

Healthy  
Aging  
by United Way



Better  
*at* Home



United Way helping seniors  
remain independent.

**Community Consultation & Stakeholder Meeting**  
July 11, 2019 in Trail B.C.

## Overview:

*“Better at Home is a program that helps seniors with simple day-to-day tasks so that they can continue to live independently in their own homes and remain connected to their communities. The program is funded by the Government of British Columbia and managed by the United Way of the Lower Mainland, with services delivered by a local non-profit organization.”*

The Lower Columbia region, including the communities of Genelle, Warfield, Rossland, Trail, Montrose and Fruitvale, have been identified as a potential Better at Home site. The United Way of Trail and District and United Way of Lower Mainland assessed community readiness, identified seniors’ assets, needs and priorities in regard to the potential delivery of the Better at Home program.

This report reflects the Community Input and Stakeholder Meeting held on July 11, 2019 in Trail B.C. and will be shared with invited guests and used by the lead organization to design an appropriate local Better at Home program that meets community needs.

The meeting was held in Trail inviting the public and representatives from key stakeholders from the entire region which was attended by approximately 50 individuals. Attendees included community members and representatives from various community organizations and businesses in the Lower Columbia.

### Facilitators:

Jessica Kleissen, Regional Community Developer, Interior, United Way of the Lower Mainland  
Cathy Holmes, Regional Community Developer, Vancouver Island, United Way of Central and Northern Vancouver Island

The day began with a beautiful prayer and song by Debbie Duce Desautel, Sinixt who traveled from Inchelium, Washington.

## **Introduction to Healthy Aging by United Way**

To better support older adults to be socially connected, live healthy lifestyles, and maintain independence, United Way's Healthy Aging strategy aims to help British Columbia's seniors stay at home and in their communities longer. Working towards a vision of a healthy, caring, inclusive community for all members. Healthy Aging by United Way embraces a holistic setting where older adults have unrestricted access to community programs and services, so that they can age in place. Together with community agencies, local, provincial, and federal governments, and a diverse set of vested partners and donors, the Healthy Aging Team delivers programs including Better at Home, Active Aging, and Community and Sector Development initiatives, such as Healthy Aging CORE and Project Impact.

This work is based on three **Healthy Aging Pillars** – priorities that were identified through extensive research, community consultations and recommendations, and learnings uncovered through 12 Better at Home Communities of Practice (COPs) facilitated across the province:

*Increase physical activity:* Physical immobility and lack of leisure activity are related to social isolation and loneliness. One of the Healthy Aging Strategy goals is to increase physicality to help older adults remain socially connected and active as they age.

*Reduce social isolation:* The Healthy Aging Strategy aims to keep seniors mentally engaged in their communities, therefore reducing feelings of social isolation and social frailty.

*Maintain and enhance independence:* Through provincial investments that maintain and enhance seniors' independence, the Healthy Aging Strategy strengthens United Way's commitment to providing home and community services that encourage self-determination.

## **Raising the Profile Project (RPP)**

The RPP was launched in 2016, and was created to increase support and recognition of the role of community-based seniors' services in promoting health and fostering resilience in seniors in BC.

A significant component of the RPP was the development of a provincial network, the goal of which is to understand and build on the capacity of community-based seniors' services to meet the growing needs of an aging population. The network consists of executive directors and managers from municipal and non-profit organizations around BC, seniors who are volunteer leaders in the community-based senior services sector, as well as provincial organizations and others that support the work of the sector.

## **Healthy Aging CORE**

Healthy Aging Collaborative On-line Resources and Education is a platform to connect community-based senior services organizations and allied agencies and individuals in British Columbia. CORE is designed to provide up-to-date information, resources, and training opportunities and to make it easier to communicate, coordinate, and collaborate in order to help build capacity, strengthen the network, and develop a collective and cohesive voice among volunteers, staff, and others who support healthy aging initiatives.

The knowledge hub was created for Community Based Seniors' Services organizations and allied agencies and individuals in British Columbia. This portal features training, resources such as tool kits, guides, highlighted community programs, and CBSS Leadership Council's Provincial Working Groups discussion groups.

[www.healthagingCORE.ca](http://www.healthagingCORE.ca)

## **Community-Based Seniors Services sector (CBSS)**

The CBSS sector is broad and diverse bringing together key stakeholders, including seniors themselves from across the province in a central forum; Between April 2019 and July 2019, 12 regional consultations showcased Healthy Aging CORE, recommendations from the Provincial Summit on Aging, and guidance from the CBSS Leadership Council.

