

THRIVE



Annual Report

2021 - 2022

TABLE OF CONTENTS

About Thrive	2
Mission, Vision, Values	3
Statement of Reconciliation	4
President's Report	5
Executive Director's Report	7
Program Highlights	8
Family Development	10
Youth Services	12
Mental Health Outreach	14
Children and Youth with Support Needs	16
Employment	17
Rise Up	19
Community Living Services	21
Day Program	23
Thrive Supports	
New Graduates	20
In Proud Partnership	25

ABOUT THRIVE



We are a team of social service professionals with a mission to help the children, youth, adults and families we serve live their best lives by providing high-quality services through a variety of programs.

Thrive is a CARF-accredited agency offering a broad range of child, youth, and family services, including:

- family preservation and supervised access
- parenting support
- mental health outreach
- individual and group supports for children and youth with support needs
- services to youth in and out of government care

We also offer a host of services for persons with developmental disabilities, including:

- community-based, community inclusion programs
- individual and group support for persons living independently
- group support for persons living with caregivers but wishing to increase their independence and engagement in the community
- individualized services for persons with high support needs
- supported employment services

ACCREDITED BY THE COMMISSION ON ACCREDITATION OF
REHABILITATION FACILITIES



MISSION, VISION, VALUES

Mission

We provide services to individuals and families that create opportunities to build skills, strengths and resourcefulness.



Vision

Diverse individuals and families living empowered and fulfilling lives.



Values

- Integrity
- Inclusiveness
- Empowerment
- Community
- Collaboration
- Engagement
- Innovation / Growth
- Respect



STATEMENT OF RECONCILIATION

BACKGROUND

The Truth and Reconciliation Commission of Canada was created by the Indian Residential Schools Settlement Agreement. For over six years, the Commission travelled the country and heard from Aboriginal people about the impact Residential schools had on their lives and their communities. The Commission culminated its efforts with a report outlining 94 calls to action. This page provides information related to Thrive's work toward reconciliation.

ACKNOWLEDGEMENT

We recognize that Residential Schools and other acts of colonization have resulted in broad inequities for Indigenous people in Canada and that these inequities create significant and unique barriers for Indigenous children, families, and communities trying to access services. As a multi-faceted agency advocating for services that are inclusive and accessible to all community members, we acknowledge our responsibility to work towards reconciliation with the Indigenous community.

OUR COMMITMENTS

- As a Society, we will make land acknowledgments on written documentation and at meetings and hosted events
- We will continue to build relationships with organizations and associations that focus on Indigenous populations and harness these relationships to assist our agency, staff, and Society members in working toward reconciliation
- We will provide continuing education opportunities that focus on cultural safety and reconciliation and develop culturally appropriate programs and services
- We will incorporate a focus on cultural safety and reconciliation into the Society's Strategic Plan, policies, and practice
- We will continue to build respectful relationships with, and learn from our Indigenous colleagues, teachers, and clients
- We will share resources with staff and Board with a focus on reconciliation (e.g., statement of reconciliation and reconciliation plans, strategic plan, land acknowledgments, relationships with Indigenous communities)
- We will be accountable to report on our work on a regular basis

PRESIDENT'S REPORT



For well over two years we have all, collectively and individually, been adjusting to a “new normal” of life and work in a pandemic. While life – and work – might not quite be back to the “old normal”, it is a relief to be seeing more of what we used to know and to experience more social connectiveness, which we know has such a strong impact on our overall wellness.

On behalf of the Board of Directors, I would like to sincerely thank every member of the team at Thrive for the work you have done to keep this organization running effectively through what has been tumultuous and undoubtedly difficult times. Your resilience, dedication and commitment to clients are readily apparent – demonstrating, again and again, the Thrive resolution to “bring your potential to life”.

I would also like to thank the managers, directors, and Executive Director of Thrive for providing ongoing leadership to ensure that Thrive’s clients and services are always top of mind and that the staff team is properly supported to bring the organization’s vision to life.

