Tim Klassen	Director
Ed Rogers	Treasurer	Bobbie Neal	Director
Ron White	Secretary	Jean Trickey	Director

2019-2020 Achievements, Adjustments and Improvements

Sooke Family Resource Society activities continued this year on a theme of “change”. Most significantly, we revised the management model to increase supports for Adult and Family services. This department split into two work teams, with two new program managers. Kelly Walker accepted an appointment as program manager for the newly named Adult Outreach Services (serving adults with disabilities), and Louise Parkinson came on board in February 2020 as the new program manager for the Adult and Family Services.

Our board of directors maintained some stability this year, with most members staying on for another term. We said a thankful goodbye to Charla Huber, who subsequently focused on, and completed her Master’s degree. Jane Smirl also stepped down at the AGM in September 2019 due to a lengthy and difficult illness. Sadly, we lost Jane to her illness early in the new year. We will remember Jane fondly as a knowledgeable and strong advocate for our Early Years work. This was the first year for putting into practice the separation of “governance” and “operations” finance policies, as directed by the board.

Once again in this year, we achieved a successful CARF accreditation, confirming that our policies, programs and practices meet international standards in all areas of our work. We came together in February with a joyful celebration through Laughter Yoga!

At year’s end, along with the rest of the world, SFRS was significantly impacted by the COVID-19 pandemic. In mid-March we closed face-to face services in all programs and our social enterprise thrift shop. We immediately put our efforts on planning and implementing new ways of reaching our clients and program participants to stay connected as much as possible. Efforts to improve our infrastructure to include off-site working options were implemented as quickly as possible, to maintain support for employees, contractors, and volunteers to continue our work. The SFRS employees and volunteers “stepped up” to face the challenge of mandated service delivery changes in all our programs.

As we go forward into the new fiscal year, it has become apparent that COVID-19 remains the primary driver of review and revision of all our activities to comply with constantly updating provincial health and safety requirements. It certainly looks like our “change” theme will be around for a while.

Strategic Initiatives

- Began implementing recommendations from reviews completed last year for several areas of work: Caring for Community affordable counselling, Kingfisher Preschool, Thrift Shop social enterprise and Administration (Operations)
- Continued review of Governance policies
- Continued implementation of ORCA database with focus on reporting for case management module
- Implemented Microsoft TEAMS internal communications tool; staff training for TEAMS continues
- Implemented on-line payroll system Payworks for all employees
- Implemented direct deposit for employee expenses
- Implemented new management model, increasing the Management Team by one program manager, and breaking out SICC and Welcome Home programs into a separate Adult Outreach department

Critical Incidents

Incidents were recorded by program area as follows:				
Program Area		2017-2018	2018-2019	2019-2020
FRP		2	1	4
Kingfisher		1	0	0
CCRR		0	1	4
Youth Outreach		0	1	0
Counselling		0	0	0
Reception - Sooke		14	10	8
Clothing Closet/Thrift Shop		0	Closed 1 Jan 19	0
Other- SICC/Welcome Home		0	1	0
Total SFRS Incidents		**17**	**14**	**16**
Home Share Incidents reported to CLBC			**8**	**12**

- SFRS incidents increased over last year by 2.
- In addition to the usual play-area accidental bumps and scrapes, incidents included illicit drug use, a phone scam, dangerous wildlife sighting, suspected gas leak, and an illicit weapons sighting in the parking lot.
- The highest rate of incidents continues at Reception in Sooke, recorded as a function of responsibility for the building at Wadams Way.
- Building incidents are discussed at all Sooke OHS/tenant meetings. SFRS continues to advocate for cameras to be installed at the Sooke building.
- 12 incidents in Home Share were reported to Community Living BC (CLBC), where follow up action is discussed and implemented as required with SFRS staff, program clients and contractors.
- One informal complaint was received (a note left on staff vehicle windshield). Complaint was discussed with SFRS employee involved; no follow up action taken. Complaint date was Apr 10, 2019.
- The ED received one formal complaint which led to a formal investigation. The investigation was completed by outside contract with Engaged HR. All employees involved in the complaint received follow-up consultations with the ED, and appropriate action, including training, was implemented to address the complaint issue.

Health and Safety

Our CARF accreditation survey in November 2019 confirmed our Health and Safety protocols support the health and safety of our employees, volunteers, clients and program participants. The following health and safety activities took place through 2019-1920:

- CARF Accreditation achieved with zero recommendations in Health and Safety
- The Health and Safety Committee met regularly throughout the year.
- Regular health and safety procedure drills were completed at all program locations.
- Health and safety site inspections were completed at all program locations.
- Annual fire inspections and reports were completed at all program locations.
- Incident reports were reviewed, and recommendations for improvements implemented.
- All Health and Safety policies, procedures and practices were reviewed. The following policies were revised:
    - 5.3 Working Outside Regular Hours
    - 5.6 Emergency and Workplace Violence
    - 5.7 Fire
    - 5.8 Bomb Threats
    - 5.9 Earthquakes
    - 5.12 Medical Emergencies
    - 5.13 Smoking, Tobacco, and Vapor Products
    - 5.15 Pets and Other Animals
    - 5.16 Hazardous Materials
    - 5.18 Critical Incidents

As the COVID-19 pandemic took hold in mid-March, specific policies and procedures were developed to address new provincial guidelines and WorkSafe requirements.
The Health and Safety Committee completed a Committee evaluation to meet WorkSafe standards.

Risk Management

- Annual review of the Risk Management Plan was completed in December 2019
- Regular risk management activities continue including insurance review, criminal records checks, policy revisions, staff evaluations and staff records reviews and updates.
- Made improvements in IT, phone, and on-line security
- Completed a review of home share contractors for WorkSafe compliance
- Began a comprehensive review of HR policies and practices

With the COVID-19 event at the end of this reporting year, we were challenged to implement our service interruption plans. This has offered an unexpected opportunity to further refine our emergency and disaster planning in the coming year.

Accessibility and Accommodations

- The annual review of our Accessibility Plan was completed in July 2019.
- Increased workstations improvements with adjustable desks to support employees who spend most of their time at deskwork
- Increased vehicle transport for adults with disabilities to access programs
- Reviewed the new Monthly Memo and made changes as suggested by employees
- SFRS website was improved for access with handheld devices
- An ongoing accommodation supported one employee with severe environmental allergies by using alternative cleaning products in the program area.
- There were no specific requests for accommodations to support people we serve.