Community based organizations provide seniors with access to a range of low-barrier programs in seven core areas: 1) nutritional supports, 2) health and wellness programs, 3) physical activity, 4) education, recreation, and creative arts, 5) information, referral, and personal advocacy, 6) transportation, 7) affordable housing.

These programs and services are offered through a range of municipal and non-profit agencies including: senior centres; community centres; neighbourhood houses; community coalitions; ethno-cultural organizations; and multi-service non-profit societies.

## **Better at Home Expansion Sites**

Over the past few years, there has been considerable interest in expanding the Better at Home (BH) program to more communities in BC. Based on a reviews of community population, data and needs assessments of prospective communities, in 2019, BH will expand to serve six (6) new program sites in British Columbia.

Trail and the Lower Columbia region, including the communities of Fruitvale, Montrose, Genelle, Warfield and Rossland, was identified as a potential Better at Home site.

Working with Naomi McKimmie, Executive Director, United Way Trail & District, who sent her deep regrets at not being able to attend the day, a Community Meeting Planning call was had at the end of

May 2019 along with 5 key individuals from the Lower Columbia community. These five individuals were instrumental in bringing this day together:

- Naomi McKimmie - UW Trail & District
- Anne Godderis - Trail FAIR Society/FETCH/Crisis Services/Seniors Advisory Council
- Jayme Fowler – Coordinator, Beaver Valley Age Friendly, BC CRN coordinator.
- Kathy Moore – Mayor of Rossland, Age Friendly Committee
- Heather Anderson – City of Rossland Age Friendly Coordinator, part-time home care

This Planning call was key for several reasons:

- Establishing a date
- Sourcing a venue and nourishments for the day
- Identifying who from the Lower Columbia region should be invited.
  - The invitation went out to over 90 individuals.
- Identifying potential lead organizations and champions of older adults in the area.
  - 5 organizations were identified:
    - Trail Family & Individual Resource Centre (F.A.I.R.)
    - Trail Association for Community Living
    - The Skills Centre
    - Great Trail Hospice Society
    - Beaver Valley Age Friendly Society

The agenda for the July 11<sup>th</sup> meeting was to come together as a community, through structured conversations, to identify senior's needs and priorities with regards to Better at Home services, as well as help identify a potential lead organization in the community who is best suited to deliver the Better at Home program.

## Profile of the Lower Columbia: Trail, Fruitvale, Montrose, Warfield, Rossland, Genelle

- Incorporated in 1901 the city of Trail has evolved over time to become the regional centre for the greater Trail area which includes the City of Trail, and communities of Montrose, Fruitvale, Warfield and Rossland.
- Teck Metals, Trail Operations employs approximately 1500 people and has been the major employer in Trail for many years. Much of their workforce now is over the age of 45.
- Trail Regional Hospital provides healthcare services and is the largest diagnostic and acute care hospital in the West Kootenay region. It is now the major employer in the region.
- Fortis B.C., the School District #20 and local government are also major employers in the region.
- The Columbia river flows through the city of Trail and the surrounding mountainous terrain, providing outstanding natural beauty but has been a challenge to the development of the region.
- With limited space between the valley walls the area has had to develop linearly, making service delivery a challenge.

### Geographic Area of The Lower Columbia:

- Includes Fruitvale, Montrose, Trail, Warfield, Rossland
- 34 Km between Park Siding to Rossland
- 23 km between Genelle to Rossland

### Lower Columbia Community Data:

- Average age of population 47.1
- Low income seniors 13.3%
- Median age at death 84
- 30.27% seniors in 75+ age group are primary home maintainers
- No growth increase is expected for the general population of this area, however there is an anticipated increase in senior population 2017-2022 (IHA info):

+18% for 65+

+8% for 75+

+4% for 85+



Profile Year	#adults 65+	% of Population 65+	# of adults 85-90+	% of Population 85+
2017	4035	27%	582	4%

## Assets in The Lower Columbia Region:

A community asset, or community resource, is anything that can be used to improve the quality of community life. Includes networks, people, current initiatives, programs, services, policies, structures, or other resources that can be leveraged to improve the community's sustainability.