I would also like to thank the Directors of this Board, who have persevered through the pandemic to provide governance and strategic oversight with remarkable flexibility and dedication to the mission, vision and values of Thrive. Over the past year, the Board of Directors has accomplished a great deal, not the least of which are:

- Launching the exciting new brand, Thrive Social Services, in collaboration with a staff committee and creative agency H2, with a resoundingly positive reception
- Establishing a Finance Committee to support the Director of Finance & Operations and the Executive Director, with revised financial reporting to the Board at each monthly meeting
- Recruiting for Director positions with dedicated, energetic and committed volunteer board directors
- Re-visiting the strategic plan and organizational priorities, to ensure Thrive is responsive to meet the needs of the communities we serve

PRESIDENT'S REPORT

It has been a pleasure – and an honour – to fill the role of President to this Board of Directors over the past year, working on behalf of such an incredible organization. As a Board, we have particularly benefited over the past number of years from the time, energy and insights of Board Directors Susie Girling, Joanne Hurtig, and Patti Faulconbridge. While Susie, Joanne and Patti are now stepping back from the Board, their contributions to Thrive will continue to be reflected for years and years to come. Thank you, each of you, for what you have brought to this Board and to Thrive for so many years.



Along with many others, Directors of the Board are still reeling from the sudden loss in August this year of our Treasurer and devoted Board Director Alkarim Sunderji. Al brought incredible financial management knowledge and productive energy to the Board and to his work on the Finance Committee – in addition to being a positive and endearing person. A valued member of the community, Al will be missed by many – but most certainly by those of us who worked with him over the past year and a half that he was with Thrive.

As proud as we are of the accomplishments of the past year, we now look forward to the year ahead. Heading into 2023, this Board will continue to work at bringing solid governance and strategic oversight to Thrive. With demand for services continuing to grow, and a need to meet the ever-changing demographics of the greater Victoria area (including Westshore development), the Board will be working to support the leadership team in efforts to evolve, strengthen and even expand the work of Thrive.

Forward, together.

Marshal McLernon
Board President

EXECUTIVE DIRECTOR'S REPORT

Our agency follows a fiscal year end of March 31st each year. This annual report covers the period of April 1st, 2021 to March 31st, 2022 and is meant to be an update to our clients, staff, volunteers, partners, stakeholders, donors, corporate supporters and the general public. This past year has challenged us in many ways, the least of which was the continued presence of COVID. As front-line staff providing services in an outreach capacity, our staff are often in family homes and community-based settings where physical distancing is a challenge, yet the work continued.



Many of our staff have had COVID, some more than once, yet the work continued. This is a deeply committed and talented group of professionals. They are to be commended.

Our work improves lives – we hear this from our clients, their caregivers and others close to the work we do. That said, our work also challenges us constantly to find ways to better serve those we work with and those we would like to work with. We are often restricted by our service limitations and rely on a network of partners to help where we can't. Oftentimes, our partners are stretched and we struggle knowing some individuals and families are not getting what they need. We are seeing more and more complex care needs both physically and mentally. Our client / caregiver-based approach means we work within an environment that includes more than just the client, and within those structures there are issues. How do we address this as an agency? That is our guiding light question.

We envision a community that is able to better address and respond to the complex needs of clients and those that support them. Our strategic plan (found on our new website) calls for us to find additional resources and partners to fill some of those gaps. We invite you our readers to consider how you can help with this vision. We look for Board members, donors, corporate partners and community leaders to join our effort. We also have a lot of fun along the way 😊

With gratitude,

Handwritten signature of Scott Bradford.

Scott Bradford
Executive Director

PROGRAM HIGHLIGHTS



Family Development

Youth Services



Mental Health Outreach

Children and Youth
with Support Needs



Employment

Rise Up



Community Living Services

Day Program



PROGRAM HIGHLIGHTS

We gratefully acknowledge our staff who have helped prepare this report

Holt Sivak, Director of Programs

Laurie Hill, Family Development

Sabine Vanderispaille, Youth Services & Mental Health Outreach

Cheryl Sanders, Children and Youth with Support Needs

Jenny Forth, Employment & Rise Up

Beth Cowin, Community Living Services

Fran Rowley, Day Program



Family Development

The Family Development Teams overseen by this Program Manager encompass Core Victoria, West Shore, Foundations Parenting Program, and the Out of Care Support Program. Service was provided to 165 families this year, compared to 194 from last year. This is a more realistic number of families than the previous year during COVID.

Overall, there were 97 new referrals that were placed for the reporting period of April 1, 2021, to March 31, 2022. In addition, this included service interventions designed to enhance the lives of 249 children who had come to the attention of the Ministry of Children and Family Development (MCFD).

