



# AGENDA

## Special Committee of the Whole Financial Plan Meetings

To be held in the Council Chambers  
Saanich Municipal Hall, 770 Vernon Avenue

**TUESDAY, MARCH 7, 2017, 7:00 P.M.**

1. **PUBLIC INPUT**
2. **GOWARD HOUSE SOCIETY – 2017 GRANT REQUEST PRESENTATION**  
**P. 2** Application from the Goward House Society dated January 16, 2017.
3. **HALIBURTON COMMUNITY ORGANIC FARM SOCIETY – 2017 GRANT REQUEST PRESENTATION**  
**P. 18** Application from Haliburton Community Organic Farm Society dated February 1, 2017.
4. **HORTICULTURE CENTRE OF THE PACIFIC – 2017 GRANT REQUEST PRESENTATION**  
**P. 26** Application from the Horticulture Centre of the Pacific dated January 30, 2017.
5. **SAANICH HERITAGE FOUNDATION – 2017 GRANT REQUEST PRESENTATION**  
**P. 43** Application from the Saanich Heritage Foundation dated January 18, 2017.
6. **SAANICH VOLUNTEER SERVICES SOCIETY – 2017 GRANT REQUEST PRESENTATION**  
**P. 45** Application from the Saanich Volunteer Services Society dated January 17, 2017.
7. **SILVER THREADS SERVICE – 2017 GRANT REQUEST PRESENTATION**  
**P. 50** Application from Silver Threads Service dated February 1, 2017.
8. **SWAN LAKE CHRISTMAS HILL NATURE SANCTUARY – 2017 MANAGEMENT FEE**  
**P. 70** Letter from Swan Lake Christmas Hill Nature Sanctuary Society dated December 1, 2016.
9. **COMMITTEE DELIBERATION ON PROPOSED BUDGET**

\* \* \* Adjournment \* \* \*





The Corporation of the District of Saanich  
**COMMUNITY GRANTS PROGRAM**  
**FINANCIAL STATEMENT FORM**

*The Financial Statement Form is not required for Dry Grad Grants  
or if you are providing your own financial documents*

Organization: Goward House Society

Period ending date: December 31, 2016

<b>REVENUE:</b>	
Advertising	<input type="text"/>
Bank Interest	<input type="text"/>
Donations	<input type="text"/>
Membership	<input type="text"/>
Operating Grant	<input type="text"/>
Neighbourhood Grant	<input type="text"/>
Other (please list)	<input type="text"/>
Other	<input type="text"/>
Other	<input type="text"/>
Other	<input type="text"/>
<b>TOTAL REVENUE: (A)</b>	see attached

<b>EXPENSES:</b>	
Advertising	<input type="text"/>
Bank Charges	<input type="text"/>
Stationery	<input type="text"/>
Photocopying	<input type="text"/>
Other (please list)	<input type="text"/>
Other	<input type="text"/>
<b>TOTAL EXPENSES: (B)</b>	<input type="text"/>
<b>Revenue (A) less Expenses (B):</b>	<input type="text"/>

<b>ANNUAL BANK BALANCE:</b>	
Balance as of beginning of the year	see attached-audited statement for 2016 to follow/ approx. 1 month
+ Revenue	<input type="text"/>
- Expenses	<input type="text"/>
Balance at end of fiscal year	<input type="text"/>
Total committed funds	<input type="text"/>
Uncommitted bank balance	<input type="text"/>



The Corporation of the District of Saanich  
**COMMUNITY GRANTS PROGRAM**  
**PROJECT BUDGET STATEMENT FORM**  
*Required for Project Grants*

Organization: Goward House Society - not applicable

**A) PROJECT EXPENSES (list)**

*Estimate costs and out-of-pocket expenses of your project.*

ITEM	DESCRIPTION/DETAILS	PRICE/COST	SUBTOTAL
<b>TOTAL PROJECT COST:</b>			

**Community Contribution:**

It is important to document the contributions of those involved (community contribution). This will help to assess how much grant funding the project may be eligible to receive. Contributions can be cash and/or in-kind (volunteer time or labour, donated supplies and materials, donated professional services).

**B) COMMUNITY CONTRIBUTION (list)**

*Total value of the matched contribution must be at least equal to the value of the grant requested and;*

*- Neighbourhood Grant requests must demonstrate at least 25% of the value of the matched contribution comes from the neighbourhood.*

*- Sustainability Grant requests \$5,000 and over must be matched 100% with at least 50% of the matched contribution being secured from external sources. The total value of the matched contribution (cash and in-kind) must at least equal the amount of the grant requested.*

*This section is not required for Small Sparks Grants.*

ITEM	DESCRIPTION/DETAILS	PRICE/COST	SUBTOTAL
<b>TOTAL CONTRIBUTION:</b>			

**C) GRANT REQUEST**

*Small Sparks Grant (max. \$500), Neighbourhood Matched Project Grant (max. \$3,000), Sustainability Grant (max. \$10,000)*

<b>TOTAL GRANT REQUEST:</b>	
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Signature: \_\_\_\_\_

Date: \_\_\_\_\_



The Corporation of the District of Saanich  
COMMUNITY GRANTS PROGRAM  
**FINAL CHECKLIST**

**Did you...**

- ✓ - Complete the Application Form?
- ✓ - Complete the Financial Statement Form or provide your own financial documents?
- N/A - Complete the Project Budget Statement Form?  
(Required for Small Sparks, Neighbourhood Matched and Sustainability Grants)
- N/A - Provide two letters of support from the local community including one from the local Community Association (for Neighbourhood Matched Project Grants only)
- N/A - Provide a letter of support from the School Principal? (for Dry Grad Grants only)
- Provide a written summary of the request that includes clear information about the organization, the membership, the service provided and the benefit to the Saanich community?
- N/A - Provide full details about the matching contributions?  
(Required for Neighbourhood Matched and Sustainability Grants)

**You are welcome to include any supporting documentation that would assist the District of Saanich in assessing your project.**

Submit all documentation by **February 1st** to:

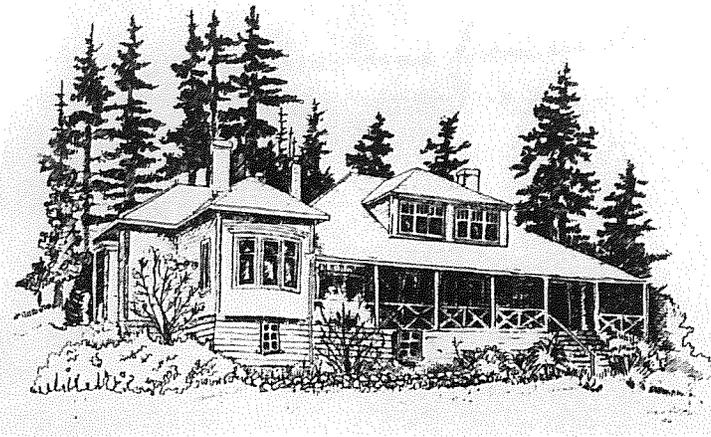
District of Saanich  
770 Vernon Avenue  
Victoria, BC V8X 2W7  
Attention: Finance Department  
Telephone: 250-475-1775  
Fax: 250-475-5440  
email: [grants@saanich.ca](mailto:grants@saanich.ca)

**Reminder!**

Recipients of Small Sparks Grants, Neighbourhood Matched Project Grants and Sustainability Grants may be required to submit a progress report upon project completion. Deadline for receipt of the report will be outlined upon confirmation of the award.

**Goward House Society - Senior's Cultural, Social & Physical Activities Program Application  
2016 Final and 2017 projected budgets.**

<u>REVENUE</u>			<u>EXPENSES</u>		
<b>(A) Program Revenue Net</b>	<b>2016 Final</b>	<b>2017 projected</b>	<b>(D Facility Expense</b>	<b>2016 Final</b>	<b>2017 projected</b>
Tea Room Sales	\$ 30,400.00		Utilities	\$ 15,600.00	\$ 16,000.00
Tea Room Expenses	<u>\$ 17,500.00</u>		Telephone/cable	\$ 900.00	\$ 1,000.00
Net Tea Room	\$ 12,900.00	\$ 11,000.00	Insurance-Bldg	\$ 4,600.00	\$ 4,600.00
Net Courses	\$ 11,100.00	\$ 11,000.00		\$ -	\$ -
Activity Fees	\$ 19,700.00	\$ 19,000.00	Security – Bldg.	\$ 1,700.00	\$ 500.00
Commissions	\$ 2,100.00	\$ 1,400.00	Business License	\$ 175.00	\$ 200.00
Special Events	\$ 14,300.00	\$ 10,000.00	Maintenance & Repair		
<b>Total Program Revenue</b>	<b>\$ 60,100.00</b>	<b>\$ 52,400.00</b>	Building	\$ 5,500.00	\$ 5,000.00
			Grounds	\$ 15,200.00	\$ 16,500.00
<b>(B) Other Revenue</b>			Furn & Equip	\$ 200.00	\$ 500.00
Dues	\$ 26,100.00	\$ 24,000.00	House Supplies	\$ 4,100.00	\$ 5,000.00
Rentals	\$ 50,900.00	\$ 48,000.00	<b>Total Facility Expense</b>	<b>\$ 47,975.00</b>	<b>\$ 49,300.00</b>
Other	\$ 1,500.00	\$ 1,500.00	<b>(E)General &amp; Admin Expense</b>		
<b>Total other Revenue</b>	<b>\$ 78,500.00</b>	<b>\$ 73,500.00</b>	Office Supplies	\$ 7,400.00	\$ 9,000.00
			Advertising	\$ 1,600.00	\$ 2,000.00
<b>(A) + (B)</b>			Professional Fees	\$ 5,100.00	\$ 5,200.00
<b>Total Operating Revenue</b>	<b>\$ 138,600.00</b>	<b>\$ 125,900.00</b>	Insur-directors Liability	\$ 1,000.00	\$ 1,000.00
			Payroll	\$ 111,000.00	\$ 113,000.00
<b>(C) Donations and grants</b>			Miscellaneous	\$ 1,100.00	\$ 2,000.00
Saanich	\$ 25,000.00	\$ 35,000.00	<b>Total General &amp; Admin</b>	<b>\$ 127,200.00</b>	<b>\$ 132,200.00</b>
Gaming	\$ 12,500.00	\$ 12,500.00	<b>Total Expenses (D) + (E)</b>	<b>\$ 175,175.00</b>	<b>\$ 181,500.00</b>
Other	\$ 3,000.00	\$ 2,000.00	<b>Total Income (A)+(B)+(C)</b>	<b>\$ 179,100.00</b>	<b>\$ 175,400.00</b>
<b>Total donations &amp; grants</b>	<b>\$ 40,500.00</b>	<b>\$ 49,500.00</b>	<b>Estimated Surplus/Deficit</b>	<b>\$3,925.00</b>	<b>-\$6,100.00</b>
<b>Revenue (A)+(B)+(C)</b>	<b>\$ 179,100.00</b>	<b>\$ 175,400.00</b>			



## **The Goward House Society**

2495 Arbutus Road,

Victoria, BC

V8N 1V9

(250) 477- 4401

email: [gowardhouse@shaw.ca](mailto:gowardhouse@shaw.ca)

Website: [www.gowardhouse.com](http://www.gowardhouse.com)

January 16, 2017

Mayor Richard Atwell and Councillors  
Saanich Municipal Hall,  
770 Vernon Ave.,  
Victoria, B.C., V8X 2W7

Dear Mayor Atwell and Councillors;

Re: Goward House Operating Grant Request 2017

On behalf of the Goward House Society, I would like to thank the Municipality of Saanich for its continued support, and for the opportunity to make this 2017 Grant Submission. Goward House is proud to be an active member of the Saanich Community and to work with the Municipality towards meeting its key strategic objective of expanding programming in recreation and senior centres

However, as a non-profit society, we continue to struggle with increasing costs while still trying to keep pace with the demand for services to seniors. During the day we continue to offer programs for our members as well as some educational offerings to the public at large. We add new programs as needed and still rely heavily on our volunteers. In 2016, our members contributed over 7900 volunteer hours and the house had over 15,000 visits. Our membership fees, proceeds from our tea room and rentals, provide the majority of our revenue, but our grant from Saanich is still key to our financial viability.

Please find enclosed an information package, including our financial statements for 2016, and our budget for 2017. Our audited financial statement for 2016 will be submitted as soon as we receive it from our auditor.

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The mission of Goward House Society is to provide a vibrant activity centre combining fellowship with social, educational and special interest programs for Greater Victoria Residents aged 50 and over.

Though we remain challenged with thinly spread resources, we remain grateful to have this fine old house in which to provide our services and are proud to be the official guardians of this important heritage facility. On behalf of the Goward House Society, I would like to once again thank the Municipality for its support and trust that our grant application will be successful.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Eyles', with a long horizontal stroke extending to the right.

David Eyles,  
President Goward House Society

# **Goward House Society**

## **Application for Community or Social Services Operating 2017 Grant**

### **PROGRAM DETAILS:**

**DIRECT SERVICES:** The Goward House Society's Mission Statement states that, "The mission of the Goward House Society is to provide a vibrant activity centre combining fellowship with social, educational and special interest programs for Greater Victoria seniors aged 50 and over".

In actual practice the Society fulfills its goals by providing social, cultural and physical activities both in a structured and in a friendly informal manner and strives to enhance and enrich the lives of both its members and the community at large.

Goward House Society is administered by a Board of Directors who are elected every year from the members at the Annual General Meeting and is operated almost entirely by volunteers. There are many opportunities for seniors with a variety of skills and interests to volunteer at tasks ranging from creating and maintaining woodland trails to preparing and serving lunches, to teaching foreign languages, to leading philosophical discussions. Twenty-five per cent of members are active volunteers in Goward House. It can truthfully be said that "Goward House is run by seniors for seniors".

The median age group is over 75 with some members being in their 90's. It is the present executive's aim to attract a greater number of members from the 55 to 75 year age group.

For many years the Society has employed one full-time administrator and a part-time assistant to the administrator.

**PROGRAM ACTIVITIES:** Bridge, billiards, mah jong, Goward House Singers, a number of Tai Chi groups ranging from beginners to advanced, exercise classes, a writing club, book club, French and Spanish classes, strength training for seniors, driver refresher courses, drop-in painting, Oriental brush painting, video shows, quilting, public lectures on various current subjects, art exhibits by local artists, financial and health seminars and a Tea Room serving snacks and lunches and summer barbecues.

Goward House Society continues to develop new programs for its members, and is expanding its events and programs for the community at large.

## **PROGRAM ASSESSMENT:**

**COMMUNITY BENEFIT:** While Goward House is primarily a community centre for seniors, it also fulfills a number of key community functions. It is The Command Centre for the Local Emergency Response Headquarters; it hosts the Cadboro Bay Residents Association monthly meetings; it hosts monthly art shows featuring Victoria artists, charging only a small commission on sales of their art; and participates actively in various local celebrations. It is frequently rented for weddings, celebrations of life, birthdays, etc. The Goward House Singers practice in house and then perform in the community for residents of care homes and hospitals. Goward House also hosts one of the Municipality of Saanich Music in the Park initiatives each year.