- United Way Trail and District
- Columbia Basin Trust & Lower Columbia Community Development Team Society, LeRoi Community Foundation
- Interior Health programs and services
- Community-based Seniors Services sector and non-profits offering programs: Trail F.A.I.R, Trail Association Community Living, Trail Hospice, Community Skills Centre, nearby Better at Home programs
- Seniors organizations and associations in the region providing social activities
- Community paramedics, Society for the Protection and Care of Seniors, Poverty Advocate, Seniors Advocate, COSCO, Gate Keeper program, BC CRNs
- Faith and Service groups like Fraternal Order of Eagles, Legion, Ladies Auxiliary, Rotary, Lions
- Beaver Valley Age Friendly and Legion lunch program
- Local Government – Mayors, Council, Regional District Directors, MLAs and MPs
- Municipal Age Friendly committees in Rossland, Fruitvale, Warfield, Montrose and Seniors Advisory Committee in Trail

## What does Better at Home do?

The Better at Home program helps seniors live in their own homes by providing simple nonmedical support services delivered by local Lead Organization, a non-profit organization using a mix of paid workers and volunteers. Better at Home programs are guided by Local Advisory Committees and each program will have a paid coordinator. As stated above the program is funded by the Government of British Columbia and managed by the United Way of the Lower Mainland (UWLM).

In our 7<sup>th</sup> year of service delivery, we are thrilled to continue supporting existing programs, and welcome new ones, as they ensure that seniors live well, remain independent, and are active contributors to their communities.

The Better at Home program is designed to address the specific needs of local seniors, allowing communities to choose from the following basket of services:

- friendly visiting
- transportation to appointments
- snow shoveling
- light yard work
- simple home repairs
- grocery shopping
- light housekeeping

### **Group Reflections - *What are the needs of Seniors in this community?***

The rest of the morning provided for small group reflections. Tables were given 45 minutes to discuss their thoughts on the needs of older adults in the Lower Columbia communities. The following are highlights that were reported back to room table by table.

1. *What non-medical home support services from the **Better at Home** basket of services are the top priorities in our community?*

Overall the top suggested Better at Home services appeared to be Grocery Shopping and Transportation. There was some discussion on why Meal Preparation was not included and if it was going to be in the future of the program. There were more questions asked about the specifics of the Better at Home programs and what other communities offer.

*Table 1:*

- The top priorities are Transportation and Grocery Shopping. Grocery Shopping can also be a social event. Meal preparation goes along with grocery shopping, or in conjunction with community kitchens.
- The second priorities snow shoveling, housekeeping and fixing safety issues through home repairs.
- Friendly visiting falls into all the above.

*Table 2:*

- Same priorities as above;
- Transportation and Grocery Shopping then Snow Shoveling, Housekeeping and Home Repairs.
- It would be great to have a list of available resources/people of who a senior could call and added to the FETCH directory.
- There is a HandyDART but it is only available in Trail and Housekeeping services are hard to find.
- There is a Meals on Wheels program in some of these communities and the Salvation Army serves meals. The Ladies Auxiliary has Meat Pies for \$4.

*Table 3:*

- Top priorities are Transport and Grocery Shopping, then Housekeeping followed by Snow Shoveling.



- This table heard that no food preparation is allowed through Better at Home or group activities/social gatherings as a provided service. These types of services are important also but out of the BH basket Transportation is the top priority.

*Table 4:*

- Top Priority is Transportation, followed by Snow Shoveling, Handy Man - Yard Work, Light Housekeeping and Friendly Visiting.

*Table 5:*

- Top Priority is Transportation and Grocery Shopping.
- Social Isolation is a huge concern and there needs to be activities to address this as well as language supports because there are many different languages spoken in the area.
- It would be great if there were also physical supports and food preparation available through Better at Home.

*Table 6:*

- The top priority should be to remove barriers for access for all seniors. Providing activities and opportunities for relationships.
- However, if we can only choose services out of the basket then Transportation, Housekeeping/cleaning/cooking.
- Friendly visiting builds relationships.
- Grocery delivery is important as well.
- Has many questions about the specifics of the BH program;
  - o what are the barriers to accessing Better at Home for older adults?
  - o costs/fee for service?
  - o Can Better at Home assist older adults with their income taxes?

*Table 7:*

- Same as the other tables have suggested; Transportation, Grocery Shopping, Housekeeping.

We then went around the room again with the tables sharing highlights from discussions on question #2.