Technology

- The annual review of Technology Plan was completed in May 2019.
- Increased access to ORCA database Case Management module for Counselling and USTAT programs
- ORCA module for Operations planning and tracking was completed
- All staff who are impacted by new database components received necessary training
- On-line payment system was started – to be implemented for September 2020 preschool payments, and trialed for fee for service counselling
- Hardware and software upgrades continue as per our IT Roadmap 3-year replacement cycle. An exchange server was decommissioned, and all email moved to Office 365.
- Windows 10 training was completed for all staff.
- Microsoft TEAMS was introduced to support internal communications.
- Implemented regular IT trainings and information sharing in the SFRS Monthly Memo
- CARF accreditation survey in November indicated a need to complete annual checks of our IT service continuity planning and processes in case of emergencies and disasters. Our resilience in this area was challenged with the onset of COVID-19 at year's end.

Finance

- THE CARF accreditation in November 2019 had no recommendations for SFRS Finance functions.
- This was a first year of operations with our Financial policies separated into "Board" and "Operations" sections. SFRS Management is now responsible for operations policies and practices; the Board maintains responsibility for Board finance policies
- Capital asset base increased by $55,089.43 mainly due to the upgrade and replacement of computer systems and the purchase of office furniture
- Revenues increased 8.35% over the preceding year to $3,438,400.
    - Increased sales from Thrift Shop social enterprise
    - Increased revenue from provincially funded contracts for wage rate adjustments and program funding
    - Increase in the number of personal support contracts for adults with disabilities
    - Expansion of the home share program
- Expenses have increased by 13% over the preceding year to $3,378,200.
- Wages and associated benefits costs are up due to an increase in the wage rate, and the long-term retention of employees resulting in a high number of employees reaching the highest wage rate level for their positions
- Computer maintenance expenses increased due an increase in staffing and program delivery needs.
- Overall program delivery expenses increased commensurate with revenue and service level increases

Cultural Competency

- Annual review of the Cultural Competency and Diversity Plan was completed in November 2019
- Increased diversity representation on our Board of Directors
- T'Sou-ke Nation member presented local cultural learning at our all staff training day
- LGBTQ2 learning was completed for some program staff
- Welcomed a new employee as Cultural Advisor in Sooke and West Shore drop-in groups (Scia'new First Nation elder)
- Territorial acknowledgement signage implementation was completed for all SFRS program and office locations

Succession Planning

- Annual review of the Succession Plan was completed in May 2019
- Plan was revised to include lead/key positions in several programs, as identified by the management team
- Consideration was given to increased need for a dedicated Human Resources position to support the changing HR needs of all our employees, volunteers, and contractors.

Communications

- Annual review of the Communications Plan was completed in July 2019
- Microsoft TEAMS was introduced to support internal communications.
- A social media use survey was completed to inform our best way to maintain and improve communications with program participants and clients.
- SFRS website was improved for access on handheld devices
- SFRS information on Canada Helps website was updated to better connect with on-line donors
- Improved connections with customers at SFRS Community Thrift Shop, including regular cross-postings on SFRS and Thrift Shop Facebook pages
- Reviewed the Monthly Memo, and implemented improvements recommended by staff
- Increased regular communications and participation with Sooke Region Chamber of Commerce
- Worked with Neighbourhood House Coalition partners to increase connections with regional funders

Human Resources and Staff Development

- The management structure increased from 1 executive director and 3 managers, to 1 executive director and 4 managers.
- The Adult and Family Services was separated into two program areas, creating four SFRS service departments: Child and Family Services, Adult and Family Services, Adult Outreach Services and Operations.
- 8 new employees were hired through the year
- SFRS issued 27 Records of Employment to employees this year. This unusually high number was a result of 14 employees being were laid off due to program closures in response to the COVID-19. As well, 5 quit through-out the year ,3 employees took extended time off due to illness, 3 went on maternity leave, 1 employee retired, and 1 employee was dismissed.
- Sick time for employees decreased slightly this year from 64% to 60%
- Employees took 84 hours of bereavement leave, an increase of 10% over last year.
- The year ended with 44 employees, 36 contractors and 25 regular volunteers.
- Volunteer contributions for the year amounted to 5,342 hours for a value of $80,130.00. Of the total volunteer supports, the SFRS Community Thrift Shop contribution was 5,042 hours ($75,330.00).
- Staff development completed in the year included:

Health and Safety Education Training – all staff

IT Health and Hygiene – all staff

Cultural Learning – all staff

Laughter Yoga – all staff

First Aid Training and/or recertification – as required

MCFD Privacy and Information Sharing

Conflict Resolution Skills

Defensive Driving Fundamentals – as required

Trauma Informed Practice

Excel Training – ongoing

Violence and Harassment in the Workplace

WHMIS w/ GHS

Outlook Training – ongoing

Food Safe Recertification – as required

Labour and Employment Law for BC

CCRR Forum

Embracing Gender-Creative Children in the Early Years

Respectful Responses to the Call for Reconciliation/ Enriching ECC&E

The Brain Story Certification

Journey of the Metis Red River Cart

Trauma Through The Life Span

Cap-C Conference

Government and Stakeholder Relationships

Social Procurement

Remote Working: Legal and WorkSafe issues

Resilient Leadership

Foundations in Fetal Alcohol Spectrum Disorder

Indigenous Cultural Safety Training

Community Activities

The Executive Director, Manager of Finance and/or Executive Assistant continue to participate regularly in local, regional and/or provincial groups, communities of practice and committees, to ensure our programs and the people we serve have a face and a voice at sector and community planning tables.

- Greater Victoria Neighbourhood House Coalition (regional)
- Community Living BC Service Providers (South Island region)
- District of Sooke Primary Health Care Working Group (local municipality)
- Sooke Region Communities Health Network
- District of Sooke Age Friendly Committee
- Sooke Region Chamber of Commerce
- Tenants OHS group, Sooke Child Youth and Family Centre
- Tenants OHS group, West Shore Child Youth and Family Centre
- SD#62 Healthy Schools Committee
- Bean Counters (finance group - regional)
- Federation of Community Social Services (provincial)

Neighbourhood House Program

In this past year, the Neighbourhood House functions (including SFRS Operations) implemented a long-awaited space upgrade, The Operations work team is now working more efficiently as we are physically connected in one workspace.