**ACCESSIBILITY AND INCLUSIVENESS:** The membership in Goward House is open to persons over 50 years of age, but allows for 5% of its membership to be younger than 50 years old. The building is wheelchair accessible, with a new lift having just been completed to allow for easier access between the main floor and the lower level of the House. A new wheelchair accessible ramp was installed a few years ago at the entrance to the building. New trails through the woodland areas have been built by Goward volunteers. The facility is located on a bus route with a bus stop literally outside its doors.

**SUSTAINABILITY and LASTING IMPACT:** The Society has successfully operated Goward House as a seniors' community centre for over 25 years. The new executive is dedicated to widening the age group which it serves by adding new programs and, if it proves financially feasible, extending the hours of operation.

As with everything else, the operating costs of Goward House are rising. The costs of utilities, services and supplies are continuing to rise, and the fees have been raised to reflect some of these costs.

Under the lease agreement with the District of Saanich, the Society is responsible for the maintenance of the building and the grounds and for any improvement necessary to better serve our target community. The building is a heritage building, uniquely charming and full of character for a senior centre, but because of its age, increasingly expensive to maintain. The Society has been most successful in continually increasing the revenues from rental of various rooms and halls in the building at those times that they are not used by members, however those revenues are not quite sufficient to cover the increase in costs that have occurred, and the new ones which are bound to arise when the contemplated expansion of offered activities take place.

**COMMUNITY SUPPORT:** When Goward House was upgraded 26 years ago to become a Seniors' Activity Centre, the largest contributors were the Vancouver Foundation (\$50,000), Go BC (\$125,000), BC Heritage Trust (\$56,000), New Horizons (\$30,000) and the District of Saanich (\$112,000). These funds were used to renovate the building and grounds and enabled the property to be used by the Goward House Society. As mentioned above, the house is a designated heritage building.

The District of Saanich leases Goward House to the Society for \$1 per year and provides a property tax exemption. Saanich also provided a very small operating grant for the first 21 years of the centre. Recognizing the Goward House Society's increased maintenance and operating costs and contribution to the community, Saanich has since increased our operating grant.

**GOWARD HOUSE SOCIETY**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2016**

DRAFT

Independent Auditor's Report

Statement I - Statement of Financial Position as at December 31, 2016

Statement II - Statement of Changes in Fund Balances for the year ended December 31, 2016

Statement III - Statement of Operations for the year ended December 31, 2016

Statement IV - Statement of Cash Flows for the year ended December 31, 2016

Notes to Financial Statements

ARTHUR G. JOYCE, C.P.A., C.A.

# JOYCE & DILBA

CHARLES J. DILBA, B.A., C.P.A. C.A.

Chartered Professional Accountants

101 – 1022 Pandora Ave., Victoria, BC, V8V 3P5

(250) 388-5528 fax (250) 361-9361

E-mail: joycedilba@joycedilba.com

## INDEPENDENT AUDITOR'S REPORT

To the Members of Goward House Society:

We have audited the accompanying financial statements of Goward House Society, which comprise the statement of financial position as at December 31, 2016, the statements of changes in fund balances, operations and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

### MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### AUDITORS' RESPONSIBILITY

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Society's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Society's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### BASIS FOR QUALIFIED OPINION

In common with many non-profit organizations, the society derives revenue from donations, membership and program fees, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the society and we were not able to determine whether any adjustments might be necessary to these revenues, excess of revenues over expenses, net assets and surplus.

### OPINION

In our opinion, except for the effect of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves concerning the completeness of the donations, membership and program fees revenues referred to in the preceding paragraph, the financial statements present fairly, in all material respects, the financial position of Goward House Society as at December 31, 2016, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

As required by the Society Act (British Columbia), we report that, in our opinion, these standards have been applied on a basis consistent with that of the preceding year.

February 28, 2017  
Victoria, B.C.

Chartered Professional Accountants

## GOWARD HOUSE SOCIETY

(Incorporated under the B.C Society Act)

## STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2016

See Independent Auditor's Report

## ASSETS

	Operating Funds	Gaming Funds	Leasehold Funds	Total 2016	Total 2015
<b>Current Assets</b>					
Cash and banks	51,449	100	156,419	207,968	180,302
Accounts Receivable			420	420	420
Prepaid expenses	796			796	796
	<u>52,245</u>	<u>100</u>	<u>156,839</u>	<u>209,184</u>	<u>181,518</u>

## LIABILITIES AND MEMBERS' EQUITY

<b>Current liabilities</b>					
Accounts payable	5,357			5,357	4,758
Deferred revenues (note 3)	<u>26,604</u>			<u>26,604</u>	<u>23,546</u>
	<u>31,961</u>			<u>31,961</u>	<u>28,304</u>

## Fund Balances - Statement II

Externally restricted funds (note 2)		100		100	100
Internally restricted funds (note 2)			156,839	156,839	139,875
Unrestricted funds	<u>20,284</u>			<u>20,284</u>	<u>13,239</u>
	<u>20,284</u>	<u>100</u>	<u>156,839</u>	<u>177,223</u>	<u>153,214</u>
	<u>52,245</u>	<u>100</u>	<u>156,839</u>	<u>209,184</u>	<u>181,518</u>

Approved by the Board: \_\_\_\_\_ Director \_\_\_\_\_ Director

**GOWARD HOUSE SOCIETY**

(Incorporated under the B.C. Society Act)

**STATEMENT OF CHANGES IN FUND BALANCES FOR THE YEAR ENDED DECEMBER 31, 2016****See Independent Auditor's Report**

	Operating Funds	Gaming Funds	Leasehold Funds	Total <u>2016</u>	Total <u>2015</u>
<b>Balance, Beginning of year</b>	<b>13,239</b>	<b>100</b>	<b>139,875</b>	<b>153,214</b>	<b>135,363</b>
Excess (deficiency) of revenue over expenses - Statement III	8,327	Nil	5,682	24,009	17,851
Inter-fund transfers (note 2)	<u>(1,282)</u>	<u>          </u>	<u>1,282</u>	<u>          </u>	<u>          </u>
	<u>7,045</u>	<u>Nil</u>	<u>16,964</u>	<u>24,009</u>	<u>17,851</u>
<b>Balance, end of year</b>	<b><u>20,284</u></b>	<b><u>100</u></b>	<b><u>156,839</u></b>	<b><u>177,223</u></b>	<b><u>153,214</u></b>

## GOWARD HOUSE SOCIETY

(Incorporated under the B.C. Society Act)

## STATEMENT OF OPERATIONS FOR THE YEAR ENDED DECEMBER 31, 2016

See Independent Auditor's Report

	<u>Operating Funds</u>	<u>Gaming Funds</u>	<u>Leasehold Funds</u>	<u>Total 2016</u>	<u>Total 2015</u>
<b>Revenues</b>					
Programs	115,004			115,004	114,387
Other revenue	47,877		-	47,877	46,284
Donations	1,720		15,682	17,402	14,866
Grants					
District of Saanich (note 4)	25,000			25,000	25,000
B.C. Gaming		12,500		12,500	12,500
Other	9,697			9,697	30,173
	<u>199,298</u>	<u>12,500</u>	<u>15,682</u>	<u>227,480</u>	<u>243,210</u>
<b>Expenses</b>					
Program expenses	24,940			24,940	28,295
Administration	23,568			23,568	20,795
Payroll costs	98,731	12,500		111,231	108,459
Facility operating costs	43,732			43,732	67,810
	<u>190,971</u>	<u>12,500</u>	<u>          </u>	<u>203,471</u>	<u>225,359</u>
<b>Excess (Deficiency) of Revenue over Expenses</b>	<u><u>8,327</u></u>	<u><u>Nil</u></u>	<u><u>15,682</u></u>	<u><u>24,009</u></u>	<u><u>17,851</u></u>

**GOWARD HOUSE SOCIETY**

(Incorporated under the B.C. Society Act)

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2016****See Independent Auditor's Report**

	<u>2016</u>	<u>2015</u>
<b>Cash from operating activities</b>		
Excess (deficiency) of revenues over expenses - Statement III	24,009	17,851
Net change in non-cash working capital amounts	<u>3,657</u>	<u>8,918</u>
	27,666	26,769
<b>Financing &amp; investing activities</b>	Nil	Nil
	<u>          </u>	<u>          </u>
<b>Net increase (decrease) in cash</b>	27,666	26,769
Cash at beginning of year	<u>180,302</u>	<u>153,533</u>
<b>Cash at end of year</b>	<u><b>207,968</b></u>	<u><b>180,302</b></u>

## GOWARD HOUSE SOCIETY

### Notes to Financial Statements - December 31, 2016

#### See Independent Auditor's Report

#### 1. Nature and Purpose of Society

The Society was incorporated under the B.C Society Act in 1988. The purposes of the Society are to lease, restore and renovate the property known as Goward House and to operate it as a community centre for the senior citizens of Victoria. As a registered charity, the Society is not taxable for income tax purposes.

#### 2. Summary of Significant Accounting Policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

##### Fund accounting

The Operating Fund reports the Society's administrative and program delivery activities. This fund reports use of Society assets which are unrestricted.

The Gaming Fund reports grants received from gaming funds, the use of which is restricted to purposes outlined in the applications for such funds. These funds are externally restricted.

The Leasehold Fund reports funds set aside by the Society for use in contributing to major capital purchases and improvements to its leased premises. This fund is an internally restricted fund.

##### Revenue recognition

Donations and grants are recognized when received unless designated for a specific purpose or project, in which case the revenue is deferred until applied to the purpose. Membership dues are recognized in the fiscal period to which they relate. Gifts and donations of other materials and services are recorded only where fair value can be reasonably estimated.

##### Capital assets

Purchases of capital assets are expensed in the year of acquisition. The Society's capital assets consist mainly of furniture, fixtures and equipment. Expenditures for capital items totalling \$1,282 were expensed in the current year. (2015 - \$28,414).

##### Contributed services

The Society operates with the assistance of volunteers. The fair value of the contribution of time and services by volunteers is not shown in these financial statements.

##### Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. By their nature, these estimates are subject to measurement uncertainty and the effect on the financial statements of changes in such estimates in future periods could be significant.

#### 3. Deferred Revenues

Deferred Operating funds consist of security deposits, rental deposits, dues and course fees paid in advance and any grants received that relate to expenditures to be incurred in a future year.

#### 4. Lease and Economic Dependence

The property known as Goward House is owned by the Municipality of Saanich. Goward House Society leases these premises from the municipality. The current lease is for a 5 year term from January 1, 2015 to December 31, 2019. The annual rent is \$1.00 plus the estimated cost of fire insurance and any real property taxes, local improvement charges, levies or duties assessed against the property by the municipality.

The Society is economically dependent on the lease of the facility from Saanich and annual and special grants from the municipality.

#### 5. Fair Values of Financial Instruments

The carrying value of the Society's cash, accounts payable and deferred revenues approximate their fair value due to the relatively short periods to maturity of the instruments.

Unless otherwise noted, it is management's opinion that the society is not exposed to any significant interest, currency or credit risk arising from these financial instruments.



The Corporation of the District of Saanich  
**COMMUNITY GRANTS PROGRAM**  
**APPLICATION FORM**

Sp CW Financial Plan  
 March 7, 2017

*Deadline for submission: February 1st*

**What grant are you applying for:**

- Operating Grants:  Community or Social Service Grant      Project Grants:  Small Sparks Grant  
 Community Association Operating Grant       Neighbourhood Matched Project Grant  
 Community Dry Grad Grant       Sustainability Grant

**Organization Information**

Organization Name:  
 Haliburton Community Organic Farm Society (HCOFS)

Permanent Mailing Address:      City:  
 741 Haliburton Rd.      Victoria

Postal Code:      Email:      Fax Number:  
 V8Y 1H7      info@haliburtonfarm.org     

Contact Person (Name):      Phone Number:  
 Ann Eastman and Elmarie Roberts – on behalf of the Board of Directors HCOFS     

Have you applied for funding from other sources?      No      If yes, from whom? And for how much?     

*Freedom of Information and Protection of Privacy Act (FOIPPA): Personal information is collected, used and disclosed under the authority of the Community Charter and section 26(c) of the FOIPPA. The information will be used for the purpose of processing this application. If you have questions regarding its collection and disclosure contact the Saanich Information and Privacy Team, 770 Vernon Avenue, Victoria, BC V8W 2W7 or by telephone: (250) 475-1775.*

**Funding Request**

Amount of grant request:  
 \$17,000.00

Written summary of request, organization information, service provided and benefit to Saanich; or description of project, activity or event (include date, time and location)  
 Please see attached document

Description of how funds will be used and time frame to complete.  
 Please see attached document

If you are applying for a Project Grant, provide a description of the community-matched contributions and attach Project Budget Statement Form.

Signature:       Date: February 1, 2017

**CW**  
**3**



THE CORPORATION OF THE DISTRICT OF SAANICH

**Community Operating Grants Program  
APPLICATION FORM**

*Deadline for submission: February 1, 2017*

Date: January 28, 2017

- Grant applied for: Community Grant.
- Organization Name: **Haliburton Community Organic Farm Society (HCOFS).**
- Permanent Mailing Address: 741 Haliburton Rd. City: Victoria, BC Postal code: V8Y 1H7
- Phone Numbers: 250) 889-0994 (Elmarie); (250) 544-1684 (Ann)
- Email: [info@haliburtonfarm.org](mailto:info@haliburtonfarm.org) Website: [www.haliburtonfarm.org](http://www.haliburtonfarm.org)
- Contact Person (Name): Ann Eastman and Elmarie Roberts – on behalf of the Board of Directors HCOFS.
- Have you applied for funding from other sources? No.
- Funding Request. Amount of Grant request: \$17,000.
- Written Summary of Request, organization information, service provided, description of project and benefit to Saanich: Please see Appendix 1.
- Time frame: March 2017 – February 2018.
- Supporting documentation to assist District of Saanich in assessment: Please see Appendix 2 - Current Financial Statement of the Society and Appendix 3 for a brief description of 2016 programs and activities.

**Appendix 1 - Written Summary of Request, organization information, service provided, description of project and benefit to Saanich:**

**Summary of request:**

As a Model Demonstration Farm, we showcase sustainable solutions for small-scale certified organic agriculture working in harmony with the special South Vancouver Island ecosystems restored and enhanced on the Haliburton lands. HCOFS wishes to proactively address the consequences of changing weather patterns on Victoria Island, notably reduced rainwater in the summer and unpredictable intense storms. We wish to improve water management on the Farm to conserve drinking water and reduce the risk of flooding/water damage to the farm businesses, the Farmhouse, and the pathways for community tours.

To continue offering services that engage the community and visitors in enjoying and learning about urban agriculture and the special biodiversity of Southern Vancouver Island in 2017/2018, Haliburton Farm is applying to the annual Saanich Community Operating Grant program to improve our capacity for water management on the farmlands, in addition to our ongoing services to the community, our proactive efforts to improve water awareness and management align with the Saanich Vision and directly with the theme of Environmental Integrity.