## *2. What are some important criteria for a lead organization in our community?*

*Table 1:*

- Any organization that holds the Better at Home program should be well established and trusted
- Because there are six distinct communities; Fruitvale, Montrose, Trail, Warfield, Rossland, Genelle, it would be good to have a Regional Coordinator who is supported by a local organization.
- Any provider should understand and respect the differences in and between communities.
- Any provider must ensure that there be equal service to all communities of the Lower Columbia.
- That there be a regional identifier, a name that reflects all the communities such as Lower Columbia Better at Home
- That the program identifies themselves as distinct from other programs as there are other program in the area that serve seniors as well.
- The provider should report locally; perhaps report to local government.
  - o It was explained that the organization reports to the United Way of the Lower Mainland on an annual basis on the grant received for the Better at Home program.
  - o That there will be a local Better at Home Advisory Committee established to inform and support the Lower Columbia program.

*Table 2:*

- The provider needs to offer full time services to seniors and has relationships established with other programs and services in the area.
- That the provider does not offer too many services but rather work strictly with seniors.
- That the organization have a large network and large volunteer base.
- That the organization can assist seniors with bureaucracy and technology, provide assistance to clients

*Table 3:*

- That the organization have established structure including non-profit status, business skills/plan, vision, communication skills, knowledge of people, experts in aging
- That the organization be working with older adults and community
- That the organization establish the buy-in from community
- The organization must have great access to workers and volunteers
- Any organization must have demonstrated that they have patience for patients, compassion for seniors

*Table 4:*

- Many of the above criteria should be met as well as:
  - o have an organizational culture of practicing kindness, have compassion, be curious, be overall good employers
  - o to present themselves as a regional program

*Table 5:*

- Many of the above criteria, would like to add:
  - o have established connections with ALL community sectors and services; Interior Health Authority (IHA), Divisions of Family Practice, volunteers, service providers as referral sources.
  - o abilities to create awareness and community engagement
  - o great communication with community to inform of services, engage community as volunteers and as advocates available

*Table 6:*

- All of the above criteria, would like to add:
  - o The organization should have experience in training, recruiting, managing volunteers
  - o Seek to understand and gain knowledge of priorities in and between all the communities
  - o Have and establish a network in and between all communities
  - o Have the ability to source workers – this will be a difficult thing in this region

*Table 7:*

- Concerned that there are too many organizations doing the same thing in the region but that also no one is filling in the gaps.
- The organizations could be a 1-stop shop with most or all of the answers.
- Should also strictly serve seniors.
- There should be a strong network of services, community connections.
- Have access to a large volunteer base.

*Lunch was served by the Ladies Auxiliary*

## Better at Home Stakeholder Meeting

Better at Home is a program that helps seniors with simple day-to-day tasks so that they can continue to live independently in their own homes and remain connected to their communities. The Government of British Columbia funds the program, United Way of the Lower Mainland manages it, and local non-profit organizations provide the services.

Its unique 'seniors planning for seniors' approach means older adults contribute to the design, operation and evaluation of their local program.

Older adults who receive Better at Home services may pay a fee based on their income. Some services may be free. These fees-for-service are fed back into the local program in order to serve more seniors.