Throughout the 2019-2020 year, SFRS Neighbourhood House (NH) continued to provide the following services:

- Distribution of bus tickets, mail service, fax and photocopying. and public phone access for clients of the Ministry of Social Development and Poverty Reduction (MSDPR) receiving or trying to access provincial Income Assistance
- Distribution of food and other donations received at the main reception in Sooke
- Reception services for all SFRS programs as well as reception for the building at the Sooke Child, Youth and Family Centre. We take incoming calls and queries about all the agencies in the building, as well as being the "go to" place for the tenants' on-site in-the-moment needs.
- Information about community services and resources in Sooke, West Shore and Greater Victoria. If we do not offer a service that is needed, NH will find an appropriate resource to help.
- SFRS Neighbourhood House sponsors several community non-profit groups with mandates that align with the SFRS mission to support vulnerable populations in the Sooke community. We offer meeting space for low or no cost, set-up support, and NH staff on-site for evening meetings to help with safety and lock up procedures. Through the last year, the following groups were sponsored:
  - Sooke District Lioness – SD Lioness helps SFRS families and youth with gifts certificates, gift bags for Christmas, Mother's Day and Father's Day, food vouchers and bus tickets. (meets monthly, evenings)
  - Operational Stress Injury Social Support group (OSISS); this is a National Defense funded peer support group for veterans needing help with PTSD (meets 2x/month, evenings). In this year, this group has grown considerably to include service members/retired members from RCMP and BC Ambulance services.
  - OSISS Family Group for veterans' family members (meets monthly, evenings).
  - Sooke Literacy Project Books for Breakfast program (monthly September to May).

NH provides the administrative functions for all SFRS programs, as well as the overall agency administrative needs. This includes:

- Reception services (calls, emails, fax/copy for NH clients, food distribution, donations distribution)
- Finance services for all programs
- Human Resource services for all programs
- Agency-wide services for Information Technology
- Agency governance activities
- Agency Strategic Planning and Management Plans
- Agency financial planning and management
- Agency-wide administrative management (including health and safety, quality assurance, legal requirements, facilities management, etc.)

SFRS Community Thrift Shop

Reduce Re-use, Recycle and Reinvest. In the fifth year of operations, SFRS Thrift Shop continues to achieve the social enterprise goals of reinvesting surplus funds into SFRS programs while providing positive social impacts for the community.

Thrift Shop offers low cost essentials for local families: good used clothing; household and other goods; provides volunteer opportunities for seniors, youth, unemployed, and persons with disabilities. As well, the opportunity for residents to recycle provides a positive environmental impact.

In response to COVID-19, the shop was closed to the public in mid- March while we developed safety protocols in alignment with new WorkSafe requirements.

- Sales revenues increased by 10%
- An on-line auction event (now monthly) was well received and has quickly gained momentum to replace some lost revenues due to the COVID-19 closure.
- A new electronic cash register system is proving efficient to speed up sales transactions.
- The shop Facebook page maintains daily connection with shoppers and donors.
- The Thrift Shop joined other local businesses in late night openings on Fridays through the Christmas season, which proved to be sales highlight.
- Our volunteers were celebrated after a long summer of hard work with a BBQ in September
- Participated in community events including EMCS Grad Fashion Show, Harbourside Lions Duck Day and and Amber Academy Awards ceremony.
- The Thrift Shop increased its hourly contribution by 15% to 5022 hours of service - for a value of $75,330.00
- $1,720 in thrift shop coupons was distributed to SFRS program participants, a significant increase of 45% over last year
- Distribution of goods to local community organizations increased by a whopping 133% to value at $9,923.00. Recipients included:

Sooke Loan Cupboard	Sooke Food Bank
Compassion Victoria	Journey Middle School
Amber Academy	Vital Vittles
Sooke Fine Arts	Sooke Literacy

Sooke Canada Day (Sooke Lions Club)
Edward Milne Community School Grads

Family Resource Programs

The Family Resource Program (FRP) brings parents and children together to strengthen parenting, promote social networking, reduce isolation, and promote community cohesion. The FRP is grounded in the belief that consistent positive parenting practices and secure, healthy parent-child relationships are fundamental factors in all aspects of healthy child development. The FRP serves families with children, ranging in age from birth through school-age, living in the Local Health Area 62, including Colwood, Langford, Metchosin, Highlands, and Sooke to Port Renfrew.

This program provides the following services: Parent-Child drop-in groups (Parent-Tot Drop-In, Parent Discussion Group, Family Support Group), Family Support Outreach, Prenatal Education and Outreach, parent education workshops and courses, special family events, and a food program for participants. The FRP provides support for Sooke School District 62 with StrongStart Outreach, Ready-Set-Learn events, Early Development Instrument support, and the Transitions to Kindergarten Provincial Pilot Program. The FRP Program hosts the Books for Breakfast Program in Sooke. The FRP works actively in the community supporting Early Childhood Development initiatives and networks, as well as raising both the profile of SFRS and funds for programming.

Program Objectives

- Family support, information, and referrals
- Play-based learning and early literacy
- Parent education, including: child development, effective parenting, health and wellness, language and literacy, family economy, as well as awareness and reduction of risk factors
- Increased knowledge of effective parenting skills for parents/caregivers
- Increased level of personal and family support from the community for parents/caregivers
- Gains in children's social and emotional competence through play experiences

Activities and Outputs for 2019-2020

√ **752** snacks and **864** meals were prepared, served, or distributed with **4,874** people receiving food provided by the Food Program; **10** families supported with monthly Good Food Boxes; **23** families were supported with BC Association of Farmer's Market Coupon Nutrition Program

√ **6** parent education and interactive parent-child workshops, courses, and presentations offered

√ **221.50** hours of Strong Start Support provided; **2** Ready, Set, Learn events supported for Sooke School District 62

√ **2** SFRS Newsletters and **2** FRP Program Brochures; **12** FRP Programming Calendars provided to each community

Prenatal Education and Outreach

√ **29 pregnant women, plus 29 partners,** received **96 direct service** hours in 4 six-week prenatal course sessions

√ **11 of 29 clients** (38% of attendees) of the prenatal course sessions received need-based partial or full subsidy for the service

√ **29 pregnant women**, plus **18 partners/family** members received **884 hours** of one-to-one outreach support; **208 hours of child-minding/nutritional** support provided

√ **2 clients** were provided **Doula support**

Drop-in Group Participation

√ **Parent-Child Drop-In—1,334** parents, **1,794** children = **3,128** total attendance at **84** sessions
√ **Parent Discussion Group—1,322** parents, **1,752** children = **3,074** total attendance at **90** sessions
√ **Family Support Group—402** parents, **558** children = **960** total attendance at **58** sessions
√ Participation of drop-in programs reflects cumulative attendance of **356 families: 394 adults, 682 children**

Family Support

√ **72 families** received **support services**
√ **282 referrals** and **148 linkages** to additional services were provided
√ **4,307** instances of **mentoring, supportive advice, and/or intervention** were provided for clients
√ **48 Best Babies sessions supported**