The Climate Action Initiative funded by the BC Ministry of Agriculture and Food assessed the risks and opportunities for agricultural production in BC. On Vancouver Island specifically they conducted 37 interviews and held 12 focus groups with farmers, reported in Livestock and Horticulture Corps Vancouver Island – Snapshot Report (2012). A key recommendation was to address the *“Existing gaps in education, extension and research support on Vancouver Island, seen as becoming more problematic in increasingly complex conditions.”*

Our plans for 2017 will continue our efforts to improve farmer and community training and engagement in land stewardship, and demonstrate sustainable actions to support food security and land stewardship in the District of Saanich and beyond.

**Organisation information:**

Haliburton Farm and its people are community leaders in Saanich, demonstrating solutions for food security in a changing climate. The Farm is on 7.5 acres of certified organic ALR, which is part wetland, owned by the District of Saanich and held in stewardship by the non-profit Haliburton Community Organic Farm Society (HCOFS). In 2016, a Victoria Foundation grant funded four interns to help and learn from the farmers on the six active farming businesses on Haliburton Farm. We are proud to report that Haliburton Farm won the EcoStar 2016 Award for Food Security and was a finalist in the seCatalyst 2016 competition for social enterprises.

HCOFS participated in the 2016 LifeCycles' Food Empowerment Project for food skills education in Greater Victoria. The findings strongly support the need and desire for improved food literacy through education. The holistic nutrition component of our new EcoFarm education program will support food skills development and integrate understanding of regenerative farming practices and ecosystem stewardship with human health.

**Services provided:**

**Stewardship:** HCOFS has held Haliburton Farm in stewardship for Saanich since 2002, maintaining certified organic status since 2004, using permaculture methods that continue to improve the soil and ecosystems. The restored wetland, maintained by an active group of biodiversity volunteers, has provided learning and research opportunities; serves as a successful demonstration of how, with good communication, agriculture and natural systems can co-exist harmoniously; and supports the protection of the special flora and fauna of South Vancouver Island, including the endangered Garry Oak ecosystems.

**Food Security & Supporting Farmers:** The Haliburton community is a growing network, building local awareness of food security, supporting skills development, resources, and knowledge sharing. The farming businesses grow certified organic produce sold at the farm, at the farm stand, in the Spring and Summer food box programs, and to restaurants, retail and local farm markets. Only 0.4% of the population of Saanich is actively involved in farming and there is a high demand for local food, including organic. So, we are delighted to report that three Haliburton Farmers have expanded their operations beyond the Farmlands, increasing their food production capacity, and demonstrating the success of the Haliburton incubator farm model for increasing food production.

**Education:** For 2017, the Society has secured grant funding from Victoria Foundation to initiate a social enterprise, an EcoFarm School, to help meet the growing need for training in certified organic agriculture, holistic nutrition, and environmental stewardship. The need for new farmers in the District of Saanich and across BC is significant. In the [District of Saanich Agriculture and Food Security Plan Background Report](#), the average age of farmers in Saanich is 57, with no increase since 2006 in the percent (4%) of farmers under 35 years; 61% of farmers are over the age of 55. In the [Saanich Agriculture & Security Task Force SWOT analysis \(2016\)](#), the first weakness identified for our region: "***Education is lacking, especially around how food is produced.***"

The Farm also hosts the annual Growing Food course, now in its 5<sup>th</sup> year at the farm, offered in collaboration with learning partners Gaia College and Royal Roads Continuing Studies. The Institute for Global Studies at Claremont Secondary increased the numbers of students visiting the farm on a program that fits with their learning outcomes. Also in its 5<sup>th</sup> year is an annual, month-long placement of 10 students from Hong Kong through the English Language Centre at University of Victoria. Haliburton Farm hosts other food, farming and biodiversity workshops upon request.

**Community:** Farmers and Board members volunteer their time for events at the farm such as the Saanich Seedy Saturday held each January. In 2016, the Society chose 1 Up Single Parents Resource Centre as recipient of proceeds from an Urban Food Garden Tour, to provide 5 families in need with a Food Box each week between July and end October. Guided tours, farm stand staffing, Community Supported Agriculture through the farm food box, customers to the farm stand, visitors to the various events, classes hosting local and international visits and work parties for community volunteers contribute to building an inclusive community. The second annual Saanich Seedy Saturday offered during the 2<sup>nd</sup> week of January was again a popular event, attended by approx. 550 people, with 34 vendors coming from as far as Qualicum and the lower mainland.

**Description of Haliburton Community Organic Farm Society 2017 Activities and Benefits to Saanich:**

HCOFS, as a steward of land in Saanich, supports Saanich's Official Community Plan, especially the important goals of agricultural land protection, increased food security, and encouragement of environmentally sound agricultural and ecosystem stewardship practices that support sustainability. To continue to provide benefits to the Saanich community, and sustainably manage the agricultural, ecosystems, and infrastructure assets of the Saanich Municipality, we want improve water management on the Farm to reduce the risk of flooding, water damage to the farm businesses, the Farmhouse, and the pathways needed for community tours.

The operating funds will be used specifically for:

- (1) Additional costs (\$14,000, in addition to the \$9,500 we already have) for the installation of a steel roof to replace the asphalt roof that no longer meets code. HCOFS looked carefully into roof options in 2016 and determined that not only does a metal roof have a significantly longer lifespan (50 years) than asphalt (15-20 years), it is more weather resistant (wind, ice), fire-proof, energy-efficient, and is recyclable. A metal roof also enables clean rainwater collection for irrigation use, reducing potable water use, and makes the future installation of solar panels more sustainable. The education centre (Farmhouse) is close to its electrical load limit and a solar-paneled roof will more than offset the expense of bringing in extra power, in addition to reducing our (i.e., the District of Saanich's) carbon footprint. [Solar is not included in this application]
- (2) A feasibility study for rainwater management on the Farm;
- (3) Hosting community events such as the annual Saanich Seedy Saturday at the Horticulture Center of the Pacific, educational workshops and demonstrations, and guided Farm and Biodiversity tours for the community and other visitors; and
- (4) Maintaining the integrity of the infrastructure of the District of Saanich property at 741 Haliburton Road.

**Appendix 2 – HCOFS Financial Statement for the year 2016:****REVENUE**

Bank Interest	\$249.51
Donations	\$1,180.10
Memberships	\$400.00
Scholarship Grants	\$2,500.00
Operating Grant	\$11,500.00
Neighbourhood Grants	\$28,629.00
Produce Sales, Fund Raising, Workshop, Tours	\$8,596.88
Farm Food Box Program - Net after Farm Leases	\$22,754.62
Farm Leases	\$4,500.00
Utility & Membership Recovery	\$3,342.16
Miscellaneous Revenue	\$243.53
WCB Rebate	\$130.10
GST Rebate - 2015	\$389.23
<b>TOTAL REVENUE:</b>	<b>\$84,415.13</b>

**EXPENSES**

Advertising/Internet/Market Memberships & Expenses	\$4,059.65
Bank Charges	\$0.00
Ministry of Finance/Annual Report	\$25.00
Stationary & Office Expenses	\$143.58
Capital Repairs/Wetland Restoration	\$14,230.13
Utilities & Furnace Repairs/Sewage	\$5,535.07
Shared Produce & Tours, Float Expenses	\$503.26
Farm Food Box Program Reimbursements	\$21,535.87
Farm Supplies, Seeds, Tillage,	\$435.88
House Supplies	799.79
Honorariums, Gifts, Hospitality Expenses	\$0.00
Donations	\$25.00
Scholarships	\$1,855.00
Interns/Apprenticeship Honorarium	\$17,742.56
Insurance	\$687.00
IOPA/COABC Membership Expenses	\$1,360.92
Taxes	\$0.00
Fund Raising Expenses	\$883.00
Legal Expenses	\$311.08
Hospitality & Training Expenses	\$392.06
GST Rebate to Submit	\$713.79
Miscellaneous Expenses	\$72.00
<b>TOTAL EXPENSES</b>	<b>\$71,310.64</b>

**ANNUAL BANK BALANCE:**

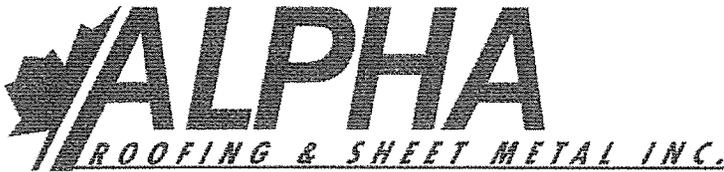
Balance as of beginning of 2016 Fiscal year	\$42,360.45
Revenue	\$84,415.13
Expenses	\$71,310.64
Balance at end of 2016 Fiscal Year	\$55,464.94
Total committed funds	\$54,020.96
Uncommitted bank balance	\$1,443.98

**Appendix 3 - Supporting documentation to assist the District of Saanich in assessing our 2017 application. A brief description of 2016 programs and activities, including the use of the 2015 Saanich Community Grant:**

**Brief description of programs, activities:** In 2016, we celebrated 14 successful years in operation. Activities, events and programs included the following, most of which HCOFS plans to continue in 2017:

- Certified organic produce grown on the Farm continues to be sold at the seasonal Farm stand operation, through the Food Box program (which had significant repeating and many new subscribers), farm markets downtown at the Hudson, Moss Street Market, local grocery stores, restaurants, and community events upon request;
- Weekly pick-up of surplus produce by 1 Up Single Parents Resource Society and HCOFS volunteers during the growing season;
- Certified organic plant, seedlings, seeds and Saanich native plant sales;
- Farmers and/or Board members gave presentations in 2016 at Claremont School, Sidney Rotary, Healthy Saanich Committee, Cobble Hill Garden Club, UVic Restoration of Natural Systems Program, Royal Roads Growing Our Futures Program, and Horticulture Centre of the Pacific; In 2017, we will continue to give presentations upon request and seek out additional opportunities;
- Presentations on the *Haliburton Incubator Farm Model upon request*;
- Active participation by HCOFS Board members and farmers in the District of Saanich Agriculture and Food Security Plan consultations
- Annual Seedy Saturday in January - an event that celebrates local seed saving with seed exchange tables for adults and children, seed, fresh produce, and plant sales. In 2017 this was our 5<sup>th</sup> Annual Seedy Saturday and our 2<sup>nd</sup> year of partnership with the District of Saanich and the Horticulture Centre of the Pacific to deliver this popular event.
- The Farm sponsored four interns in the 2016 growing season with support from the Victoria Foundation. The internship program is being replaced in 2017 by our new EcoFarm School program which will expand our capacity for adult training in certified organic agriculture, ecosystem restoration and enhancement, and holistic nutrition. We have had preliminary discussions with the Division of Continuing Studies at University of Victoria, to explore possibilities for closer collaboration.
- The annual Growing Food Course, held March – Sept, is in its 5<sup>th</sup> year (in 2017) at Haliburton Farm offered with educational partners Gaia College and Royal Roads;
- Other ongoing educational opportunities for certified organic growers, students, international visitors and consumers for schools and community groups such as Claremont Secondary Institute for Global Studies, UVic, Camosun College Horticultural program, Gaia College, Royal Roads Continuing Studies, and Scouts Canada;
- Provide educational instruction space, meeting venues, and a community library, wetland and farm volunteers, HCOFS Board and farmers, interns, community groups on demand, school groups and educational partners;
- Continuation of Urban Biodiversity Enhancement Restoration Project, now in its 10<sup>th</sup> year, with many opportunities for students, volunteers from all over the Peninsula (e.g. Greater Victoria Green Team) and researchers in supervised monthly work parties, tours and the group's end of year celebration; and
- Guided Farm and Biodiversity Project tours.

**Many thanks to the Municipality of Saanich for your support through the years.**



2-6654 Butler Crescent  
Victoria, B.C. V8M 2G8  
TELEPHONE (250) 544-0169  
FACSIMILE (250) 544-0159

101- 921 Laval Crescent  
Kamloops, B.C. V2C 5P4  
TELEPHONE (250) 374-0181  
FACSIMILE (250) 374-2726

6850 Antrim Avenue  
Burnaby, B.C. V5J  
TELEPHONE (604) 433-6911  
FACSIMILE (604) 431-9371

January 31, 2017

District of Saanich  
770 Vernon Avenue  
Victoria, B.C.

Att'n: Mr. Doug Kleckner & Ann Eastman

Re: 741 Haliburton Road, house roof replacement, scope of work

- remove existing layer (1) of asphalt shingles and all accessories
- clean-out eave troughs
- re-cover roof deck with 3/8" exterior grade Douglas Fir plywood (attached with Ardox nails)
- install high-temp self-adhering membrane (ice & water shield) to eaves and valley liners
- cover balance of roof deck with breathable synthetic underlay (UDL)
- install metal drip-edge flashing at all eaves
- all panels to be locked onto starter eave flashings
- install open metal valleys
- replace plumbing pipe flashings
- install hidden, continuous ridge venting
- replace flashing on masonry chimney, and seal in place
- install **.26 gauge, 1" standing seam profile**, pre-painted metal roof panels with all gable, ridge trims and accessories
- remove all roof related debris from site and sweep lawn and driveway with magnetic bar
- labour, freight and provincial taxes included
- G.S.T. extra

- 
- all work completed in a professional and courteous manner by qualified tradesmen
  - **Ten-year** labour warranty
  - **Fifty-year** life expectancy on metal
  - **Price ...\$19,853.00**

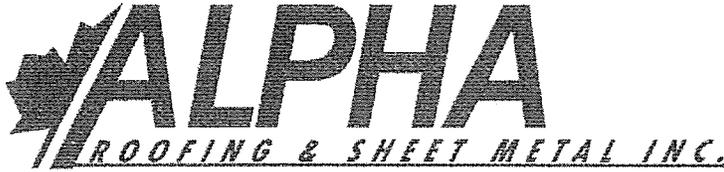
Regards,

**VALID FOR TWENTY-ONE DAYS**

Mike McKenzie

BUILT-UP ROOFING • SHINGLING • SHEET METAL • CLADDING • MEMBRANES • VENTILATION





2-6654 Butler Crescent  
Victoria, B.C. V8M 2G8  
TELEPHONE (250) 544-0169  
FACSIMILE (250) 544-0199

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FACSIMILE (604) 431-9371

January 31, 2017

District of Saanich  
770 Vernon Avenue  
Victoria, B.C.

Att'n: Mr. Doug Kleckner & Ann Eastman

Re: 741 Haliburton Road, house roof replacement, scope of work

- Remove existing layer (1) of asphalt shingles and all accessories
- Clean-out eave troughs
- Re-cover roof deck with 3/8" exterior grade Douglas Fir plywood (attached with Ardox nails)
- Install # 30 ice and water shield to all eaves
- Cover balance of roof deck with synthetic shingle underlay (UDL)
- Install eave protection Install underlay (UDL) to roof deck
- Install fibreglass based asphalt shingles
- Install roof vents (6) & plumbing flashings
- Replace flashings to chimney
- Remove all job related debris from site
- Labour and freight included
- Quoted price is subject to G.S.T.