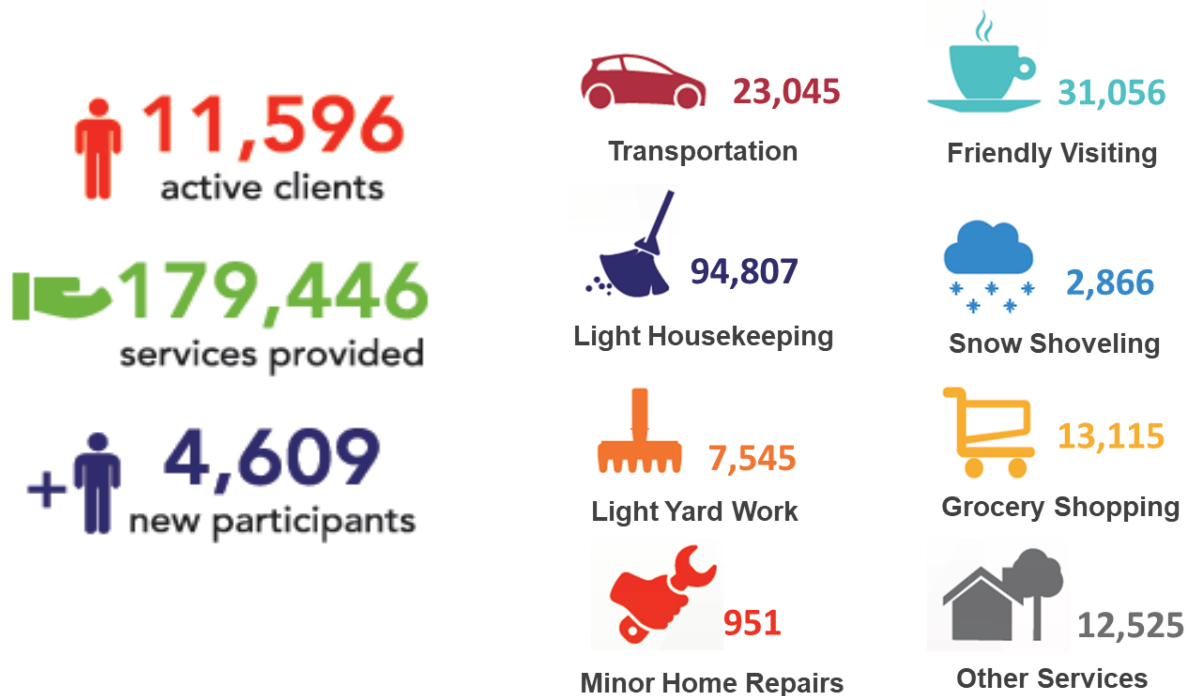
Although each program is unique and serves based on the community, there are also commonalities among 70 Better at Home programs:

- Service fees are established on an income-based sliding scale which ensures that services are free for low income seniors, and market rate for seniors with an income above the BC average.
- All volunteers providing services directly to seniors must have a criminal record check.
- Programs submit regular reports to the provincial office to monitor performance and progress.
- Program coordinators engage in a Community of Practice which includes sharing, learning activities, discussing best practices on an online portal, and meeting annually for training opportunities and participation in collective dialogue. These activities help develop the capacity of each local program to best serve and support the older adults in BC.

## Better at Home Across the Province

\*69 out of 70 programs reporting

### From April 2018 - March 2019\*:



## Better at Home in the Interior

- **\$1,725,750** invested
- **15** programs
- **2,066** seniors received at least one service
- **615** new seniors enrolled
- **60%** are female
- **37%** are between 75-84
- **1,431** live alone
- **411** volunteers engaged

Data provided is based on BH programs 2018-2019 reporting.



## Better at Home in the Kootenays

Better at Home programs have been established in the Kootenay region for since 2012. Currently there are programs located in:

- Castlegar hosted by Castlegar & District Community Services Society
- Creston Valley and East Shore (Crawford Bay, Riondel) hosted by Valley Community Services in Creston
- Nelson hosted by Nelson CARES
- Cranbrook hosted by Community Connections Society of Southeast BC
- Arrow Lakes (Nakusp) hosted by Arrow & Slocan Lakes Community Services
- Columbia Valley (Invermere) hosted by Family Dynamix Association

Learning, reflective practice, and knowledge-sharing are central to Better at Home, particularly to support program development and quality improvement. Together these programs participate in the *Kootenay Wayfinders Community of Practice* and connect several times per year for learning opportunities and to support each other's programs.

Because the program is established using a community development approach each program is unique to the communities it serves. Each program must meet the basic grant criteria and beyond that can offer the some or all of the services from the basket using a mix of paid staff, contractors, and volunteers. Better at Home Program Coordinators presented a brief synopsis of how the program operates in their community and services that are delivered in their area.

**Cathy Holmes – Nanaimo Better at Home hosted by Nanaimo Family Life Association**

- Serves the communities of Nanaimo, Ladysmith, Lantzville and Gabriola Island.
- Offering all of the BH services from the basket minus snow shoveling.
- Operational since 2014 and has served over 600 unique clients in the past 5 years.
- Currently has 22 contractors and 18 volunteers
- Serves 227 clients monthly and preforms over 5800 unique service moments per year.

**Sandi McCreight, Michelle Postnikoff – Castlegar Better at Home, host organization Castlegar & District Community Services Society**

- Serves the communities of Castlegar, Ootischenia, Blueberry, Robson
- Offers Light Housekeeping and Friendly Visiting
- Has a mix of volunteers and external contractors
- Has 93 Active Clients and preformed 1851 unique service moments in 2018-2019.