Client and Program Participant Feedback

Client and Participant Feedback is gathered formally through a month long "snap-shot" survey, at the culmination of one-to-one work or course sessions, and informally in group discussions or conversations with participants. Formal survey results indicated:

Prenatal Education and Outreach Services Outcomes

- **94%** of group session clients and **100%** of outreach clients indicated they **would not have been involved in a Prenatal Program if it were not available in Sooke**
- **100%** of group session clients and **100%** of outreach clients identified at least **ten areas of increased perinatal knowledge** as a result of coming to the program
- **100%** of prenatal clientele **learned about additional supports/resource** in the community and **100%** of outreach clients **received additional supports** based on need

Drop-In Group and Family Support Programs Outcomes

- **19** categories of parenting/family/life skills addressed in programming had up to **98%** of participants state a **gain in knowledge**
- **96%** of Children gained social competence and showed development through play experiences
- **98%** of Parents/caregivers expressed an increased level of connection to their community
- **96%** of Parents/caregivers gained awareness of community resources
- **99%** of Parents/caregivers stated they were satisfied with program service delivery

Program Trends and Analysis

- FRP group program participants continue to regularly access Family Support and Pre/Postnatal Outreach services.
- Postnatal Outreach support needs remain high and of an on-going nature that includes transitions to Family Support Outreach.
- Family Support service needs remain high and of an on-going nature
- Due to COVID-19 response, all group programs were suspended three weeks prior to the end of this fiscal year. Family Resource Program Coordinator and Family Support Worker roles assumed enhanced or new service roles to meet client needs.

Achieved Program Quality Improvement Goals for 2019-2020

- Focused team building and group-based professional development for the FRP team to enhance staff retention
- Enhanced service model with a Cultural Advisor position, increased Family Support funded hours, and evening FRP drop-in groups

New Program Goals for 2020-2021

- Secure funding for the 2021-2022 Prenatal services
- With a more targeted and less universal service model being provided in 2020-2021, increase Family Support funded hours to meet increased client needs
- Provide programming with COVID-19 Health and Safety protocols while working to retain a quality early childhood development/family resource-support services

FRP Community Involvement/Partnerships

Family and Early Childhood Resource Network (Coordinator/Chair for Sooke and Westshore)
Neighborhood House Coalition; Capital Children Coalition (Cap-C)
Sooke Literacy Task Group; Literacy Connection Westshore
Child and Youth Health Network; Westshore Family Strategy Group
Boys and Girls Club of Greater Victoria
Sooke School District No.62; Human Early Learning Partnership (EDI) Community Trainer
Island Health - Public Health
SEAPARC; Military Family Resource Centre; Pacific Centre Family Services
Membership with BC Association of Family Resource Programs
and BC Pregnancy and Outreach Programs

"My children have so much fun at the drop-in groups! I really appreciate the time getting to know other parents and getting support from the staff."
FRP participant, November 2019

Kingfisher Preschool

Kingfisher Preschool has been operating since 1987. The Kingfisher program, which is licensed by the Island Health Authority, serves children aged 30 months to 5 years and their families.

At Kingfisher, we believe that children learn best in a safe, secure environment, with age appropriate challenges to their physical, intellectual, emotional and social development. Our aim is to nurture the child's natural creativity and curiosity through play. We encourage the development of a positive self-image and high self-esteem through open ended activities where exploration, discovery and repetition can happen at the child's own pace. The curriculum supports play-based learning and early literacy, with emphasis on social and emotional development. We offer an inclusive program that addresses the needs of each child and provides additional staffing for children who need extra support. In Kingfisher, groups of 16 children attend with 2 or 3 qualified staff. Positive relationships with children and parents/caregivers are developed and nurtured.

Program Objectives

- Children gain social competence through play experiences
- Parents/caregivers increase level of personal and family connection within the community
- Preschool staff help to identify if an early intervention referral is needed

Activities and Outputs for 2019-2020

The SFRS reporting year spans two programming years for the Kingfisher program.

√ **48** total spaces were available each year with a **99%** program occupancy rate throughout the year
√ **2** SFRS Newsletters and **10** Kingfisher Newsletters and programming calendars provided
√ **Communication with parents** maintained through email distribution of newsletters and Early Childhood Development information in addition to phone and face-to-face connections
√ The annual **Kingfisher Family Dance** took place raising the profile of SFRS in the community and reuniting former alumnae families.

"Three of my children have loved Kingfisher! Our fourth child will be there this fall! Thank you!"

Kingfisher Parent, 2019/2020

Formal survey outcomes

- **99%** rated the happiness of their children in the program as good-excellent.
- **100%** found the staffs skills to be excellent; **96%** found staff communication to be excellent.
- **100%** found the safety of the environment and procedures to be good - excellent.

Informal feedback outcomes

- Staff knowledge and program environment are greatly valued and appreciated.
- Service delivery is very child centered. Parents emphasized the value of a play-based program to develop their children's social/emotional development.
- The children love Kingfisher Preschool - their teachers, playing outside, and the daily activities- especially crafts, baking/cooking, dress-up, and play dough!

Program Trends and Analysis

- Preschool parents expressed continued appreciation for the program and value a quality play-based preschool opportunity for their children within their community.
- An average of 35% of program participants receive the Affordable Child Care Benefit.
- The Kingfisher team continues to see a need to give increased attention to children's development of self-regulation and social/emotional development. This need is supported by having a higher staff to child ratio than required by licensing regulations.
- Kingfisher Preschool discontinued programming in mid-March, the final three weeks of this fiscal year, due to the Covid-19 response.

Achieved Program Goals for 2019-2020

- Focused team building and group-based professional development for the KF team as some staffing changes had taken place.
- Increased attention to strength-based approach for children's struggles with self-regulation.
- Focused guidance and modeling from senior staff for junior staff.

New Program Goals for 2020-2021

- Focused team building and group-based professional development for the KF team as Supervisor staffing change has taken place.
- Develop fund-raising and donation activities to financially support the program
- Assess varied/enhanced service models for consideration in the next preschool year to financially support the program.
- Provide programming with COVID-19 Health and Safety protocols while working to retain a quality play-based preschool program.

Child Care Resource and Referral

The Sooke-Westshore Child Care Resource and Referral (CCRR) has been a program of Sooke Family Resource Society since 1997. The Sooke-West Shore CCRR serves families and child care providers living in Local Health Area 62, including Colwood, Langford, Metchosin, Highlands and Sooke to Port Renfrew.