- 
- All work completed in a professional and courteous manner by qualified tradespersons
  - Ten-year labour warranty
  - Lifetime shingle warranty
  - Price...\$7651.00

**Options:**

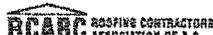
- This quote does not include asbestos testing; as mandated by WORKSAFE BC; for pre-1990 buildings
- re-sheath with Oriented Strand Board (OSB)...\$216.00 less
- replace gutters & down pipes...\$1687.00 extra
- install air chutes at soffits, batt insulation blockers at soffits, add R32 blown insulation (to finish at R40), batt and weather-strip hatch cover...\$2157.00 extra

Regards,

**VALID FOR TWENTY-ONE DAYS**

Mike McKenzie

BUILT-UP ROOFING • SHINGLING • SHEET METAL • CLADDING • MEMBRANES • VENTILATION





The Corporation of the District of Saanich  
**COMMUNITY GRANTS PROGRAM**  
**APPLICATION FORM**

Sp CW Financial Plan  
 March 7, 2017

*Deadline for submission: February 1st*

**What grant are you applying for:**

- Operating Grants:  Community or Social Service Grant      Project Grants:  Small Sparks Grant  
 Community Association Operating Grant       Neighbourhood Matched Project Grant  
 Community Dry Grad Grant       Sustainability Grant

**Organization Information**

Organization Name:  
 HORTICULTURE CENTRE OF THE PACIFIC

Permanent Mailing Address:      City:  
 505 QUAYLE ROAD      VICTORIA

Postal Code:      Email:      Fax Number:  
 V9E 2J7      director@hcp.ca      250-479-6047

Contact Person (Name):      Phone Number:  
 ANNE KADWELL, GENERAL MANAGER      250-479-6162

*Deborah Donahue*  
 Have you applied for funding from other sources?      NO      If yes, from whom? And for how much?

*Freedom of Information and Protection of Privacy Act (FOIPPA): Personal information is collected, used and disclosed under the authority of the Community Charter and section 26(c) of the FOIPPA. The information will be used for the purpose of processing this application. If you have questions regarding its collection and disclosure contact the Saanich Information and Privacy Team, 770 Vernon Avenue, Victoria, BC V8W 2W7 or by telephone: (250) 475-1775.*

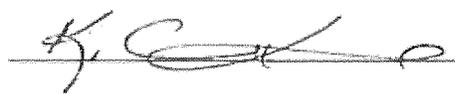
**Funding Request**

Amount of grant request:  
 \$195,000.00

Written summary of request, organization information, service provided and benefit to Saanich; or description of project, activity or event (include date, time and location)  
 PLEASE SEE ATTACHED.

Description of how funds will be used and time frame to complete.  
 The grant will be used for general operating expenses at the Horticulture Centre of the Pacific in addition to engaging the community by increasing our presence, visibility and relevance in it.

If you are applying for a Project Grant, provide a description of the community-matched contributions and attach Project Budget Statement Form.

Signature:       Date: Jan 30, 2017



January 30, 2017

Corporation of the District of Saanich

**Re: Community Association Operating Grant Funding Request**

**Attached: Horticulture Centre of the Pacific's 3 year Business Plan**

Dear District of Saanich,

We are appreciative of the ongoing support and enthusiasm for the Horticulture Centre of the Pacific (HCP) and the community which it provides for. We would like to take this opportunity to thank you for approving our loan amendment at the Dec 12, 2016 council meeting.

We continue to be concerned about the stability of the HCP and its ability to grow. Our debt load is significant in size making it very difficult to fully operate in growing our educational programs, being a tourist destination, research facility, event facility and as a horticulture training centre.

You will see on our application that we are requesting an increase in our operating grant by \$65,000. Our grant has remained at the same level since 2007 and our costs have increased in those 10 years.

The additional funding will give us much needed stability and sustainment to enable us to move into the future. Even with such an increase we will have to continue having achievable goals, limited staffing, and realistic tight budgets.

Anne Kadwell, General Manager and Larry Phillips, HCP Chair met with the Paul Thorkelsson, Chief Administrative Officer and Valla Tinney, Director of Finance on Oct 12, 2016. This was a meeting to connect and discuss HCP's future. Out of the meeting, a 3 year business plan was developed. This illustrates a slow growth in revenue while continuing to maintain our expenses and debt load.

The plan includes very conservative revenue numbers. Our goal is to exceed them with diligent attention to the relevancy of our programs, and the possibility of new revenue streams. The increase financial support of the additional funds requested will be instrumental in assisting us to meet and hopefully exceed our goals for 2017.



Anne and Larry followed up the Oct 12<sup>th</sup>, 2016 meeting with Mayor Atwell on Dec 6<sup>th</sup>, 2016. This meeting was to further discuss debt load, and future operational concerns of the HCP. All parties agreed that the HCP is a gem, one which needs to be preserved and to grow! It is one of a kind and it's nestled within the District of Saanich, which was once Crown land, is now owned by the District of Saanich.

As our first founders who broke ground in 1979, the HCP continues to be a place of learning, tranquility and social gathering. A place enjoyed by world travellers and local garden enthusiasts. It grows with a community who seeks further education in sustainability living, who is getting in touch with the land once again.

HCP cannot continue to be sustainable without the ongoing assistance and requested increase in our operational grant.

Kind regards,

A handwritten signature in black ink, appearing to read 'Anne Kadwell', written in a cursive style.

Anne Kadwell  
**General Manager**  
Horticulture Centre of the Pacific



## **Executive Summary**

The Horticulture Centre of the Pacific (HCP) is a non-profit botanical garden and horticulture college. It was founded in 1979 by a small group of garden enthusiasts and local horticulturists who saw the importance of creating a space of learning and sharing. It continues to be a place of learning, tranquility and social gathering. It is a place of horticulture excellence and education to serve all. Today, we are a well known garden full of learning opportunities nestled within the District of Saanich, BC. This land was once Crown Land, but is now owned by the District of Saanich and leased to the HCP.

Like all Not for Profit Organizations the HCP has had it's financial highs and low. The construction of the new Couvelier Pavilion brought a different element to the gardens. It is a beautiful building and very functional as an event space, which in time will be a revenue asset to the HCP.

The concern today is the sustainability of the HCP as we cannot meet the financial debt load which, we are carrying while continuing to fully operate as a community education facility, tourist destination, research facility, and horticulture college.

The following is a Business plan proposed to establish some comfort to move into the future with growth and prosperity while setting achievable realistic goals with limited staffing.

We cannot grow further without enhancing our team and operations, we can't do this without additional operational funds / cash flow. Therefore for the next several years HCP has to assess how we can achieve this while maintaining a professional functioning business.

Our objective is to:

- Strengthen Financial Stability
- Enhance Relevancy to the Community
- Strengthen & Broaden Education Focus
- Increase Delivery Capacity



## Historical Overview

### Statement of Operations

	2016	2015	2014	2013	2012
<b>Revenue</b>					
Act 9/30 - Budget					
Oct-Dec					
Education	\$236,992	\$298,959	\$362,648	\$381,236	\$353,899
Grants	\$236,553	\$176,995	\$195,696	\$173,914	\$146,790
Sales/Events	\$195,343	\$159,572	\$157,401	\$164,468	\$153,816
Donations/Fundraising	\$85,933	\$136,596	\$102,355	\$87,299	\$127,837
Admissions/Memberships	\$78,748	\$73,932	\$72,217	\$68,607	\$62,386
Outerbridge Park	\$10,161	\$15,772	\$35,466	\$11,903	\$29,413
	<b>\$843,730</b>	<b>\$861,826</b>	<b>\$925,783</b>	<b>\$887,427</b>	<b>\$874,141</b>
	-2.10%	-6.90%	4.30%	1.50%	

#### Expenditures

Administration	\$173,228	\$181,258	\$210,173	\$119,108	\$96,837
Education	\$32,391	\$39,755	\$58,014	\$57,234	\$51,722
Fundraising/Grants	\$31,567	\$29,138	\$36,718	\$54,835	\$92,510
Garden/Grounds	\$25,065	\$24,501	\$32,403	\$35,752	\$27,450
Interest on Long-term Debt	\$28,860	\$31,778	\$31,154	\$11,258	\$-
Outerbridge Park	\$10,161	\$15,772	\$35,466	\$11,903	\$29,413
Retail/Events	\$38,312	\$38,226	\$45,062	\$82,445	\$78,507
Wages,benefits,subcontracts	\$472,033	\$430,159	\$565,901	\$535,821	\$489,080
	<b>\$811,617</b>	<b>\$790,587</b>	<b>\$1,014,891</b>	<b>\$908,356</b>	<b>\$865,519</b>
	2.70%	-22.10%	11.70%	4.90%	

#### Net profit(loss) before non-cash items

	\$32,113	\$71,239	\$(89,108)	\$(20,929)	\$8,622
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#### Non-cash Items - Amortization, Securities, Def Capital, Int ben

	\$(52,876)	\$(4,300)	\$(31,664)	\$(4,210)	\$(6,540)
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#### Net profit(loss)

	\$(20,763)	\$66,939	\$(120,772)	\$(25,139)	\$2,082
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### Statement of Cash Flows

	Projected	(from Audited Financial Statements)			
	2016	2015	2014	2013	2012
<b>NET(Decrease) Increase in Cash</b>	\$ (117,551)	\$ 54,178	\$ (227,181)	\$ 74,303	\$ (145,858)
<b>Cash, Beginning of Year</b>	\$ 155,510	\$ 101,332	\$ 328,513	\$ 254,210	\$ 400,068
<b>Cash, End of Year (Projected 2016)</b>	\$ 37,959	\$ 155,510	\$ 101,332	\$ 328,513	\$ 254,210
<b>Cash consists of:</b>					
Cash	\$ (49,865)	\$ 52,490	\$ 2,861	\$ 54,331	\$ 71,769
Restricted cash and short term deposits	\$ 87,824	\$ 103,020	\$ 98,471	\$ 174,182	\$ 182,441
	\$ 37,959	\$ 155,510	\$ 101,332	\$ 328,513	\$ 254,210

### Long Term Debt

	Original - \$	2016	2015	2014	2013	2012
District of Saanich	\$ 240,000	\$ 185,780	\$ 185,780	\$ 240,000	\$ 240,000	\$ 90,000
Vancity Mortgage	\$ 750,000	\$ 703,599	\$ 718,182	\$ 737,051	\$ 750,000	\$ -
Vancity Loan	\$ 70,000	\$ 13,232	\$ 68,112	\$ -	\$ -	\$ -
<b>Total Debt Load</b>		\$ 902,611	\$ 972,074	\$ 977,051	\$ 990,000	\$ 90,000

- Debt load has increased by 903% since 2012.

### Donations

	Sep-30-16	2015	2014	2013	2012
Donations/Fundraising	\$ 77,333	\$ 136,596	\$ 102,355	\$ 87,299	\$ 127,837

- Donations have decreased 39.5% since 2012 and 43.4% since 2015



### HCP Focus

Presently we are donation/grant dependent and burdened with a substantial debt load. The goal is to maintain services with the dynamic staffing we presently have while setting realistic growth goals.

HCP has to continue to raise revenue not only to have a functional team but buildings and current tools to work with. All buildings are in need of repair and technology within them are out of date.

### Revenue projections

*\*these are very conservative numbers, the goal is to exceed these if possible and if other revenue avenues are found.*

#### 3 Year Projected Statement of Operations

	2017	2018	2019
<b>Revenue (Increase 5% per year)</b>			
Education	\$248,842	\$261,284	\$274,348
Grants(Saanich,Gaming)	\$185,000	\$185,000	\$185,000
Sales/Events	\$205,110	\$215,366	\$226,134
Donations/Fundraising	\$90,230	\$94,741	\$99,478
Admissions/Memberships	\$82,685	\$86,820	\$91,161
	<b>\$811,867</b>	<b>\$843,210</b>	<b>\$876,121</b>
<b>Expenditures (Increase 3% per year)</b>			
Administration	\$178,425	\$183,778	\$189,291
Education	\$33,363	\$34,364	\$35,395
Fundraising/Grants	\$32,514	\$33,489	\$34,494
Garden/Grounds	\$25,817	\$26,591	\$27,389
LTD Repayments (Mtge,loans)	\$79,068	\$79,068	\$79,068
Retail/Events	\$39,461	\$40,645	\$41,865
Wages,benefits,subcontracts	\$486,194	\$500,780	\$515,803
	<b>\$874,842</b>	<b>\$898,715</b>	<b>\$923,305</b>
<b>Net profit(loss)</b>	<b>\$(62,975)</b>	<b>\$(55,505)</b>	<b>\$(47,184)</b>



### **Strengthen Financial Stability**

It is evident that HCP needs to be sustainable and not rely on seeking large donations. Donations are important to us but we have to have another reliable source of revenue.

- Increase income generation through revision of membership packages.
- Establish new partnerships for annual events.
- Garden Guru speakers during off season.
- Increase Grant proposals writing.
- Increase event package pricing.

### **Enhance Relevancy to the Community**

New relationships have to be built and some have to be reestablished. Reaching out to community through many levels of education, age and cultures is essential.

- Develop new community ed niche/trend workshops (food growing)
- Work with First Nations to rekindle the relationship.
- Establish more display gardens of garden trends.
- New relationships with outside resources.
- Offer affordable workshops to families.

### **Strengthen & Broaden Education Focus**

Being a botanical garden it is crucial that we keep up with the latest trends in horticulture. This has to resonate throughout the college and display gardens.

- Partner with more horticulture/agriculture researchers.
- National recognition through the BC Gardens program.
- Develop a plan to utilize all buildings for education.
- Open core College programs to the public.
- Document plant collections.

### **Increase Delivery Capacity**

To be successful effective and efficient delivery of our services is required.

- Establish a better process in house for website tweaking and Enews.
- Staff growth through professional development.
- Consistent branding through documentation.
- Proper data management systems in place.
- Increase event package pricing.