The program continues to be at capacity, with referrals waiting and being prioritized by MCFD Team Leaders during our monthly liaison meetings. We continue to have strong collaborative working relationships with our funders from the Team Leaders to the individual Social Workers. These Family Development Programs interface with 7 different regional MCFD Team Leaders, and their Social Workers, as well as the Regional Domestic Violence Unit (RDVU) Social Worker, which keeps us all busy.

Overview

For this reporting period, we saw the easing of Covid 19 restrictions; however, all programs were providing in-person service with safety measures in place for over a year.

Overall, our families continue to face many challenges: lack of access to basic amenities, lack of resources, children and youth with complex needs (MH and CYSN) diagnosis, isolation, and increased inflation. Despite this, families continued to have positive outcomes with the support and interventions from the FDCs.



Family Development

The program continues to see an increase in referrals for families struggling with child and youth mental health issues, as well as families caring for children with complex needs such as diagnosed Mental Health and CYSN. There is a continued trend of referrals for families struggling with the stressors of caring for high-needs children, which results in them coming to the attention of MCFD.

Overall, the program continues to see an increase in the complexity of family characteristics, with undiagnosed and diagnosed mental health markers, opioid overdoses and deaths, domestic violence, children with complex needs such as mental health diagnosis, autism, and a variety of other family stressors. However, the Family Development Counsellors continue to provide exemplary support to families in their struggles and advocate on their behalf for better outcomes.

At this time, I would like to thank all the staff within this program who continue to demonstrate a commitment to the work we do and the agency through their committee work.

Laurie Hill
Program Manager
Family Development Programs





Youth Services

The Youth Services Program works with youth who have been referred from the Ministry of Children and Family Development, both from the Protection and Guardianship Stream. The team consists of three full-time Family Counsellors and a Program Manager.

The focus for families from the Youth Protection referrals is on parental skill development to support increased stability in the family, facilitate reunification efforts, as well general support for the youth in the family environment. For youth in the Guardianship stream, the focus is on independent living skills, providing support for educational and vocational development and successful aging out of the Ministry system.

The Family Counsellors worked with 40 youth/families over the past year. Of these files, 18 files transitioned out of service (7 for Youth Guardianship, 11 for Youth Protection). There were 24 new referrals; 7 from Youth guardianship and 17 from Youth Protection.

The pandemic is still definitely affecting service delivery. Although we have fully resumed in-person service, there have been multiple cancellations due to client illness or as a precautionary measure because of staff/clients have been in contact with someone who recently tested positive for the virus. All the while, we maintained preventative health and safety measures to minimize the risk of contracting Covid 19.

Schools also resumed in-person classes, to the relief of many students as this made it easier for youth to connect with their peers face to face and resume access to school counsellors.



Youth Services

The complexity of the files remains high. Many referrals were for high-risk youth who were deeply into their substance use. This made it difficult for the counsellors to engage with the youth, as the youth were often not willing/able to engage, were not properly housed, couch surfed or lived in tents in the local parks, and on a few occasions were officially “missing.” Networking and collaborating with other professionals in the community have proven paramount to the relative success of these files.

Once connected, the team has worked hard at building a trusting relationship with the youth in preparation for the goal-directed work ahead.

One long-term staff retired this past year and we welcomed a highly motivated, experienced, and energetic new staff person to the team.

Sabine Vanderispailie
Program Manager
Youth Services Team





Mental Health Outreach

While the pandemic is still very much a part of our current situation, the Mental Health Outreach Program (MHOT) was busier than last year. Where last year we saw the number of active files drop dramatically, this year we are happy to report a return to healthier numbers.

The program serves clients between the ages of 6 and 19 and most of our clientele are between 8 and 16 years old. The counsellors saw a total of 73 unique clients over the past year. 49% of our clients identified as male and 41% as female. This year we saw another increase (10% of total clients) in youth identifying with a different gender identification or expression.

Attention Deficit Disorder, Mood disorders, and Anxiety disorders account for 75% of our caseload. The remaining 25% are related to the conflict between parent and child, Autism Spectrum Disorder, and trauma and attachment issues. For many youths, mental health issues have had a severe impact on their school attendance and this often resulted in falling behind in their academic accomplishments. In those situations, the team works very closely with school staff to advocate and/or brainstorm strategies to accommodate the student and make it manageable for the youth to get back on track.