**Louella Cann – Arrow Lakes Better at Home hosted by Arrow & Slocan Lakes Community Services**

- Serves Nakusp, Arrow Park, burton, Fauquier, Edgewood
- Offers all seven (7) of the BH services
- Is considered a Rural and Remote BH program
- Has a mix of volunteers and paid staff that deliver the services
- Has 55 unique clients and preformed 1234 unique service moments across the 7 BH services in 2018-2019

**Identifying a Lead Organization**

We have designed a different approach to the selection of the Lead Organization for delivering the Better at Home program. Instead of a competitive process where the funder selects which agency will receive the grant, each community will go through a community engagement process. In this process, stakeholders – seniors in particular – have a chance to shape the program according to local needs and help select the Lead Organization that is the best fit with the program they envision.

This approach encourages partnerships and collaboration, results in better service delivery for the seniors, and empowers communities to make their own decisions.

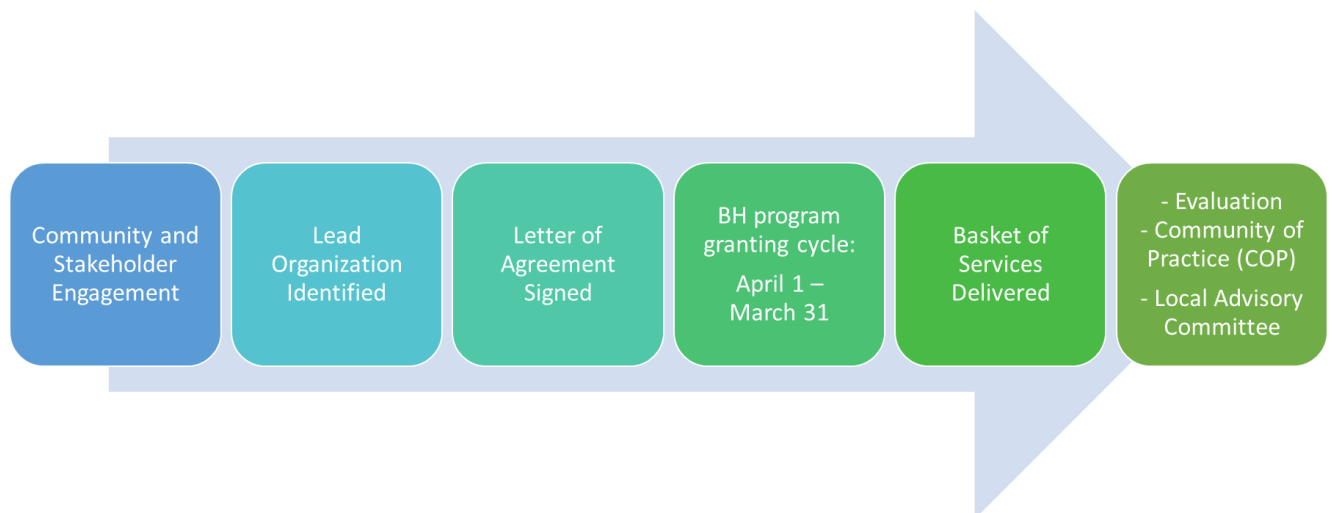
In order to qualify to hold the Better at Home program, the lead organization must:

1. Be a non-profit, charitable organization,
2. Employ a program coordinator,
3. Complete a BH application form, including the following:
  - a. Governance structures, financial statements
  - b. A description of geographical boundaries for service delivery
  - c. A list of Better at Home services that your program will offer
4. Provide two (2) completed budgets;
  - UWLM Program Funds budget,
  - and a Total Program Funds budget.
5. Provide any other documentation considered key by the community or by UWLM to support approval of the implementation plan and application.

## BH program must meet the following grant criteria:

- Clients must be 65 years of age or over
- Clients served must be residents of the identified service area
- Determine fees for service(s) based on provided Sliding Scale.
- The program must have a paid program coordinator
- The organization that receives and is accountable for the funds must be a non-profit and charitable organization.
- The program must seek in-kind support (e.g., donated office space, equipment)
- The program must comply with evaluation requirements (data collection, reporting, participation in Community of Practice).
- That a *Better at Home Advisory Committee* be established to support, guide, and to help the integration of the program into community and be responsive to seniors' needs.
- Establish strategies to maximize reach / impact of the program, volunteers, and in-kind support.
- Undertake outreach, marketing and public awareness to reach older adults.
- Provide Volunteer training and support.