**Horticulture Centre of the Pacific  
Statement of Financial Position  
As At  
31-Oct-16**

**Assets**

	31-Oct-16	31-Oct-15
<b>Current Assets</b>		
Cash & short term deposits	\$ (45,464)	\$ 16,385
Cash & short term deposits - restricted	123,432	130,170
Cash - Long-Term Debt Sinking Fund	24,000	24,000
Accounts Receivable	11,803	7,650
Inventory	8,741	6,541
Prepaid Expenses	11,326	12,386
	<u>133,838</u>	<u>197,132</u>
 <b>Property, plant and equipment</b>	 <u>1,484,880</u>	 <u>1,561,291</u>
	 <u>\$ 1,618,718</u>	 <u>\$ 1,758,423</u>

**Liabilities and Net Assets**

<b>Current Liabilities</b>		
Accounts payable and accrued liabilities	\$ 61,483	\$ 59,236
Due to government agencies	(1,123)	(2,070)
Due to employees	4,840	12,114
Current portion of long-term debt	45,946	24,000
Deferred Revenue	86,159	130,447
Deferred Contributions	96,092	92,170
Prepayment of PCTIA tuition	23,856	8,059
Unearned tuition and membership fees	28,196	32,708
	<u>345,449</u>	<u>356,664</u>
 <b>Long Term Debt-Saanich</b>	 161,780	 192,000
<b>Loan - Vancity</b>	10,000	69,059
<b>Mortgage Payable - Vancity</b>	682,527	721,364
<b>Deferred Capital Contributions</b>	505,029	547,293
	<u>1,704,785</u>	<u>1,886,381</u>

**Net Assets**

<b>Members' Equity - Unrestricted</b>		
Opening	(132,970)	(196,601)
Net Revenue over Expenditures - Current Year	46,903	68,644
Closing	<u>(86,067)</u>	<u>(127,957)</u>
	 <u>\$ 1,618,718</u>	 <u>\$ 1,758,423</u>

*APPROVED BY BOARD*

# Horticulture Centre of the Pacific

## Balance Sheet As at 12/31/2016

### ASSET

#### Current Assets

Cash Float	150.00
Petty cash	500.00
CCS Gaming Acct 170282	0.00
CCS Operating Acct 186056	0.00
CCS Savings Acct #201	0.00
CCS Savings Acct #202	0.00
CCS US Account	0.00
Van City Savings (Restricted)	39,757.19
Van City Acct (Operating)	30,095.73
Van City Shares	726.84
Van City Couvelier Pavilion	0.00
VanCity-Gaming-CE/Vol	1.11
Van City Term Deposit	0.00
Van City - Restricted Cash	0.00
Van City - LTD Sinking Fund	0.00
CCS GIC	0.00
Beanstream Reserve	0.00
Accrued Interest	0.00

**Total Cash** 71,230.87

#### Accounts Receivable

Accounts Receivable-PHC	0.00
Allowance for Doubtful Account...	0.00
Accounts Receivable	0.00
Accounts Receivable-PayPal	1,288.69
Accounts Receivable-Other	-2,175.92
Permit Deposit-Portable	1,500.00
Payroll Advances	0.00

**Total Receivable** 612.77

#### Inventory Assets

Inventory-Gift Shop	5,946.43
Inventory-Plants	50.00
Inventory-Textbooks	0.00

**Total Inventory Assets** 5,996.43

#### Prepaid Expenses

Prepaid Expenses	10,611.40
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**Total Prepaid Expenses** 10,611.40

#### Capital Assets

Land & Buildings	1,579,972.87
Building in Progress-Portable	446.00
Building - \$5 m project	0.00
Buildings-Couv Pav Project	0.00
Accum. Amort.-Land & Building	-171,292.21
Computer Equipment	14,690.39
Computer Software	0.00
Accum. Amort-Computer Equip	-12,971.11

## Horticulture Centre of the Pacific Balance Sheet As at 12/31/2016

Equipment	98,714.53
Accum. Amort-Equipment	-60,318.90
Property Infrastructure	147,357.74
Accum Amort-Property Infrast	-117,890.48
<b>Total Capital Assets</b>	<u>1,478,708.83</u>
<b>Other Non-Current Assets</b>	
Victoria Foundation	0.00
Investment in shares	0.00
<b>Total Non-Current Assets</b>	<u>0.00</u>
<b>TOTAL ASSET</b>	<u>1,567,160.30</u>
<b>LIABILITY</b>	
<b>Current Liabilities</b>	
Accounts Payable	38,263.13
Accounts Payable-other	8,000.04
Accounts Payable - Dig This	0.00
Accounts Payable-Holdback	0.00
Visa Payable	0.00
Gift Certificates Payable	0.00
<b>Total Acct Payable &amp; Accrue...</b>	<u>46,263.17</u>
<b>Due to Government Agencies</b>	
GST Charged on Sales	393.18
GST Paid on Purchases-Asset...	0.00
GST Paid on Purchases-5%	-1,208.40
GST Paid on Purchases-7%	0.00
GST Owing (Refund)	-815.22
PST Charges on Sales	90.04
EI Payable	-26.05
CPP Payable	-55.16
Federal Income Tax Payable	-2,020.98
Total Receiver General	-2,102.19
WCB Payable	242.89
<b>Total Due to Government</b>	<u>-2,584.48</u>
<b>Due to Employees</b>	
Wages Payable	0.02
Vacation payable	2,522.58
<b>Total Due to Employees</b>	<u>2,522.60</u>
<b>Deferred Revenue</b>	
Current portion of long-term debt	0.00
Deferred Revenue	65,885.78
Prepaid College Fees	10,137.00
<b>Total Deferred Revenue</b>	<u>76,022.78</u>
<b>Unearned Revenue</b>	
Prepaid Memberships	12,222.42

## Horticulture Centre of the Pacific Balance Sheet As at 12/31/2016

HCP Rental Deposits	4,455.00
Master Gardener	4,675.00
Sustainable gardening	0.00
Community Education	2,025.00
<b>Total Unearned Revenue</b>	<u>23,377.42</u>
<b>Current Liabilities</b>	
Deferred Revenue-Couvelier P...	0.00
Deferred Donations	92,697.39
Prepaid Scholarships	3,618.33
Bursaries	6,591.50
Weyant Scholarship	0.00
Heather Society Bursary	0.00
Projects Carried Forward	0.00
<b>Total Current Liabilities</b>	<u>102,907.22</u>
<b>Long-term Liabilities</b>	
Loan-District of Saanich	185,780.00
Vancity Loan	11,215.77
Mortgage-VanCity	698,593.93
Deferred Capital Donations	497,985.08
<b>Total Long Term Liabilities</b>	<u>1,393,574.78</u>
<b>TOTAL LIABILITY</b>	<u>1,642,083.49</u>
<b>EQUITY</b>	
<b>Owners Equity</b>	
Members Equity	-77,930.71
Retained Earnings - Previous Y...	-55,039.60
Current Earnings	58,047.12
<b>Total Owners Equity</b>	<u>-74,923.19</u>
<b>TOTAL EQUITY</b>	<u>-74,923.19</u>
<b>LIABILITIES AND EQUITY</b>	<u>1,567,160.30</u>

**Horticulture Centre of the Pacific**  
**Statement of Operations**  
For the period ended: 31-Oct-16

	Actual YTD	Budget YTD	Actual Prior Year	2016 Budget
<b>Revenue</b>				
Pacific Horticulture College	\$ 144,128	\$ 159,398	\$ 215,178	\$ 175,626
Fund Development	136,248	160,870	155,452	192,970
Community Education	106,039	101,675	73,397	123,000
Gardens & Grounds	38,320	41,300	37,230	43,000
Administration	201,090	176,100	174,783	210,700
Outerbridge Park	10,161	13,500	14,151	16,000
Facility Rentals	143,295	128,209	106,586	148,507
	<u>779,280</u>	<u>781,052</u>	<u>776,778</u>	<u>909,803</u>
<b>Expenses</b>				
Pacific Horticulture College	197,826	185,766	216,108	227,225
Development & Fundraising	25,538	21,222	29,294	34,144
Community Education	54,516	63,182	40,940	84,310
Gardens & Grounds	141,904	149,508	141,879	186,118
Administration	201,090	202,734	174,783	210,700
Outerbridge Park	10,497	13,505	14,151	16,000
Facility Rentals	101,006	91,838	90,979	129,417
	<u>732,377</u>	<u>727,755</u>	<u>708,135</u>	<u>887,914</u>
<b>Net Contribution</b>				
Pacific Horticulture College	(53,698)	(26,368)	(930)	(51,599)
Development & Fundraising	110,710	139,648	126,158	158,826
Community Education	51,522	38,493	32,457	38,690
Gardens & Grounds	(103,585)	(108,208)	(104,648)	(143,118)
Administration	-	(26,634)	(0)	-
Outerbridge Park	(336)	(5)	-	-
Facility Rentals	42,289	36,371	15,607	19,090
<b>Surplus (deficit)</b>	<u>\$ 46,903</u>	<u>\$ 53,297</u>	<u>\$ 68,643</u>	<u>\$ 21,889</u>

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# Horticulture Centre of the Pacific

## Income Statement 01/01/2016 to 12/31/2016

### REVENUE

#### Sales Revenue

Events	16,558.59
Book Sales	26.37
Gift Shop Sales	21,857.75
Recognition Bricks	214.96
Hall and Ground Rentals	0.00
Rentals - Couvelier Pavilion	34,862.00
Newsletter Advertising	0.00
Plant Sales	34,665.37
Hospitality Sales	0.00
Weddings	71,750.00
Cafe Rental	12,829.36
Interest	727.93
Interest Benefit	0.00
Misc Revenue	6,137.58
Admin Recovery	2,748.00

<b>Total General Revenue</b>	<b>202,377.91</b>
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#### Admissions and Memberships

Admissions	28,469.53
New Members	19,082.90
Renewals	25,493.38
Tours	985.60

<b>Total Admissions and Membe...</b>	<b>74,031.41</b>
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#### Donations and Fundraising

Donations-Capital Campaign	0.00
Donations-Deferred Capital	42,264.00
Donations-Equipment	0.00
Donations-General	0.00
Legacy Fund Donations	34,739.08
Donations-In Kind	0.00
Donations-PHC	0.00
Donations-Projects	70,186.29
Corporate Sponsors	0.00
Mail Appeal	0.00
Seed Sales	0.00
Admin Recovery	0.00
HCP Gala & Casino	0.00

<b>Total Donations and Fundrais...</b>	<b>147,189.37</b>
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#### Grants

Gaming Grant	57,220.36
Grants	21,471.66
Saanich Grants	145,044.66
Victoria Foundation	0.00
Conservation Area	0.00

<b>Total Grants</b>	<b>223,736.68</b>
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#### Education

## Horticulture Centre of the Pacific

### Income Statement 01/01/2016 to 12/31/2016

Application Fees	2,140.00
PT Program -no ITA -Apprentice	9,600.00
Arborist	0.00
College Tuition-Full Time Level ...	42,029.50
College Tuition- Level 3/4	15,283.00
College IPM - not PCTIA	21,895.00
Online Courses	0.00
Bursaries Received	2,900.00
Installation	0.00
ITA Funding - FT Program	64,829.17
ITA Funding-Apprenticeship	9,750.00
School/Youth Programs	2,020.00
Testing Fees	0.00
Textbooks	19,772.45
Community Education	51,258.00
Horticulture Therapy	0.00
Jr Master Gardener	9,893.94
Master Gardener	12,904.00
Gardening Made Easy	0.00
China Project	0.00
Siem Ielum	0.00
<b>Total Education</b>	<b>264,275.06</b>

**TOTAL REVENUE** 911,610.43

#### EXPENSE

##### Administration

Accounting	48,521.66
Advertising	7,749.78
Bad Debts - Administration	0.00
Bank Charges and Interest	7,456.30
Board Expenses	133.29
Equipment Rental	0.00
General Supplies	12.03
Insurance	14,314.00
Interest-Long term debt	28,583.59
Internet/Telephone/Fax	8,709.08
Janitorial Expenses	8,490.71
Janitorial Services	25,420.00
Legal - Do not use	0.00
Legal	1,724.20
Licenses/Dues/Memberships	5,496.65
Marketing Expenses	306.47
Office Supplies	3,267.98
Office Equipment	3,462.70
Postage	917.36
Printing and Copying	5,066.12
Property Taxes	2,276.92
Recruitment Expenses	0.00
Software	0.00
Staff Training	0.00
Storage	0.00

## Horticulture Centre of the Pacific

### Income Statement 01/01/2016 to 12/31/2016

Travel/Mileage	3,914.05
Utilities	26,099.63
Volunteers	6,458.55
Web Site - IT	7,503.56
Depreciation	67,881.00
<b>Total Administration</b>	<b>283,765.63</b>

#### Fundraising and Grants

Capital Expenses	0.00
Conservation Area Projects	0.00
Conservation Area Maintenance	0.00
Entertainment	0.00
Funded Projects	24,520.01
Fundraising Expenses	470.31
Gaming Expenses	0.00
Grant Expenses	0.00
Mailing Cost	0.00
Professional Fees	2,580.85
HCP Gala & Casino	0.00
<b>Total Fundraising and Grants</b>	<b>27,571.17</b>

#### Gardens and Grounds

Drainage and Irrigation	2,350.87
Hand Tools	565.68
Greenhouse	589.39
Garden Renovation	0.00
Maintenance - Buildings	4,220.18
Maintenance - Grounds	5,262.07
Maintenance - Equipment	1,591.90
Partnership Support	417.58
Pesticides, Fertilizers	52.89
Safety Supplies	44.76
Seeds, Bulbs, Plants	848.69
Supplies/Bulk Material/Dump	1,893.65
Construction Supplies/Tool Room	0.00
Vehicle Insurance/Fuel	3,671.89
<b>Total Garden and Grounds</b>	<b>21,509.55</b>

#### Retail and Events

Event Expenses	17,850.42
Newsletter	0.00
Gift Shop Purchases	15,023.68
Garden Furniture Purchases	0.00
Gift Shop supplies	69.79
Plants for Sale	6,435.30
Rental Expenses	0.00
Wedding Expenses	2,359.83
Hospitality Expenses	0.00
<b>Total Retail and Events</b>	<b>41,739.02</b>

#### Education

Administration	4,122.00
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## Horticulture Centre of the Pacific

### Income Statement 01/01/2016 to 12/31/2016

Bursaries Paid Out	2,900.00
Grad Expenses	610.31
Library	0.00
Student Projects	0.00
College Exp - Textbooks, etc	23,225.24
School/Youth Programs	642.62
Community Education Supplies	1,743.41
Jr Master Gardener Supplies	79.95
Master Gardener Supplies	2,028.27
Gardening Made Easy Supplies	0.00
China Project	0.00
Siem Lelum	0.00
<b>Total Education</b>	<b>35,351.80</b>
<b>Wages and Benefits</b>	
Subcontract, Honoraria	72,453.77
Wages - Admin	283,007.04
Wages - PHC Full Time	0.00
Wages - PHC Part Time	0.00
Wages - Community Education	17,074.14
Wages - Jr Master Gardener	5,276.16
Wages - Master Gardener	1,120.00
Wages - Gardening Made Easy	0.00
Wages - Volunteer Co-ordinator	12,943.03
Event Co-ordinator	20,858.01
Wages - Janitorial	0.00
CPP Expense	13,931.42
EI Expense	8,167.46
WCB Expense	2,431.10
Benefits	6,364.01
<b>Total Wages and Benefits</b>	<b>443,626.14</b>
<b>Admin Recovery</b>	
Admin Recovery - Cost Centres	0.00
<b>Total Admin Recivert</b>	<b>0.00</b>
<b>TOTAL EXPENSE</b>	<b>853,563.31</b>
<b>NET INCOME</b>	<b>58,047.12</b>



The Corporation of the District of Saanich  
**COMMUNITY GRANTS PROGRAM**  
**APPLICATION FORM**

Sp CW Financial Plan  
 Macrh 7, 2017

**Deadline for submission: February 1st**

**What grant are you applying for:**

- Operating Grants:  Community or Social Service Grant      Project Grants:  Small Sparks Grant  
 Community Association Operating Grant       Neighbourhood Matched Project Grant  
 Community Dry Grad Grant       Sustainability Grant

**Organization Information**

Organization Name: SAANICH HERITAGE FOUNDATION		
Permanent Mailing Address: 770 VERNON AVENUE		City: VICTORIA
Postal Code: V8W 2W7	Email: SHIRLEY.LEGGETT@SAANICH.CA	Fax Number: 250-475-5440
Contact Person (Name): SHIRLEY LEGGETT		Phone Number: 250-475-1775 EXT. 3513
Have you applied for funding from other sources?	<input type="text" value="NO"/>	If yes, from whom? And for how much?