The average length of service engagement decreased to 9 months from 16. This improvement came because of an ongoing focus on timely closures as per the mandate of the program.

Networking opportunities are slowly coming back to life as partner agencies are also moving forward with fewer restrictions and allowing for in-person meetings. We were able to develop new relationships with a couple of the local schools that previously had not been referred to our program. Staff felt very welcomed and valued by these new work partners.



Mental Health Outreach

We have not had to rely on electronic platforms to provide services, as the many health and safety precautions put in place allowed us to deliver service as before. As schools also have resumed in-person classes, it was helpful to the team to use the school environment once again as a place to counsel their clients.

We continue with professional development opportunities and share new learnings in team meetings.

The MHOT endured some unfortunate circumstances that resulted in a smaller team for a long span of time this past year. It took some time to recruit new staff. Luckily, our staff are very experienced and dedicated and took over files where their caseload allowed it. Their level of empathy and kindness was once again nicely demonstrated in the care they offered to their clients. With a trauma-informed lens and a client-centred approach, they were able to coach their clients toward a higher level of resiliency, self-confidence, and agency. The goal is to engage clients to be active participants in developing a skill set using a variety of strategies to be in control of their mental health challenges when they arise.

Sabine Vanderispailie

Program Manager

Mental Health Outreach Team





Children and Youth with Support Needs

The CYSN program supports children, youth, and their families who have been referred from the Ministry of Children and Family Development, through the Children and Youth with Support Needs stream. The CYSN program supports children and youth with support needs, and their families, to develop independent living skills, build parenting skills, access community resources, and develop social skills and community connections with the support of Child, Youth, and Family Support Workers (CYFSWs) through individual and group services.

The CYSN team consists of 7 full-time CYFSWs and a program manager. This year, the program supported 126 participants in both individual and group services.

Our program continues to see that there is a need among our participants for mental health services. A significant portion of new referrals coming to us have an identified or suspected mental health diagnosis; however, there are limited resources available to many of our participants in the area of mental health support. Our staff often support participants and their families to connect with mental health experts who provide service to children and youth with co-occurring diagnoses and who can evaluate the individual's needs.

We are continuing to see referrals for participants who are experiencing complex life events, such as caregivers with substance use and/or mental health issues, family breakdown, children/youth in care, and families living in poverty. We expect this trend to continue as it has over the last several years. When able, our staff will provide support to the family to access resources in the community to address some of these complex situations.

Cheryl Sanders
Program Manager
Children and Youth with Support Needs





Employment

The past year was a challenging and exciting year for the Thrive Employment Program. The program continued to be impacted by Covid-19, with 7 clients not wanting to return to work due to the worry of contracting Covid. Businesses continued to limit their number of staff until Covid restrictions were lifted, which had a negative impact on clients' ability to find work. The Employment Program also experienced a staffing shortage where the program was short two full-time staff from January to April this year. The employment team successfully navigated this adversity by working as a close-knit team and by adapting services to ensure clients' employment needs were being met.

Throughout this challenging year, the Employment Program continued to support 37 individuals in attaining and maintaining employment and/or achieving goals related to employment skills development. For the seven clients who were not ready to return to work, the Vocational Counsellors continued to meet with them regularly, developing their job readiness skills, as well as keeping them engaged in their community. Many clients had felt very isolated due to the pandemic and enjoyed attending scheduled meetings with their Vocational Counsellor.

Vocational Counsellors once again demonstrated creativity and flexibility to best serve clients during the employment lull caused by the pandemic. One Vocational Counsellor worked with a client who had the goal of living independently. The Vocational Counsellor taught this client meal planning, budgeting, and cooking. Another Vocational Counsellor helped one client through the process of getting a pardon. This opened many more employment opportunities for this client since he no longer has a criminal record.



Employment

With the lifting of Covid restrictions, more employment opportunities became available for our clients, as seen by 90% of our clients finding employment by the end of this fiscal year. Vocational Counsellors now have more access to businesses, allowing them to increase on-the-job employment support and training as well as establish relationships with employers. Having more of a presence at clients' places of work will help maintain long-term employment and increase employer satisfaction with the Thrive Employment Program.