This program provides the following services: recruitment of and support for Registered License-not-Required (RLNR) child care providers, parent referrals for child care, workshops and training courses for parents and care providers, consultations on child development and child care issues, drop-in playgroups for children and care providers, network information about and support with provincial child care programs, initiatives, subsidies and other community services, equipment and resource lending for care providers and families, as well as support and health/safety site visits for Registered LNR care providers.

Program Objectives

- Registered LNR care providers receive support to meet and maintain the criteria to be included on the Provincial LNR Registry.
- Parents receive up-to-date referral, subsidy (ACCB), and child care resource information in a timely manner.
- Licensed caregivers can access support.
- Child care providers and parents receive access to training to increase knowledge of effective care giving.

Activities, Outputs, and Outcomes for 2019-2020

√ Membership: 1 Registered License Not Required and 92 Licensed Care Providers
√ 1,629 parents received child care referrals; 10,952 parents and care providers received referral to other community resources; 1,091 parents/care providers received ACCB support services
√ 4 CCRR Newsletters and 2 SFRS Newsletters provided
√ 14 Workshops, Training Courses, Network/Appreciation Events provided; 159 participants attended training opportunities and appreciation activities for care providers
√ Hosted 2 information gathering sessions and supported survey distribution for the District of Sooke Child Care Needs Assessment and Action Plan
√ 1 Regional CCRR Conference supported; 150+ people attended
√ 32 Play-groups for Care Providers and their Daycare Children
√ The CCRR Toy Lending Library was used by 86 care providers, parents, and community members.

Client and Program Participant Feedback

Client and program participant feedback is gathered through annual surveys, and at bi-annual RLNR support visits. Verbal feedback is solicited and recorded on a regular basis and at semi-annual networking gatherings. Feedback included:

- The CCRR service provides timely referrals with helpful supplementary information for the process of finding quality child care.
- The CCRR provides necessary support regarding the completion of the ACCB process for families.
- The CCRR was very supportive for care providers trying to navigate the new government initiatives this year, including COVID-19 response initiatives.
- Workshops, Courses, Networking, and Appreciation Events addressed topics requested by clients and remain in high demand. Virtual workshop opportunities were appreciated.
- Appreciation for the weekly email updates and quarterly newsletters.

Program Trends and Analysis

- ACCB referrals/consultations continue to require more time as client needs are increasingly more complicated.
- Professional support for care givers has seen an increased as the needs they are faced with become more complicated
- Provincially, and in our region, RLNR numbers continue to remain lower than past years.
- Registration processing time for RLNRs was 6-8 weeks, dependent on client's completion of responsibilities.
- The workshop/trainings offered were regularly full to capacity.
- The final three weeks of this fiscal year saw significant changes in service delivery as the MCDF Child Care Services Branch required prioritized outputs and reporting due to the COVID-19 response.

Achieved Program Goals for 2019-2020

- With the one-time funding:
  - Enhanced service offering with evening hours and increased staffing hours
  - Enhanced the workshop and training offerings with the one-time funding
  - Assessed and updated the resource lending library
- Moved the Sooke office to a more accessible location within the Wadams Way building
- Submitted the Provincial RFP for Sooke – West Shore CCRR services (Province withdrew this funding opportunity after submission date)

New Program Goals for 2020-2021

- With the one-time funding (provided by the Province in lieu of RFP application process):
  - Maintain enhanced service offering of evening hours and increased staff hours for this fiscal year
  - Maintained an enhanced workshop and training offering
  - Provide all workshops and trainings virtually for this fiscal year
- Support staff to have home offices and to manage increased and shifting service demands through COVID-19 response.
- Meet regularly changing MCFD Child Care Services Branch output priorities and reporting requirements through COVID-19 response.
- Support care providers to understand and access new Provincial child care initiatives that became available due to COVID-19 response.

<u>CCRR Community Involvement</u>

Early Learning and Care Committee
Communities of Practice Steering Committee
Island Health Child Care Facilities Licensing Office and Officers; Island Health Public Health
Sooke School District No.62
MCFD Child Care Services Branch
Regional partners: CCRRs in Victoria, Duncan and Nanaimo

ccrr
Child Care Resource & Referral
Your Community's **Best** Source
for Child Care Resources and Referrals

"I wanted to thank you for encouraging me to apply for the ACCB. Before we talked, I thought my family wouldn't qualify, but it worked out to be a huge discount, and has been such a relief as money has been tight this year."

Sooke-West Shore Parent – 2019-2020

Youth Outreach & Navigator

The Youth Navigator and Outreach Program provides mental health support services to youth in the Sooke region. The Youth Outreach Worker provides assessment and services for youth aged 13-18 who are experiencing significant challenges in their everyday lives, including youth with substance use, school attendance and family of origin issues. In addition, the workers provide assistance to youth in navigating and accessing additional services they may require either in the short or long term to further enhance the likelihood of healthy and successful transitions into adulthood. The team is adaptable in its approach, with flexible hours and dividing their time between the office, the community and local schools ensuring that there are no barriers to youth being able to access the services. The Youth Outreach and Navigator Program prides itself on professional support services and building respectful and beneficial connections with both the youth they serve and the local community.

The Navigator team provides the following activities to youth

- Assessments
- Referrals
- Short term crisis support
- Community outreach
- Support for dealing with mental health, conflict, family and school issues
- Navigation through the mental health, substance use system and other community resources
- Provides up to date information to other community agencies about availability of community programs and resources
- Advocacy
- Facilitation of family meetings

Program Outputs for 2019-2020

- 13 new youth were referred
- 35 youth served with 14 new files opened
- Approximately 532.75 hours were spent providing direct service with youth
- 14 youth attended a summer group for an additional 20 hours of direct service
- 8 LGBTQ social support/ drop in group for youth (7.5 hours)
- 2 Sooke youth service provider meetings were hosted by the Outreach and Youth Navigator team.
- 100% receiving links to other services

Program Outcomes

- 100% of youth felt they had made positive changes in their life, upon file closure
- 100% of youth would use the service again, upon file closure
- 100% of youth felt their counsellor understood their needs and offered services in a non-judgmental manner
- 100% of youth had input into the services they received
- 100% of youth felt they had made positive changes in their life, upon file closure

Program Trends and Analysis

- Youth with mental health issues was the most common presentation
- Anxiety the most common issue – social anxiety in particular
- Waitlists for other community mental health services continue to get longer, and often are not available to youth with mild to moderately severe concerns
- Substance use services continue to be available within a reasonable time frame