*Freedom of Information and Protection of Privacy Act (FOIPPA): Personal information is collected, used and disclosed under the authority of the Community Charter and section 26(c) of the FOIPPA. The information will be used for the purpose of processing this application. If you have questions regarding its collection and disclosure contact the Saanich Information and Privacy Team, 770 Vernon Avenue, Victoria, BC V8W 2W7 or by telephone: (250) 475-1775.*

**Funding Request**

Amount of grant request: \$47,000.00
Written summary of request, organization information, service provided and benefit to Saanich; or description of project, activity or event (include date, time and location)  THE HERITAGE RESTORATION GRANT PROGRAM IS BASED ON SIX (6) APPLICATIONS THE FOUNDATION RECEIVED FOR 2017 TOTALLING \$105,025.92 IN WORK. OUR POTENTIAL CONTRIBUTION AT 35% (PENDING FUNDING APPROVAL) IS ESTIMATED TO BE \$30,225.05
Description of how funds will be used and time frame to complete.  THE FOUNDATION WILL USE THE FUNDING TO PROVIDE HOUSE RESTORATION GRANTS FOR THE 2017 GRANT APPLICANTS, COVER SECRETARIAL/ ADMINISTRATION COSTS, FUND CONTINUING EDUCATION FOR FOUNDATION MEMBERS FOR THE YEAR ENDING 2017, AND FURTHER PROMOTE PUBLIC AWARENESS OF THE BENEFITS OF HERITAGE DESIGNATION AND THE RESTORATION GRANT PROGRAM.
If you are applying for a Project Grant, provide a description of the community-matched contributions and attach Project Budget Statement Form.  

Signature: S. Leggett, Secretary, SHF      Date: Jan. 18/17  
 for Arthur Joyce, C.A. Treasurer, SHF **CW 5**

**SAANICH HERITAGE FOUNDATION**  
(Incorporated under the Society Act of B.C.)

**STATEMENT OF RECEIPTS AND DISBURSEMENTS FOR THE YEAR ENDED DECEMBER 31, 2016**

	OPERATING ACCOUNT		GRANT ACCOUNT		HALL HOUSE		DODD HOUSE	
	2016 31-Dec	2015	2016 31-Dec	2015	2016 31-Dec	2015	2016 31-Dec	2015
<b>RECEIPTS</b>								
Dist. of Saanich grant	12,000.00	12,000.00	30,000.00	30,000.00				
Book sales	124.75	25.00						
Rental income					10,516.00	10,248.00	15,216.00	14,832.00
Interest on account	2.85	4.91	12.35	17.74	4.85	3.04	7.85	11.93
Interest on G.I.C.'s			61.44	160.17	229.90	271.86	210.58	281.56
	<u>12,127.60</u>	<u>12,029.91</u>	<u>30,073.79</u>	<u>30,177.91</u>	<u>10,750.75</u>	<u>10,522.90</u>	<u>15,434.43</u>	<u>15,125.49</u>
<b>DISBURSEMENTS</b>								
Grants paid to homeowners			31,284.47	21,372.70				
Office & Secretarial costs	15,705.62	11,605.61			-	-	-	-
Dues and fees	150.00	150.00						
Conferences and events	120.38	-						
Maintenance expenses					5,824.75	3,735.18	6,268.09	8,555.20
	<u>15,976.00</u>	<u>11,755.61</u>	<u>31,284.47</u>	<u>21,372.70</u>	<u>5,824.75</u>	<u>3,735.18</u>	<u>6,268.09</u>	<u>8,555.20</u>
<b>EXCESS (DEFICIENCY) OF RECEIPTS OVER DISBURSEMENTS</b>	<b>(3,848.40)</b>	<b>274.30</b>	<b>(1,210.68)</b>	<b>8,805.21</b>	<b>4,926.00</b>	<b>6,787.72</b>	<b>9,166.34</b>	<b>6,570.29</b>
INTER-ACCOUNT TRANSFER:	-	-	-	-	-	-	-	(2,500.00)
<b>BANK &amp; GIC'S - BEGINING OF YEAR</b>								
BANK BALANCE	13,363.73	13,089.43	35,627.89	26,982.85	11,428.84	4,912.78	18,759.14	15,626.78
G.I.C.'s			32,484.77	32,324.60	22,926.70	22,654.84	20,000.00	16,562.07
	<u>13,363.73</u>	<u>13,089.43</u>	<u>68,112.66</u>	<u>59,307.45</u>	<u>34,355.54</u>	<u>27,567.62</u>	<u>38,759.14</u>	<u>32,188.85</u>
<b>BANK &amp; GIC's - END of PERIOD/YEAR</b>								
BANK BALANCE	9,515.33	13,363.73	34,355.77	35,627.89	11,124.94	11,428.64	17,714.90	18,759.14
G.I.C.'s			32,546.21	32,484.77	28,156.60	22,926.70	30,210.58	20,000.00
	<u>9,515.33</u>	<u>13,363.73</u>	<u>66,901.98</u>	<u>68,112.66</u>	<u>39,281.54</u>	<u>34,355.34</u>	<u>47,925.48</u>	<u>38,759.14</u>
<b>APPROVED GRANTS UNPAID - 2016</b>			11,557.00					



The Corporation of the District of Saanich  
**COMMUNITY GRANTS PROGRAM**  
**APPLICATION FORM**

Sp CW Financial Plan  
 March 7, 2017

*Deadline for submission: February 1st*

**What grant are you applying for:**

- Operating Grants:  Community or Social Service Grant      Project Grants:  Small Sparks Grant  
 Community Association Operating Grant       Neighbourhood Matched Project Grant  
 Community Dry Grad Grant       Sustainability Grant

**Organization Information**

Organization Name:  
 Saanich Volunteer Services Society

Permanent Mailing Address:      City:  
 1445 Ocean View Road      Victoria

Postal Code:      Email:      Fax Number:  
 V8P1J8      executivedirector@saanichvolunteers.org      250-595-8005

Contact Person (Name):      Phone Number:  
 Gail Snider      250 595 8008

Have you applied for funding from other sources?      Yes      If yes, from whom? And for how much?      United Way - 20,000 (Underway), Gaming - 30,000 (received)

*Freedom of Information and Protection of Privacy Act (FOIPPA): Personal information is collected, used and disclosed under the authority of the Community Charter and section 26(c) of the FOIPPA. The information will be used for the purpose of processing this application. If you have questions regarding its collection and disclosure contact the Saanich Information and Privacy Team, 770 Vernon Avenue, Victoria, BC V8W 2W7 or by telephone: (250) 475-1775.*

**Funding Request**

Amount of grant request:  
 46,368

Written summary of request, organization information, service provided and benefit to Saanich; or description of project, activity or event (include date, time and location)

Saanich Volunteer Services continues to provide one on one direct volunteer services to Saanich residents in need of assistance to remain independent. We are celebrating 25 years of service and are well aware that, as our Saanich population grows and the senior composition of that population increases, we are a much needed service. This need was confirmed through our participation in Seniors Strategy workshops. We are excited to continue our partnership with Saanich in supporting our residents. Our volunteer services include supported transportation to appointments, companionship, minor home repairs, shopping assistance, income tax preparation and light gardening. We are most appreciative of our office space in the McRae house and respectfully request an additional \$12,000 "rent in kind" for this space. Our services emulate the Saanich "Age Friendly Community".

Description of how funds will be used and time frame to complete.

The funds we receive will be used to support our operations including a portion of the salaries for our four part time employees, volunteer recruitment and training and mileage costs incurred by our volunteer drivers. We currently serve over 1000 residents through the kindness of 150 volunteers who request our services to assist with remaining healthy and connected to the community.

If you are applying for a Project Grant, provide a description of the community-matched contributions and attach Project Budget Statement Form.

Signature: Gail Snider      Date: January 17, 2017

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<b>Saanich Volunteer Services Society</b>			
<b>SVSS Operating Budget</b>			
<b>April 1 2016</b>			
<b>Budget 2016 - 2017</b>			
<b>Income</b>			
	Fundraising	27,540	
	Gaming Commission	30,000	
	GST rebate	1,600	
	Interest earned	1,195	
	Mileage returns	8,000	
	Municipality of Saanich	46,368	
	PECSF	3,800	
	Rent in kind	12,000	
	Island Health	48,794	
	United Way	20,000	
	Silver Threads Project	11,460	
	Better At Home	41,637	
	<b>Total Income</b>	<b>\$252,394</b>	
<b>Expenses</b>			
	<b>Employee costs</b>		
	Salaries	125,097	
	Benefits	7,380	
	CPP	6,192	
	EI	3,493	
	WCB	695	
		<b>\$142,857</b>	
	<b>Operating costs</b>		
	Volunteer mileage	30,000	
	Copy & printing	8,000	
	Technology	2,000	
	Office supplies	5,000	
	Postage	4,000	
	Staff development	2,000	
	Advertising	9,000	
	Staff mileage reimbursed	2,500	
	Telephone	5,000	
	Volunteer development	5,000	
		<b>\$72,500</b>	
	<b>Other costs</b>		
	Accounting Fees	2,000	
	Fundraising	0	
	Insurance	2,100	
	Maintenance	5,000	
	Rent in kind	12,000	
	Security	700	
	Minor Capital	700	
	Foundation Contributions	0	
	Silver Threads Project	1,500	
	Victoria Foundation Project	9,440	
	Professional Contracts	0	
		<b>\$33,440</b>	
	<b>Total Expenses</b>	<b>\$248,797</b>	
	<b>Surplus(Deficit)</b>	<b>\$3,597</b>	Before amortization
	<b>Amortization</b>	<b>\$6,997</b>	
	<b>Net Surplus (Deficit) after amortization</b>	<b>(\$3,400)</b>	

**SAANICH VOLUNTEER SERVICES SOCIETY**  
(Incorporated under the Society Act of British Columbia)  
(Unaudited - See Notice To Reader)  
**STATEMENT OF FINANCIAL POSITION**

March 31, 2016

**ASSETS**

	<u>2016</u>	<u>2015</u>
<b>Current</b>		
Cash and bank accounts	\$ 58,067	\$ 41,817
Petty cash	88	76
Prepaid expenses	801	786
	58,956	42,679
<b>Capital assets</b>	(Note 3) <u>7,311</u>	<u>1,469</u>
	\$ 66,267	\$ 44,148

**LIABILITIES**

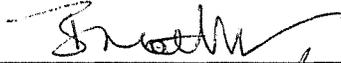
**Current**

Accounts payable	\$ 5,111	\$ 4,897
Due to government agencies	1,921	7,930
Accrued wages payable	1,445	1,445
Deferred revenue	16,597	-
	25,074	14,272

**FUND BALANCES** (Note 2a)

Invested in property, plant & equipment	7,311	1,469
Internally restricted	30,223	30,223
Unrestricted	3,659	(1,816)
	41,193	29,876
	\$ 66,267	\$ 44,148

Approved by the Directors:


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The accompanying notes are an integral part of these financial statements

**SAANICH VOLUNTEER SERVICES SOCIETY**

Statement of Operations  
(Unaudited - See Notice To Reader)  
Year Ended March 31, 2016

	General Fund		Restricted Funds			
	2016	2015	Capital Asset Fund	Appropriated Surplus	2016	2015
Operating costs:						
Volunteer mileage	\$ 23,847	\$ 25,329	\$	\$	\$	\$
Telephone and internet	4,812	4,862				
Postage	3,536	3,970				
Office	4,470	4,489				
Copy & printing	3,867	3,715				
Technology	1,340	7,254				
Staff development	1,012	851				
Advertising	6,874	10,076				
Volunteer development	3,702	3,826				
Staff mileage reimbursement	255	897				
Bank charges	383	283				
BAH project	7,994	-				
	<u>62,092</u>	<u>65,552</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Other costs:						
Rent in kind	12,000	12,000				
Amortization			1,883		1,883	3,509
Insurance	1,378	1,326				
Fundraising	6,520	206				
Accounting	1,444	1,339				
Maintenance	3,437	5,441				
Security	677	677				
Silver Threads project	1,689	1,078				
Victoria Foundation project	559	6,978				
Gift to the Victoria Foundation (Note 2c)						2,500
	<u>27,704</u>	<u>29,045</u>	<u>1,883</u>	<u>0</u>	<u>1,883</u>	<u>6,009</u>
Total Expenditures	<u>227,174</u>	<u>231,922</u>	<u>1,883</u>	<u>0</u>	<u>1,883</u>	<u>6,009</u>
<b>Excess (Deficiency) of Revenue over Expenses</b>	<u>\$ 13,200</u>	<u>\$ (16,377)</u>	<u>\$ (1,883)</u>	<u>\$</u>	<u>\$ (1,883)</u>	<u>\$ (6,009)</u>

The accompanying notes are an integral part of these financial statements.

## **SAANICH VOLUNTEER SERVICES SOCIETY**

Notes to Financial Statements  
(Unaudited – See Notice to Reader)  
Year Ended March 31, 2015

### **1. Purpose of the Organization**

Saanich Volunteer Services Society provides coordinated volunteer assistance to persons living within the municipality of Saanich to improve their quality of life. The Society is incorporated under the Society Act as a not-for-profit organization and is a registered charity under the Income Tax Act.

### **2. Significant Accounting Policies**

#### **a) Fund Accounting**

Saanich Volunteer Services Society follows the restricted fund method of accounting for contributions.

The General fund accounts for the Society's program delivery and administrative activities. This fund reports monies not subject to any special restrictions.

The Appropriated Surplus fund is an internally restricted fund which is set aside for special projects, capital acquisitions or contingencies. Expenditures from this fund must be approved by the Board.

The Capital Asset Fund reports assets, liabilities, revenues and expenses related to Saanich Volunteer Services Society capital assets.

#### **b) Capital Assets**

Capital Assets are recorded at cost. Amortization, reported in the Capital Asset Fund, is calculated at 20% on the straight-line basis, except for computers purchased after March 31, 2005 which are amortized at 25% on the straight-line basis.