The Employment Program continues to attend training sessions and workshops in areas that will benefit our clients. This past year, The Employment Team attended a 6-hour workshop on motivational interview training. The team has found success in using this knowledge to motivate clients and help clients to streamline employment goals.

We head into the new year fully staffed and energized with the re-branding of Phoenix Human Services to Thrive Social Services. The Employment Staff has resumed in-person meetings with clients and has returned to working at the employment office instead of remotely. This has increased collaboration and team-building, which in turn has a positive effect on client job development and employment support. The Employment Program will continue to provide excellent individualized support for clients and increase community connections to create more employment opportunities for our clients.

Jenny Forth
Program Manager
Employment Program





It has been a busy year for the Rise Up Youth Employment Program. Rise Up underwent a rebranding and launched a fresh new website on November 25, 2021. The Rise Up website is easy to navigate and effectively highlights our program. It also allows youth to easily apply to our program, whereas in the past, youth would have to call or email the program manager directly, which can be daunting for many youths. Since the launch of our new website, we have seen a 64% increase in applications compared to the same period the year prior. This increase in youth applicants demonstrates greater accessibility to our services for the youth we serve.

With Rise Up's fresh new look, we now are active on many social media sites such as Instagram and Facebook. We use our social media to provide youth with employment skill-building information, connect youth with other community resources, and promote our program. Through social media and our website, we are also able to showcase our funders, such as RBC and Coast Capital, whose funding is crucial to the success of our program.

While evaluating the year-end results, it is noted that the number of applications decreased from our previous fiscal year despite the increase in applications since our website launch. Rise Up also saw more youth requiring more time in our program with fewer youth exiting from our program than the previous year. The Covid Pandemic may have precipitated these changes. We have seen more employment interest since Covid restrictions were lifted and anticipate that our application numbers will continue to grow as they have since November 2021.

The pandemic has negatively impacted clients' mental health, with 67% of participants experiencing anxiety and depression. It is perhaps because of this that our Vocational Counsellors have supported clients for longer periods during the different stages of employment. This year, only 18% of Rise Up applicants did not proceed with the program. This is down from the 36% attrition rate from the year before. The change may be attributed to the focus of the Rise Up program to decrease the wait time into the program, believing that youth lose interest the longer they must wait.



We saw an increase in paid employment for our participants from the previous year, as paid employment rates jumped from 50% to 68%. The demographics of Rise Up participants have not changed significantly compared to the year prior, with 100% of Rise Up youth still experiencing more than one barrier to employment.

Rise Up's Vocational Counsellors continue to be dedicated to supporting youth with their employment goals and helping participants gain confidence and have a greater understanding of their own employability. One parent of a Rise Up participant wrote the following about the Rise Up Program and the positive effects it had on her daughter (pseudonyms are used for confidentiality):

"Mary has been working through the program with her Vocational Counsellor (VC) whom I want to acknowledge for the tremendous support and learning opportunities she has provided to Mary. The VC and Mary have accomplished in their time together; a lengthy self-assessment, preparing a resume, and cover letter and researching different jobs. Mary would like to work in a hospital as a nurse and her VC had an opportunity for Mary to meet with a nurse for an informal interview. The VC secured Mary's first job working with the Salvation Army this holiday season. The position was very well paid...Mary feels empowered, engaged, and excited about the future when she connects with her Rise Up VC. We so much appreciate the VC and the Rise Up Program for preparing Mary for the workforce."

The Rise Up Youth Employment Program looks forward to another successful year in providing flexible and individualized employment support to our community's vulnerable youth population.

A big thank you to our Funders who have allowed the Rise Up Employment Program to provide an essential service for the vulnerable youth population.

Jenny Forth
Program Manager
Rise UP Employment



Community Living Services

This year began with the invitation for clients and staff to receive the Covid 19 vaccination in late March and April, which was a welcome relief. While it did not change our service strategies, it lowered anxiety levels across our community. We continued to deliver one-to-one service to individuals through the Spring of 2021. By July, we began to bring our client hours back to the contracted hours, rather than providing services on an as-needed basis for any CLS client. Through the spring, we saw the return of a few clients we had not seen through the pandemic and closed files for 6 clients who chose to continue without service after the year of hiatus.