Program Successes

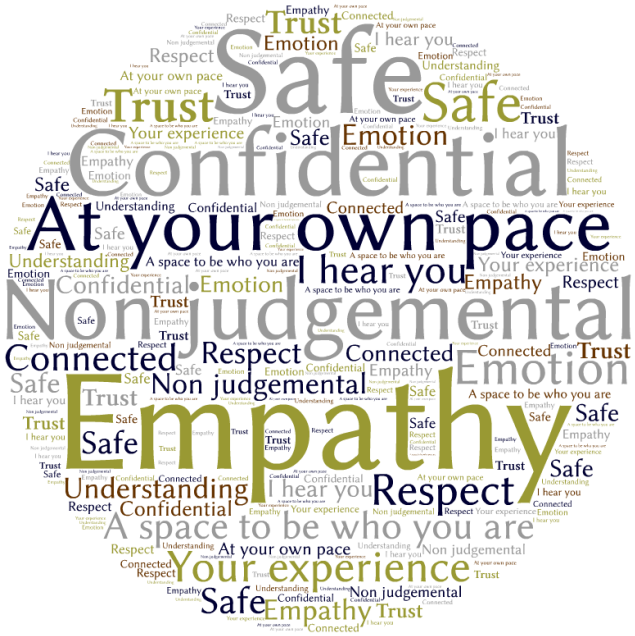
- The Manager for Adult and Family Services now manages the referrals to the program and makes monthly calls to clients on the waitlist. This enables the workers to spend more time with clients.
- In partnership with Sooke Transition House, Our Youth navigator runs a weekly in-person group for youth identifying as LGBTQ+. This service is a drop-in group offering friendship, support and mentorship to LQBTQ+ youth in the community. Before the forced cancellation of the group due to COVID-19, the group had approximately 8 attendees per week. The group is now transitioning to an online service model.

Program Challenges

- With one Outreach Worker off on mat leave since August, the program was not able to recruit for this position. This had a negative impact on our waitlist for the remainder of 2019 and into 2020. Some youth were offered services through our affordable counselling program (as appropriate) and this worked out successfully. The contract funding for this position ended on March 31, 2020.
- At the onset of COVID-19, service delivery was revised. All of the youth chose to continue receiving services. Most of the youth have chosen to do phone rather than video sessions.
- Due to COVID-19 changes in service delivery (reduced travel and efficiency of calls), we were able to eliminate the waitlist by the end of the 2019-2020 fiscal year.

New Program goals for 2020-2021

- Secure existing and new funding sources. Our funding from United Way ends on March 31, 2021, so we need to secure a replacement source of funding to cover this.



Caring for Community Counselling

The Caring for Community Counselling Program provides affordable counselling to individuals (including youth and children), couples and families living in Sooke and the Westshore. Fees are offered on a sliding scale dependent on income and family size. Currently our assistance fund is depleted, we are not able to offer subsidized counselling. Our lowest fee is $50.00 per session.

Program Activities

- Screening and assessment to provide clients with the best match from our counselling professionals
- Individual, family, couples, youth and child counselling sessions (ages 10 and over)

Activities and Outputs for 2019-2020

- **Approximately 1100** counselling sessions occurred (**67%** individual, **15%** couples, **1%** family, **5%** child, 12% youth) This is a 40% increase from the previous year.
- **Approximately 4** clients were subsidized at the start of the COVID pandemic.

Program Trends and Analysis

- The counselling program continued to offer affordable high quality service to the communities of Sooke and West Shore.
- Demand for low-cost counselling continues to increase significantly.

Achieved Program Goals for 2019-2020

- Accessible, affordable counselling was available to the residents of Sooke and the Westshore.
- In 2019, a permanent full-time registered clinical counsellor was hired.
- 3 counsellors are contracted on a casual basis.

New Program Goals for 2020-2021

- Continue to provide accessible, affordable counselling to the residents of Sooke and the West Shore.
- Seek out new funding opportunities to support the program as we are currently in a deficit position in this program (in part due to the closing of the Thrift Store).

Urgent Short Term Assessment And Treatment

The Urgent Short Term Assessment and Treatment (USTAT) program provides accessible free short term counselling to individuals experiencing serious and urgent mental health issues. Services are provided in collaboration with physicians, psychiatrists and other mental health practitioners. Clients can receive up to 8 sessions with a clinician trained in mental health crisis intervention and support. Individual counselling includes crisis intervention and brief psychotherapy treatment on a priority basis as deemed 'urgent' by an intake screener. Services are available to adults in the Sooke area who have received an initial assessment by their physician and referral through Island Health Mental Health Intake Services.

Program Goals and Objectives

- Increased ability to manage mental health concerns
- Decreased hospitalization for acute cases
- Decreased risk for self-harm and suicide
- Increased ability to make healthy lifestyle choices

Client Statistics

- A total of 94 referrals were received.
- In addition to the 94 new clients, a total of 17 open client files were carried over from previous fiscal years. A total of 113 clients were seen during the 2019-20 fiscal year.
- Of the 96 new clients seen, 33 were male, 72 were female and 8 declined to choose.
- All cases were individual.
- The number of sessions per case (for clients whose files were opened in the 2019-2020 fiscal year) on
  average including assessment was 5.
- An estimated 510 clinical contract hours were delivered.
- There were 8 cases requiring urgent clinical response within one working day or less.

Program Successes

- Steady usage of the USTAT referral service by a large number of physicians throughout the Greater Victoria area, Metchosin, West Shore and north to the Duncan area. The majority of referrals are sourced from the West Coast Family Medical Clinic physicians group in Sooke.
- Increase in referrals from the Psychiatric unit via psychiatric nurses at Royal Jubilee Hospital
- Support through IMCRT division of Victoria Mental Health Intake
- Intakes through the Island Health Kiteworks system- more efficient intake process with increased confidentiality
- Work with high acuity clients in addition to those with moderate acuity levels
- Evaluations from completed services indicates a high degree of satisfaction with USTAT services.
- Increased psychiatric supervision with specific clients
- Improved efficiency with files on ORCA (new SFRS internal case management system) and its availability for use off site

Program Challenges

- A high caseload of 29 to 32 clients in a part time USTAT position
- A high percentage of intake referrals are flagged only as having anxiety or depressions issues actually present with more complex and concurrent issues. Some clients simply use the USTAT referral for expedited medication review by a psychiatrist and initially have a resistance to the cognitive therapy.
- A regular supervisory support from a psychiatrist (once a month for 30 minutes) for general advice and support would augment therapeutic service to clients.
- some clients report confusion in understanding the various services offered by Mental Health Victoria, West Shore one-time counselling, and USTAT in Sooke.
- At year end, COVID-19 virus protection protocols and service delivery changes. Some clients have found it a challenge to continue therapy and engagement online.
- transition to a new electronic data management system has resulted in potential inaccuracies in reporting of statistics this year. Improvements are in progress to correctly track all the reporting detail.