#### **c) Revenue Recognition**

On March 27, 2000, the Society gave a gift in the amount of \$10,000.00 to the Victoria Foundation to establish an endowment fund. On October 5, 2006 an additional \$ 3,000 was given as well as \$ 4,000 on May 31, 2008. A gift of \$ 2,500.00 was given on July 23, 2013 and an additional \$ 2,500 was given on May 8, 2014. These gifts will be retained by the Victoria Foundation in perpetuity as capital and have been pooled with its other capital funds for investment purposes. The Victoria Foundation will pay out the income earned on this amount to the Society on a semi-annual basis, less an administration charge. Investment revenue received from the Victoria Foundation will be recorded in the general fund as there are no restrictions on its use. The amount of revenue received during 2016 was \$ 1,099.00 and \$ 791.00 was received during 2015.



The Corporation of the District of Saanich  
**COMMUNITY GRANTS PROGRAM**  
**APPLICATION FORM**

Sp CW Financial Plan  
 March 7, 2017

Deadline for submission: February 1st

**What grant are you applying for:**

- Operating Grants:  Community or Social Service Grant      Project Grants:  Small Sparks Grant  
 Community Association Operating Grant       Neighbourhood Matched Project Grant  
 Community Dry Grad Grant       Sustainability Grant

**Organization Information**

Organization Name: Silver Threads Service			
Permanent Mailing Address: 286 Hampton Road		City: Victoria	
Postal Code: V8Z 1H1	Email: tracyryan@silverthreads.ca	Fax Number: 250 382-3386	
Contact Person (Name): Tracy Ryan		Phone Number: 250 382-3151	
Have you applied for funding from other sources?	Yes <input type="checkbox"/>	If yes, from whom? And for how much?	Gaming Grant \$80,000 Island Health \$83,746, United Way \$45,000, Other Foundations, Provincial Government \$40,000

*Freedom of Information and Protection of Privacy Act (FOIPPA): Personal information is collected, used and disclosed under the authority of the Community Charter and section 26(c) of the FOIPPA. The information will be used for the purpose of processing this application. If you have questions regarding its collection and disclosure contact the Saanich Information and Privacy Team, 770 Vernon Avenue, Victoria, BC V8W 2W7 or by telephone: (250) 475-1775.*

**Funding Request**

Amount of grant request: \$59,225
Written summary of request, organization information, service provided and benefit to Saanich; or description of project, activity or event (include date, time and location) Silver Threads Service at the Les Passmore Centre has been providing programs and services for 48 years (since 1968) at the Saanich owned facility. In 2016 STS celebrates 60 years of serving Greater Victoria.
Description of how funds will be used and time frame to complete. The funds are used for staff wages, program instructors to provide programs and services at the centre. Silver Threads Service provides recreation, events, social programs and outreach to support seniors and the variety of needs and issues facing them. In addition the commercial kitchen provides hot lunches daily, twice monthly community dinners and affordable take out meals.
If you are applying for a Project Grant, provide a description of the community-matched contributions and attach Project Budget Statement Form.

Signature: \_\_\_\_\_

Date: February 1st, 2017

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January 27<sup>th</sup>, 2017

Finance Department  
District of Saanich  
770 Vernon Avenue  
Victoria, BC V8X 2W7

**Re: 2017 Operating Grant  
Renewal for Silver Threads Service – Les Passmore Centre**

Silver Threads Service (STS) – Les Passmore Centre is requesting continued support from the District of Saanich in form of renewal of the operating grant for 2017 for staff wages, program instructors and related costs that will allow continued service to seniors in Saanich. Our services to the community increasingly include Outreach Programs and Services for seniors not able to come to the centre. The request is for \$59,225 which is the same amount received in the previous year.

Please find attached the application form, financial statements and appendix A: Organizational Summary. This will provide further information regarding the outcomes from the past year.

Thank you for your consideration of our application as well as the support from the many individuals and departments of the District of Saanich that sustains the day to day operation of Silver Threads Service – Les Passmore Centre, together we continue to serve the growing seniors population in the community. It is very much appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Tracy Ryan", written in a cursive style.

Tracy Ryan  
Executive Director

Enclosed:

Operating Grant application  
Financial Statement 2015-16  
Appendix A: Organizational Summary

**Saanich Centre**  
286 Hampton Road  
Victoria, BC V8Z 1H1  
Tel. 250.382.3151  
Fax. 250.382.3386

*stay active • stay healthy • stay connected*

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

Charitable registration no. 107981037RR0001

**Victoria Centre**  
2340 Richmond Road  
Victoria, BC V8R 4R9  
Tel. 250 388-4268  
Fax. 250-388.7579

**SILVER THREADS SERVICE**

**FINANCIAL STATEMENTS**

**(Unaudited)**

**March 31, 2016**

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INDEX

	Review Engagement Report
Statement I	Statement of Financial Position
Statement II	Statement of Changes in Fund Balances
Statement III	Statement of Operations
Statement IV	Statement of Cash Flows
	Notes to the Financial Statements

**MANN, MOULSON & CO.**  
CHARTERED PROFESSIONAL ACCOUNTANTS

\* THOMAS A. MACGREGOR, CPA CGA LPA  
\* KERRI GIBSON, CPA CGA CFP

Suite 702 - 1803 Douglas Street  
Victoria, BC V8T 5C3  
Telephone: (250) 386-3405  
Email: office@mannmoulson.ca  
Fax: (250) 361-3188  
\*Professional Corporation

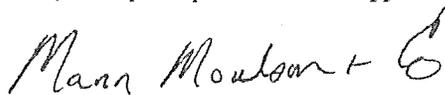
### REVIEW ENGAGEMENT REPORT

To the Directors of Silver Threads Service

We have reviewed the unaudited statement of financial position of Silver Threads Service as at March 31, 2016 and the statement of changes in fund balances, statement of operations and statement of cash flows for the year. Our review was made in accordance with Canadian generally accepted standards for review engagements and accordingly consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by the Society.

A review does not constitute an audit and consequently we do not express an audit opinion on these financial statements.

Based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations. As required by the Society Act (British Columbia), we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.



MANN, MOULSON & CO.  
Chartered Professional Accountants  
Victoria, BC

June 10, 2016

SILVER THREADS SERVICE  
STATEMENT OF FINANCIAL POSITION  
(Unaudited)  
As at March 31, 2016

	Operating Fund	Capital Fund	Reserve Funds	March 31 2016	March 31 2015
<b>ASSETS</b>					
<b>CURRENT ASSETS</b>					
Cash and term deposits (Note 3)	\$ 56,420	\$ -	\$ 332,990	\$ 389,410	\$ 611,230
Accounts and accrued interest receivable	3,720	-	1,586	5,306	2,183
Prepaid expenses	11,788	-	-	11,788	12,067
Inventory	5,869	-	-	5,869	4,085
Interfund receivables (Note 4)	7,500	-	(7,500)	-	-
	<u>85,297</u>	<u>-</u>	<u>327,076</u>	<u>412,373</u>	<u>629,565</u>
<b>CAPITAL ASSETS (Note 5)</b>	<u>-</u>	<u>20,602</u>	<u>-</u>	<u>20,602</u>	<u>25,278</u>
	<u>\$ 85,297</u>	<u>\$ 20,602</u>	<u>\$ 327,076</u>	<u>\$ 432,975</u>	<u>\$ 654,843</u>

The attached notes are an integral part of these financial statements.

SILVER THREADS SERVICE

STATEMENT OF FINANCIAL POSITION

As at March 31, 2016

(Unaudited)

Statement I

	Operating Fund	Capital Fund	Reserve Funds	March 31 2016	March 31 2015
<b>LIABILITIES</b>					
<b>CURRENT LIABILITIES</b>					
Due to (from) government agencies	\$ (2,022)	\$ -	\$ -	\$ (2,022)	\$ 6,858
Accounts payable and accrued liabilities	27,117	-	-	27,117	29,948
Deferred revenue:					
Membership dues	8,608	-	-	8,608	10,003
Other	122,466	-	-	122,466	293,883
	<u>156,169</u>	<u>-</u>	<u>-</u>	<u>156,169</u>	<u>340,692</u>
<b>FUND BALANCES</b>					
Externally restricted	-	-	-	-	7,500
Internally restricted	-	-	327,076	327,076	326,411
Unrestricted	(70,872)	20,602	-	(50,270)	(19,760)
	<u>(70,872)</u>	<u>20,602</u>	<u>327,076</u>	<u>276,806</u>	<u>314,151</u>
	<u>\$ 85,297</u>	<u>\$ 20,602</u>	<u>\$ 327,076</u>	<u>\$ 432,975</u>	<u>\$ 654,843</u>

Approved on behalf of the board

Director 

Director 

The attached notes are an integral part of these financial statements.

## SILVER THREADS SERVICE

STATEMENT OF CHANGES IN FUND BALANCES  
For the year ended March 31, 2016  
(Unaudited)

	Operating Fund	Capital Fund	Reserve Funds	March 31 2016	March 31 2015
FUND BALANCES, beginning of year	\$ (45,038)	\$ 25,278	\$ 333,911	\$ 314,151	\$ 330,423
Net receipts (expenditures)	(35,105)	(5,247)	3,007	(37,345)	(16,272)
Interfund transfers	9,271	571	(9,842)	-	-
FUND BALANCES, end of year	\$ (70,872)	\$ 20,602	\$ 327,076	\$ 276,806	\$ 314,151

The attached notes are an integral part of these financial statements.

## SILVER THREADS SERVICE

## STATEMENT OF OPERATIONS

(Unaudited)

For the year ended March 31, 2016

	Operating Fund	Capital Fund	Reserve Funds	March 31 2016	March 31 2015
<b>RECEIPTS</b>					
Grants and donations:					
Grants from municipalities	\$ 298,168	\$ -	\$ -	\$ 298,168	\$ 202,239
VIHA grants	83,746	-	-	83,746	82,289
Gaming	80,000	-	-	80,000	84,000
Donations	46,922	-	-	46,922	49,626
Other Grants	19,896	-	-	19,896	4,124
United Way of Victoria grants	15,000	-	-	15,000	33,005
Provincial Employee Community Service Fund donation	3,788	-	-	3,788	10,559
	<u>547,520</u>	<u>-</u>	<u>-</u>	<u>547,520</u>	<u>465,842</u>
<b>OTHER RECEIPTS</b>					
Sale of meals	60,376	-	-	60,376	47,913
Room rentals	42,083	-	-	42,083	38,702
Programs	38,204	-	-	38,204	26,921
Memberships	17,151	-	-	17,151	15,603
Interest	2,210	-	3,019	5,229	7,743
Thrift store	5,198	-	-	5,198	5,746
Arts, crafts and bazaars	2,380	-	-	2,380	1,554
Fundraising	1,939	-	-	1,939	893
Interest - Gaming	994	-	-	994	1,216
	<u>170,535</u>	<u>-</u>	<u>3,019</u>	<u>173,554</u>	<u>146,291</u>
	<u>718,055</u>	<u>-</u>	<u>3,019</u>	<u>721,074</u>	<u>612,133</u>

The attached notes are an integral part of these financial statements.

## SILVER THREADS SERVICE

## STATEMENT OF OPERATIONS

(Unaudited)

For the year ended March 31, 2016

	Operating Fund	Capital Fund	Reserve Funds	March 31 2016	March 31 2015
<b>EXPENDITURES</b>					
Salaries	273,269	-	-	273,269	247,572
Rent and relocation	184,837	-	-	184,837	96,645
Gaming funded program costs	81,793	-	-	81,793	85,888
Employee benefits	45,897	-	-	45,897	42,591
Programs	42,928	-	-	42,928	24,268
Food services costs	42,853	-	-	42,853	39,385
Equipment leasing and maintenance	25,965	-	-	25,965	19,258
Promotion and publicity	18,200	-	-	18,200	20,596
Insurance	9,776	-	-	9,776	10,713
Telephone, internet and fax	5,365	-	-	5,365	6,678
Amortization expense	-	5,247	-	5,247	6,267
Contract services	4,839	-	-	4,839	6,150
Professional fees	4,705	-	-	4,705	4,408
Postage, stationery and office supplies	3,901	-	-	3,901	4,242
Board expenses	3,578	-	-	3,578	3,015
Bank charges	2,496	-	12	2,508	2,419
Transportation and parking	2,211	-	-	2,211	2,097
Education and conferences	425	-	-	425	790
Fundraising	124	-	-	124	-
Janitorial	-	-	-	-	5,423
	<u>753,162</u>	<u>5,247</u>	<u>12</u>	<u>758,421</u>	<u>628,405</u>
Net receipts (expenditures)	<u>\$ (35,107)</u>	<u>\$ (5,247)</u>	<u>\$ 3,007</u>	<u>\$ (37,347)</u>	<u>\$ (16,272)</u>

The attached notes are an integral part of these financial statements.

## SILVER THREADS SERVICE

STATEMENT OF CASH FLOWS  
For the year ended March 31, 2016  
(Unaudited)

	Operating Fund	Capital Fund	Reserve Funds	March 31 2016	March 31 2015
<b>OPERATING ACTIVITIES</b>					
Net receipts (expenditures)	\$ (35,105)	\$ (5,247)	\$ 3,007	\$ (37,345)	\$ (16,272)
Adjustments for					
Amortization expense	-	5,247	-	5,247	6,267
Total adjustments	-	5,247	-	5,247	6,267
	<u>(35,105)</u>	<u>-</u>	<u>3,007</u>	<u>(32,098)</u>	<u>(10,005)</u>
Change in non-cash working capital items					
Accounts and accrued interest receivable	(3,486)	-	366	(3,123)	5,333
Prepaid expenses	279	-	-	279	(8,467)
Inventory	(1,784)	-	-	(1,784)	68
Interfund receivables	(7,500)	-	7,500	-	-
Due to (from) government agencies	(8,882)	-	-	(8,882)	619
Accounts payable and accrued liabilities	(2,831)	-	-	(2,831)	(7,764)
Deferred revenue	(172,812)	-	-	(172,812)	186,087
	<u>(197,016)</u>	<u>-</u>	<u>7,866</u>	<u>(189,153)</u>	<u>175,876</u>
<b>INVESTING ACTIVITIES</b>					
Purchase of equipment	-	(572)	-	-	(1,451)
<b>FINANCING ACTIVITIES</b>					
Interfund transfers	9,270	572	(9,842)	-	-
Increase (decrease) in cash and term deposits	(222,851)	-	1,031	(221,820)	164,420
Cash and term deposits, beginning of year	279,271	-	331,959	611,230	446,810
Cash and term deposits, end of year	<u>\$ 56,420</u>	<u>\$ -</u>	<u>\$ 332,990</u>	<u>\$ 389,410</u>	<u>\$ 611,230</u>

The attached notes are an integral part of these financial statements.

SILVER THREADS SERVICE

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(Unaudited)

1. NATURE OF OPERATIONS

Silver Threads Service (the "Society") is incorporated without share capital under the Society Act (British Columbia). The primary objectives of the Society are to provide counselling and guidance, arts and crafts, travel, recreation and fitness programs to senior citizens. The Society is a registered charity under the Income Tax Act and accordingly is exempt from income taxes, provided certain requirements of the Income Tax Act are met.