## Better at Home Implementation Process



## **Suggested Timeline for Implementation of a Lower Columbia BH**

An ideal timeline was suggested for the Lower Columbia BH program be:

- Mid- late August 2019 a Lead organization be identified.
- Late - August through September 2019, the Lead organization fulfill and meet all grant criteria.
- A signed Letter of Agreement for dispersal of funds be for October 1, 2019.
- A Program Coordinator be employed in time to participate in the Provincial Better at Home Communities of Practice Meet-Up in Richmond, BC on Nov 6, 2019.
- That BH services be delivered to seniors no later than January 1, 2020.

Five organizations were initially identified as potential lead agencies during the planning call. All organizations were sent Better at Home materials to inform their decision to present including:

- Better at Home 2019/2020 Application
- Better at Home 2018 Annual Reporting Template
- Notes from the May 29<sup>th</sup>, 2019 Planning Call
- A list of program criteria a lead organization must meet

Although agencies were encouraged to collaborate from the onset of the community consultations, only one organization elected to present: Beaver Valley Age Friendly Society.

~See Appendix for presentation slides.

## **Dialogue with Community**

Following the presentation, Beaver Valley Society members present were asked to participate in a dialogue with the stakeholder's present. Because there was only one potential lead organization that presented, the Better at Home Coordinators from Castlegar, Arrow Lakes and Nanaimo were asked to participate in the dialogue as well. What follows is a synopsis of the questions and comments from the dialogue.

### ***What service delivery model would be best for the seniors in our community?***

*Q: Could Interior Health Authority refer clients from outside Fruitvale to Beaver Valley Age Friendly luncheons and other activities?*

A: Yes, seniors from outside Fruitvale can participate in social activities like the monthly luncheons but they could NOT be members of the fitness centre.

*Q: How would the information about Better at Home get out to seniors?*

A: BVAFS has a monthly newsletter with a monthly calendar.

- Cathy Holmes, BH Nanaimo, commented that this BH program utilizes the Senior's Connector which is delivered by volunteers. She also utilizes Shaw Community and local radio.
- Sandi McCreight, BH Castlegar, has only advertised twice in the program's history, for volunteers. Seniors tend to find the program and many referrals come through Interior Health.
- Michelle Postnikoff, BH Castlegar, takes information with her when she does client intakes.
- Louella Cann, Arrow Lakes BH, speaks directly with clients about services and refers as required.

*Q: How does BVAFS have the capacity to run the Better at Home program?*

A: BVAFS has the foundation and in this presentation has tried to show how they made something amazing from nothing.

- Sandi McCreight, BH Castlegar, noted that there are two significant pieces of the BH program;
  - o 1) being the structure of the organization, the HR, IT, accounting, management of volunteers and staff
  - o 2) the connection and trust established between the organization and the seniors.

*Q: How much funding is available from UWLM for the BH program? What is the commitment of the local United Way?*

A: Currently, the UWLM grant is for \$70,000 per annum, April 1, 2020 – March 31<sup>st</sup>, 2021.

All BH programs can fundraise or source other revenue to supplement the services delivered.

The local United Way is not responsible for funding the Better at Home program.

*Q: How would BVAFS propose to offer BH services in the other communities outside of Fruitvale?*

A: Jayme, BVAFS, suggested a regional model with satellite offices.

## **Next Steps**

No decision was made at the Community Input and Stakeholder Meeting on July 11th. UWLM will be take the Top Priority/requested BH services from the Morning Table Discussions, the grant and program criteria and continue the conversation with Beaver Valley Age Friendly Society.

## **Thank you!**

The day would not have been possible without the support of and guidance by Naomi McKimmie, Ann Godderis, Heather Anderson, Kathy Moore, and Jayme Fowler.

Thank you to Cathy Holmes, Sandi McCreight, Michelle Postnikoff, and Louella Cann for your support, Better at Home expertise and information and facilitation during the day.

We are also appreciative of the Legion Branch #11 and Ladies Auxiliary for the wonderful venue and delicious nourishments.

Thanks to each of you for attending the day with a desire to co-create a shared future that invests in our older adults to live independently in their own homes and remain connected to their communities. Thanks also for demonstrating humility, courage, grace and leadership to explore differences and uncover what could be the greatest asset and outcome of the session; in particular for trusting the unfolding facilitation process and being supportive of working within complex challenges presented in our communities.



Further feedback, comments or questions can be directed to:

**Jessica Kleissen**

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