On paper, CLS Adults ran as usual with full client hours and three regular groups each week for most of the 2021-22 year. In practice, we were still in pandemic mode. The program has become accustomed to disruptions and unexpected events such as safety precautions, activity limitations and closures, and staff and client illness. While fortunate that none of our team or clients has been severely ill, the service interruptions and last-minute schedule changes have required understanding and adaptability from all.

Client goals for 2020-2021 were simply to keep everybody healthy and safe. Now our focus has shifted back to individualised goals to improve quality of life. We have returned to our previous objectives of helping clients make social connections, which is a considerable desire of many of our clients. We have begun informal client gatherings in the spring and plan for larger events in the summer and fall. Groups are running at capacity and thanks to better communication and advertising, for the first time have ongoing waitlists for all three groups.



Community Living Services

Our hope is to pick up where we left off in 2020 with plans for more social opportunities for clients. We have noticed that the pandemic illuminated clients' great need for residential support. Over the last year, three clients moved into higher support settings and six clients (12%) are currently on a waitlist for home-share or staffed residential because of greater support needs.

The CLS Team also appreciated opportunities to get together, and we were fortunate to be able to hold a team training day in September 2021 and will hold another annual team day this fall. These days, in addition to monthly team meetings, are precious time to collaborate, problem-solve, and inspire each other in our work. We are continually grateful for the team and clients we get to work with and look forward to the coming year.

Beth Cowin
Program Manager
CLS Community Inclusion





Day Program

Reflecting on the past year, the CLS Community Inclusion Day Program has endured challenges and changes that resulted in staff having to restructure, re-strategize, and revise service delivery to continue to meet the needs of the participants. With great success, staff continue to incorporate old and new inclusionary activities with the support and direction of the participants of the programs.

The staff continue to research potential new programming and access services within the community to explore more community-based activity. The goal continues to be to increase meaningful opportunities for community inclusion that will enable individuals to build relationships with others in the community, create a greater sense of belonging, and facilitate positive experiences for those we support. On-site recreational and craft activities provided entertainment and social interaction leading to skill development. The focus will continue to be on maintaining and improving the level of services provided and the quality of services delivered.

During the fiscal year, the Day Program participants and staff said goodbye to three full-time staff (one of whom went to casual call-in) and welcomed two new full-time staff. Due to the call-in staff decrease within the past year, two additional staff were hired. With additional staffing, it will enable us to maximize services within the program and the ability to maintain an appropriate staff/participant ratio. In spite of the staffing challenges, the Day Program team continued to demonstrate its ability to work hard as a team and provide a continued commitment to the participants and the programs.

The upcoming year will be a time to continue to learn and embrace the upcoming changes and challenges adding benefits for participants, our families, and community providers. We will continue to provide ongoing support in skill development, promote community inclusion/community connections, and create/teach positive routines, strategies, and safety awareness.

Fran Rowley
Program Manager
Day Program

Bring your potential to life





THRIVE SUPPORTS NEW GRADUATES!

We are so pleased to provide two financial bursary awards through the Camosun College School of Health and Human Services.

According to Dean Cynthia Smith, students have family or other obligations and or/are needing to work to be able to afford to attend college: "The support from you, the donors, is so badly needed and often the deciding factor of whether a student can continue their studies or not, so very much appreciated".



Cynthia Smith

Dean, School of Health and Human Services

PHOENIX HUMAN SERVICES ASSOCIATION AWARD

Recognize a Community, Family and Child Studies Diploma student graduate who demonstrates a passion for the field.

JAMES GUTHRIE MEMORIAL AWARD

Recognize a student in the Human Services, Community, Child, and Family Child Studies program with deep resonance for social justice issues, especially those involved in the disability world who is passionate about 'improving the system' to make this a better world for all.



"This award made a significant impact on my ability to successfully complete the Education Assistant and Community Support and the Community Family and Child Studies programs at Camosun College".

Gillian Gaffney

Recipient, Phoenix Human Services Association Award



"As an aspiring child protection practitioner, the James Guthrie Memorial Award is profoundly meaningful in recognizing my efforts and desire to advance social justice in the community. Your support to my education at the Camosun College is deeply appreciated".

Celinia Fung Wachal

Recipient, James Guthrie Memorial Award

In Proud Partnership



THRIVE



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Thank You



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