Sooke Health & Wellness Workshops

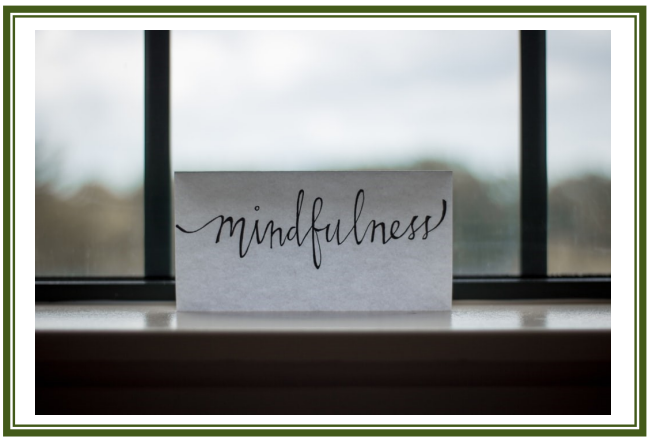
Three 8 week Mindfulness Based Cognitive Therapy (MBCT) workshops were offered over the past year. Each workshop was facilitated by a MD trained in MBCT and a counsellor who provided participants with practical tools they can integrate into their lives to support them in dealing with their respective health concerns (e.g., anxiety, depression, stress, sleep difficulties, chronic health conditions).

Program Successes

- The workshops provided regular and valuable opportunities for participants to connect with other community members dealing with similar issues, as well as an incentive to practice the tools learned between and beyond the sessions offered.

Program Challenges

- COVID-19 was a significant challenge due to having to adapt to online group sessions. Many participants did not have the technology to continue with the group.
- There was also a challenge to try to manage the administrative part of the program within the parameters of the allocated funding



Family Development & Family Preservation

Family Preservation and Reunification - The Family Development Program (FDW)
The Family Development Program supports families whose children have been removed from their homes or are at risk of being removed. Family Development Workers work collaboratively with the Ministry of Children and Family Deveplopment (MCFD) Social Workers and other community members to support the client families. The Family Development Program provides supported access visits between the children and their natural parents, individual counselling, intensive parenting education, assistance in accessing other community supports, and advocacy. The program is designed to provide families with the help they need to create a safe and healthy home environment for their children. Services are offered in a flexible manner, and may include transportation, access at various locations in the community for the convenience of the family, and flexible service times. The FDW program also serves families in First Nations communities at Pacheedaht, T'Souke and Scia'new.

	Q1 and Q2	Q3 and Q4	Total
Number of children	14	35	49
Number of families	12	23	35
Number of persons served	48	58	106
Number of service hours	3136	3202	6338

FDW Program notes

- The program has the resources to deliver one to one supervised access as well as a supervised access group.
- Transportation is provided on an as needed basis.
- The Family Development Workers provide intensive parenting education to increase parenting skills.
- Family Developmental Workers may complete assessments of parenting capacity on the request of the Social Worker.
- Family Development Workers respond to court subpoenas as needed to report on cases.
- Families are linked to community resources as appropriate, including:
  - Referrals to treatment options for mental health and/or addictions services
  - Income assistance
  - Health care services
  - Neighborhood House programs
  - Parenting support groups
  - Clothing and household items from SFRS Community Thrift Shop
  - Sources of free and/or affordable healthy food
- A weekly lunch program is offered at Pacheedaht and Sci'anew First Nations where we make a nutritious meal for the community. Members of the Nation assist in meal preparation.
- In collaboration with MCFD, we deliver a weekly Parent Support Group at Pacheedaht First Nation. The focus of this group is providing parents with support in raising their children. Topics are varied and are suggested by the parents who attend. Dinner and childminding are included. The group attendance is 6-8 parents on a regular basis. Since COVID-19, these numbers are reduced.

- In collaboration with MCFD and VIHA, we deliver a weekly Youth Support Group at Pacheedaht First Nation. The focus of this group is providing youth with support as required and to engage youth in fun and meaningful activities. There are regularly 8-10 young people attending the group.
- In collaboration with Pacheedaht First Nation, once per month, SFRS staff offers support by driving members to Sooke, Langford or Cowichan. This is done to help stretch the budgets to purchase affordable fresh food, fruit and vegetables for families. It is also a way that community members access health care that is not available in their own community (such as eye appointments, dentist and doctors' appointments).
- In addition to the lunch, youth and parenting programs, we collaborate with the communities to provide culturally appropriate activities to engage the members including a walk / hike, traditional craft making, creative activities, learning experiences or/and discussion of subjects such as recovery from the effects of colonization and residential schools, positive parenting, lateral violence and communication, nutrition and food security, and traditional language and culture. This helps us to develop positive relationships and be trusted in the community and maintains positive working relationships with families that have open child protection files with MCFD.
- We distribute Good Food Boxes and donated food deliveries to Pacheedaht when we drive to Port Renfrew for the Family Development Program. We also distribute hygiene essentials that we acquire by donations.

Program Successes

- The community lunch programs on both Pacheedaht and Scia'new have been immensely successful in building and maintaining positive connections between SFRS and the nations, as well as providing support in food distribution. Both nations are keen to find ways for this to continue. However, funding for Scia'new lunch program finished in March 2020 and funding for Pacheedaht is due to be end in March 2021. We are currently looking into alternative funding sources.
- The use of a van to use for SFRS workers continued to assist with food distribution.

Program Challenges

- As of March 23, 2020, all face to face contact with clients was stopped due to the risk of contracting COVID-19. This also changed the nature of the services that were offered to clients as we could no longer go into homes, transport family members in cars or meet them in the office. Meetings were continued by telephone and staff supported families with additional resources such as gas and meal vouchers. We dropped off more fresh food to the families and worked with the Food Bank in Sooke to arrange additional food drop offs for clients.

Welcome Home

The Welcome Home Program, funded by Community Living BC, provides individuals diagnosed with developmental disabilities the opportunity to live independently, attain essential life skills and become an active member of their community. Matches between individuals and Homeshare Providers are based on the individual's needs and are tailored to provide the best opportunity for success in reaching set goals. Living arrangements vary from living within a family home, independent suite within a home, to living independently with outreach supports in place. While every homeshare living situation is unique, all allow the individual to feel supported, safe, and at home.

Program Activities

- Served and supported 31 individuals and 27 Home Share provider team
- 5 occupied units at the Hope Centre in Sooke (independent living)
- 5 individuals joined the program
- 1 client left the program
- 1 home share provider temporarily left the program.
- The program continues to host interagency meetings where Home Share coordinators from across southern Vancouver Island meet to discuss new strategies, ideas, and training opportunities.

Program Goals achieved in 2019-2020

- Goal: Increase Supported Independent Living Opportunities in the communities of West Shore and Greater Victoria.

  In partnership with M'akola housing we have successfully occupied five supported independent living units at Hope Centre in Sooke. We continue to maintain an excellent working relationship with M'akola and will look to expand our programming in 2020/2021.

- Goal: Customize and implement Welcome Home Program database module.

  Initial meeting stages with Jim Freer, Information Technology Administrator, have begun. This will be a goal continually worked on in the 2020-2021 year.

Achievements

- In coordination, with our Inter-Agency Coordinators, we successfully hosted two Mental Health First Aid training courses for Home Share Providers. DDMHT psychologist provided the training based on what HSPs wanted to know, based on questions asked at the beginning. It received a positive reaction from HSPs, as the information was very relevant to all attendees. We are looking at hosting a virtual training in the future.

New Program Goals for 2020-2021

- Create more training opportunities for HSPs and clients. Training topics include, but are not limited to, coping skills, sexual education, relationship building, financial literacy, and food safe.
- Create additional supported independent living opportunities in the communities of West Shore and Greater Victoria.
- Continue to support all program participants in staying healthy during the COVID-19 pandemic.

South Island Community Connections

South Island Community Connections Program (SICC) and Empowering Personal Wellness (EPW) Adult Activity Club support individuals diagnosed with Pervasive Developmental Disorder, including Autism Spectrum Disorder, and/ or Fetal Alcohol Spectrum Disorder who have significant limitations in adaptive functioning. The SICC program matches individuals with community support workers to offer outreach, skill development and community inclusion. Examples of the type of support offered include life skills, financial literacy, shopping assistance, transportation, personal hygiene, medical compliance, physical and leisure activities. The EPW Adult Activity Club offers individuals skill development workshops and community inclusion activities within a group model. In recent years, this program has grown in attendance and popularity because it unites peers with similar interest and diverse skills in a safe and welcoming environment while providing engaging activities and emotional supports.

Program Goals and Objectives

Program short term goals

- Learn new skills and adapt routines to manage health and wellness
- Increase independence by learning organization, time management and budgeting skills
- Improve capacity for self-efficacy, gainful employment, and community inclusion
- Safe social connections with peers and community members

Program long term goals

- Improve overall physical and mental health and wellbeing
- Mastery of basic life skills and independence within community
- Awareness of, and confidence to access, community and government resources
- Strong, reliable support systems and enduring friendships

Activities and Outputs for 2019-2020

√ 55 clients were provided with community inclusion, skill development and outreach services.

√ Empowering Personal Wellness (EPW) Adult Activity Club group outings included day trips, hiking, BBQs, beach days, nature walks, Beacon Hill petting zoo, the Raptors, financial literacy training and resume building.

√ Participants from both programs attended our 2019 Vancouver excursion and Goldstream Park camping trip.

"SFRS is a great community building group. They really make the workers and clients bond over fun outings and also bring a professional worker/client attitude to the table. I love being in the SFRS community and I have made lots of friends."

-SICC client, 2019-2020

Client and Program Participant Feedback

Client Feedback is gathered formally through surveys and quality of life interviews and informally by group discussions or talks with participants. In 14 formal surveys returned to us, results indicated:

- **90%** have been involved with the program for longer than 1 year
- **70%** reported their Support Worker was flexible about scheduling appointments
- **95%** felt they were able to have input into their personal goals
- **100%** reported their Support Worker understands their needs
- **100%** reported their Support Worker was accepting and non-judgmental
- **74%** reported they had made positive changes in their lives

Program Trends and Analysis

√ Both programs experienced a steady increase in new participants.

√ Increased in attendance to the EPW Adult Activity Club required additional staff and some restructuring of service delivery, transportation and activity schedules.

√ SFRS continues to receive referrals for new program participants who live with mental health concerns and personality disorders. This poses a challenge for recruiting staff with applicable skills and experience to serve this sector.

Program Goals achieved in 2019-2020

- **Goal:** Open additional Activity club session

  The success of the Empowering Personal Wellness Adult Activity Club prompted us to include a third session each week. This third day has a more focused health & fitness component and while it sees fewer attendees, they are regular participants with fitness goals they are committed to.

- **Goal:** Increase connectivity for both staff and participants,

  The SICC program moved toward a system that provides certain clients (based on a number of funded hours) with a secondary or "backup" support worker. This model has worked well for clients who require the flexibility, support and additional social outlets as well as staff who are able to debrief, strategizes and offer peer support as needed.

New Program Goals for 2020-2021

- COVID-19 EPW Activity Club: add additional staff, venues and activities
- Greater connectivity: create more group events to increase social connectedness between clients
- Develop peer support staffing model: provide opportunities for staff to discuss challenges and strategies

"If I wasn't in the Sooke Family Resource Program I wouldn't have been able to make the hardest decision of my life and the best choice to fit my lifestyle. I wouldn't have been able to budget or figure out how to do my taxes; or have someone to talk to about anything really. I've made a lot of new friends in this program and it really helps with everything."

SICC client, 2019-2020

Thank You from Sooke Family Resource Society

Alana Reeve
Anonymous—District of Sooke
Anonymous - food donors
Anonymous donors to the Prenatal Program
Anonymous—Provincial Employees Community Services Fund
BC Farmers Markets Coupon Program
Boys and Girls Club of Greater Victoria
Children's Health Foundation of Vancouver Island
Cob's Bread Bakery
Community Living British Columbia
Diane Tompkins
District of Sooke
Don Thomson
Donna Kendrew
Food Share Network
Give Food Get Food
Gift of Good Food
Island Health
Jan the Music Ma'am
Karen Shipway
M'akola Housing
Ministry of Children and Family Development
Ministry of Social Development and Poverty Reduction
Mustard Seed Food Bank
Pacheedhat First Nation
Pacific Centre Family Services Association
Province of British Columbia
Public Health Agency of Canada
Rainbow Kitchen
RBC Sooke Branch
Ron Kumar
Sc'ianew First Nation
School District 62 Sooke
SFRS Community Thrift Shop volunteers
Sooke 2 for 1 Pizza
Sooke District Lioness
Sooke Food Bank
Sooke Harbourside Lions
SFRS Homeshare providers
Sooke Quilters Guild
Sooke Region Literacy Project
Sunriver Community Gardens
Thrift Shop patrons and donors
Tim Hortons—Sooke
United Way of Victoria
Victoria Foundation