2. SIGNIFICANT ACCOUNTING POLICIES

(a) Fund accounting

The Society follows the restricted fund method of accounting for contributions.

The Operating Fund accounts for the Society's program delivery and administrative activities. It is the intentions of the Board of Directors to each year have any excess of receipts over expenditures of the Operating Fund transferred to the Reserve Funds to be held for future requirements.

The Capital Fund reports the assets, liabilities, receipts and expenditures related to the Society's capital assets.

The internally restricted Reserve Fund report resources established by the Board for purposes and with administrative conditions to be determined by the Board. Disbursements may be made from the capital of these funds at the discretion of the Board of Directors.

The externally restricted Reserve Fund accounts for funds donated or bequeathed to and held in trust by the Society for the benefit of its present and future members as specified by the donor.

(b) Capital assets

Capital assets have been recorded at cost where the information is available and at fair market value at March 31, 2001 where not. Donated assets are recorded at their estimated fair market value upon receipt.

The Society amortizes its capital assets on a declining balance basis at the following annual rates:

Furniture and equipment	20%
Computer hardware	30 and 45%
Computer software	100%
Vehicle	30%

SILVER THREADS SERVICE

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(Unaudited)

2. SIGNIFICANT ACCOUNTING POLICIES, CONTINUED

(c) Donated materials, goods and services

Some donated materials, goods and services are not recorded in the financial statements. During the year, the Society received donated facilities, janitorial services, utilities and volunteer labour, the fair value of which cannot be reasonably estimated.

(d) Use of estimates

When preparing financial statements according to Accounting Standards for Not-for-profit Organizations, the Society makes estimates and assumptions relating to:

- Reported amounts of revenue and expenses;
- Reported amounts of assets and liabilities; and
- Disclosure of contingent assets and liabilities.

Management's assumptions are based on a number of factors, including historical experience, current events and actions that the organization may undertake in the future, and other assumptions that we believe are reasonable under the circumstances. Actual results could differ from those estimates under different conditions and assumptions. Estimates were used when accounting for certain items, such as the useful lives of capital assets and impairment of long-lived assets.

(e) Receipts recognition

Receipts reported by the Society are recognized in the year received or receivable if the amount can be reasonably estimated and collection is reasonably assured. Receipts from sale of meals are recognized when the service has been rendered. Grants are recorded as receipts in the period to which they relate. Receipts from membership dues are recognized on a straight-line basis over the term of membership. Gaming funds are recognized as receipts as the related expenditures are incurred. Interest income is recognized as receipts when earned.

(f) Financial instruments

The carrying value of accounts receivable, note receivable and accounts payable and accrued liabilities approximate their fair market values.

SILVER THREADS SERVICE

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(Unaudited)

3. CASH AND TERM DEPOSITS

	<u>2016</u>	<u>2015</u>
Operating Fund		
General bank	\$ 32,368	\$ 198,903
Gaming	24,052	80,002
Fundraising	-	366
	<u>\$ 56,420</u>	<u>\$ 279,271</u>
Reserve Funds		
General bank	\$ 177,740	\$ 67,861
Term deposits	155,250	264,098
	<u>\$ 332,990</u>	<u>\$ 331,959</u>

4. DUE TO OPERATING FUND/DUE FROM RESERVE FUNDS:

During the fiscal year \$7,500 of Externally restricted funds were transferred to the Operating fund to be used for the purpose the donor indicated. The cash has not as yet been transferred.

5. CAPITAL ASSETS

	Cost	Accumulated amortization	2016 Net	2015 Net
Furniture and fixtures	\$ 234,814	\$ 214,938	\$ 19,876	\$ 24,845
Computer equipment	26,355	25,628	726	433
Computer software	916	916	-	-
	<u>\$ 262,084</u>	<u>\$ 241,482</u>	<u>\$ 20,602</u>	<u>\$ 25,278</u>

	<u>2016</u>	<u>2015</u>
Equity in capital assets		
Equity, beginning of year	\$ 25,278	\$ 30,093
Additions	572	1,452
Amortization	(5,247)	(6,267)
Equity, end of year	<u>\$ 20,603</u>	<u>\$ 25,278</u>

SILVER THREADS SERVICE

NOTES TO THE FINANCIAL STATEMENTS

March 31, 2016

(Unaudited)

6. LEASE COMMITMENT

The Society has committed to minimum annual lease payments of \$104,004 plus common costs for five years on its Victoria Centre premises thanks to the annual and ongoing funding provided by the City of Victoria. The lease expires June 1, 2019.



## APPENDIX A Silver Threads Service - Les Passmore Centre

### Organizational Summary In support of 2017 Operating Grant

#### Overview

Silver Threads Service celebrated 60 years of service to the Greater Victoria region in October 2016.



Members of the Saanich Les Passmore Centre ready to perform 1969

Silver Threads Service is a charitable, not-for-profit society that enhances social connection and well-being for seniors. We do this by providing programs and services that are accessible to all. With our partnership with the Municipality of Saanich we are able to provide recreational, social, educational, and health related programs and activities that help seniors stay independent longer, increase quality of life and importantly build connections to others and the community. Services are delivered at the purpose built centre as well as outreach into the Saanich community and serve members and non-members alike.

Silver Threads Service is requesting a renewal of the 2017 Operating Grant in the amount of \$59,225 to help us to continue offering quality programs and services for seniors, and support staff wages, program instructors and related costs to maintain the programs.

Silver Threads Service is a registered charity in good standing. Our charitable tax number is 107981037RR0001.

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### **Board of Directors**

The volunteer Board of Directors is comprised of eleven individuals who bring a variety of skills and expertise to the organization. Under the leadership of President Barbara Harwood, the Board has continued with its Strategic Planning to continue to build strength in Finance. Preparation is underway for the changes in the Society Act and Governance.

The members of the Executive are: President: Barbara Harwood, Past President, Andy Robinson, Vice President: Sara Pash, Secretary: Norm Tatlow, Treasurer: Doug Crowder.

Directors include Kathy Ajas, Nelles Shackleton, Margaret Jacobson, Dr Marjorie Moulton, Jatinder Chahal, Erik Mitbrodt.

### **Staff Team**

The management staff of Silver Threads Service includes: Executive Director, Tracy Ryan; Saanich Centre Director, Anne Nelson; Centre Assistant, Ro Fife. The Commercial kitchen is operated by Chef, Brian Penner, part time cook, Brian Peterson. Our Program Coordinator is Toby Schnoor, who facilitates our Memory PLUS Programs, and Jo-Anne Silverman is the Outreach Worker.

### **Partnerships**

Silver Threads Service collaborates with numerous other agencies in Saanich. 2016 partnerships include:

- Beacon Services
- Burnside Lawn Bowling Club
- Camosun College
- Canadian Revenue Agency
- Capital Regional District Housing
- Heart and Stroke Foundation
- Home Instead
- Rexall Pharmacy
- Saanich Better at Home: Broadmead Care Society
- Saanich Parks & Recreation Older Adult Strategy – Steering Committee & Community Forums
- Saanich Volunteer Services Society
- Saint George's Anglican Church
- Saint Luke's Anglican Church
- South Island Counselling and Training Centre
- Victoria Computer Club
- Victoria Epilepsy and Parkinson's Centre

### **Outreach and Centre Statistics** – January 1<sup>st</sup> to December 31<sup>st</sup>, 2016

- Outreach Participation: 4,588
- Centre Programs Participation: 11,035
- Special Events Participation: 499
- Centre Members: 402
- Meals Served: 5,570
- Volunteers 69 individuals provided hours: 4,031

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**Outreach**

Increasingly the work of Silver Threads Service includes connecting with seniors in Saanich who, due to barriers with health, transportation or finances, are not able to physically attend the Les Passmore Centre. The Outreach Programs include offering services in three other Saanich locations:



**Memory PLUS Participants enjoying a coffee break**

Saint George's Anglican Church, Fraser Tolmie in Gordon Head and St. Luke's Anglican Church. The programs offered include Memory PLUS and On the Go Again. The purpose of this outreach is to reduce transportation barriers and increase accessibility for homebound seniors by having services in their neighbourhoods. The RSVP Reassurance call program offers a daily check in to seniors who live alone and independently and is a support to ensure their safety and peace of mind. The Senior Mentoring Program provides trained volunteers to seniors who require assistance with applications and completing forms for subsidy programs and other resources.

In 2016 we initiated The **Seniors Outreach Project** in Saanich to connect with seniors who are isolated and living in rental housing in Saanich. The negative impact of isolation has been proven to take a toll on the

physical and emotional health of seniors. Isolation occurs often when there is a loss of health, transportation, spouse or friends. Our approach is to connect with Building Managers and Property Management Companies to allow our Outreach staff access to their buildings. These are buildings that do not provide support services. Our purpose is to communicate with residents who are on fixed incomes and host coffee parties to provide an opportunity to learn about resources available and make connections to improve their day to day living. Access and information to the various subsidy programs for Seniors is the most valuable information we can start with.

In 2016 14 parties were hosted and relationships built with 85 seniors.



**Coffee Party Attendee wins gift basket compliments of Bentall Kennedy Residential Services.**

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## Centre Programs

Thanks to the support of Saanich Recreation staff, we have been able to start a very popular **Pickleball** program for those active seniors. Now offered twice a week the friendly competition, supportive learning environment and social connections have made the program well established and complimentary to programs offered at other Saanich Recreation Centres. Saanich Facility Operations staff have painted the lines to provide two new courts of play. The coveted weekly Trophy for the best player is a source of fun.



Further new physical programs include a **Walking Group** and **Nordic Pole Walking**. Both are activities that are low impact and of particular benefit to older adults. Program staff have received specific training to lead the programs and provide supportive and safe outdoor exercise programs.

## **Community Volunteer Income Tax Preparation**

Once again we have partnered with the CRA and our skilled accounting volunteers who offer their services to the lower income seniors and people in our community on disability allowance to prepare and file their income tax. This year we prepared 146 returns. Low income is defined as under \$30,000 annual household income for a single senior and \$40,000 for a senior couple.

## Special Events

Some of the highlights of the past year include:

**Volunteer Appreciation:** The Saanich Centre hosted a luncheon during Volunteer Appreciation week for 53 of our dedicated volunteers, they were treated to entertainment and great food.

**Annual General Meeting:** held in June with 85 in attendance for the business meeting, followed by our Guess Who's Coming to Dinner. Entertainment was provided by the Shenanigans.

**Summer Ice Cream Parlour:** Our flashback to the 50's with servers sporting saddle shoes, poodle skirts and greaser jackets made sodas, floats and sundaes. Music by Elvis and entertainment was staff trying to hula hoop!

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The **Holiday Season** is a special time for all of us at Silver Threads Service with increased days of operation over the Christmas Season and a beautifully decorated centre thanks to our staff and volunteers.

We had 542 guests attend 12 events that included:

A Christmas Outing, a Christmas Dinner, a Christmas Concert and 8 Program Parties.

Our Chef cooked 14 Turkeys and all the trimming.

Outreach staff delivered 37 gifts to isolated seniors in partnership with Home Instead.

And a Party for New Years Eve-Eve was held on December 30th!



**Dancing at the 2016 New Year Eve Eve Party!**

### **Food Services**

The Commercial Kitchen at the Les Passmore Centre offers daily lunches and affordable take home meals, special events and catering to centre and outreach programs. The opportunity to serve coffee/tea, snacks and lunches is a significant contributor to the success of STS. Seniors and their friends and family are welcome to stop by for coffee and often this is the first step in joining and connecting to programs, services and new friends.

### **Guess Who's Coming to Dinner?**

Twenty community dinners have been offered this year and were attended by 1,886 people. An entrée and dessert is served and local entertainers perform. STS coordinates volunteer drivers to bring seniors to the dinner. Highlights from 2016 include:



In January we welcomed BC Seniors Advocate Isobel Mackenzie to speak to our seniors about the progress the Office of the Seniors Advocate has made and the future work planned to positively impact quality of life for seniors.



Our first Oktoberfest Dinner with Bratwurst, beer and good old accordion music!

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December 1, 2016

Mayor and Councilors District of Saanich  
770 Vernon Avenue  
Victoria BC  
V8X 2W7

**Re: Swan Lake Christmas Hill Nature Sanctuary Society 2017 Budget**

Dear Mayor and Council;

As required under Section 12 of our Land Management Agreement with the District of Saanich, I am pleased to provide the Sanctuary's annual budget for 2017.

The Sanctuary plans to leverage the exciting momentum gained during the 2016 fiscal year, having successfully celebrated a partnership with the international renowned Moscow Ballet. The partnership offered an increased media presence and much needed funding in support of Phase II of the Bridges to Nature Campaign.

In every aspect of our work, from fund-raising, membership, coordination of volunteers, educational programming and site management the Sanctuary seeks to demonstrate leadership in the stewardship of healthy, diverse ecosystems; an urban sanctuary that brings people and nature together.

In 2017, the Sanctuary will continue to work closely with the District of Saanich to ensure that the District's ongoing commitment is appropriately recognized. We are very proud of our joint accomplishments over the last 40 years, creating a wild oasis in the middle of an urban environment and offering a living classroom that has fostered an understanding and appreciation of nature through direct experiences for thousands of visitors.

With the Council's support, we believe the budget being presented is realistic and achievable. Key aspects of our 2017 budget include:

- Continued focus on community outreach, member engagement, and partnering with donors and like-minded organizations.
- A forward thinking and engaging fundraising campaign '*Give a Sheet*' expected to run 1 – 2 years or until such a time that the required capital has been raised to complete phase two of the Floating Boardwalk Project spanning the lake.
- A goal to broaden and build upon our existing membership base has been planned as well as increases in revenue-generating programs.
- A continued focus on ecosystems, with work that will include, but is not limited to, water stewardship and invasive species management. It is anticipated that this work will be funded through the Land Management Fee as well as through community gaming grants.



- Following the fiscal discipline exhibited by the staff and the Board over the past several years, a modest increase in administrative materials and services is anticipated.
- There is a planned demolition, of one residential building located at 821 Ralph Street that is anticipated to be completed by December 31, 2016. If it is not complete, the \$50,000 approved by the District of Saanich in 2016's budget is carried over in this presentation to 2017. Facility and property rentals have historically been our second largest source of revenues. As rents were increased in 2016, there is not plan to increase them in 2017. There is however a more focused approach anticipated where facility rentals are concerned showing a modest increase to 2016. The Sanctuary would like to further engage the District in developing a long term plan to convert some of these properties to parkland or other uses appropriate to the Land Management Agreement.
- An increase in the management fee provided by Saanich is being requested primarily to cover increases in operating expenses, estimated costs associated with the changes in property taxation on the residential properties, and the estimated cost to cover the replacement of the roof of the Nature House and gravel required to bring the trail systems back up to par. The increase would also assist with modest cost of inflation and wage increases for staff.
- A onetime \$200,000 leadership gift from the Municipal District of Saanich was requested and approved in 2016 and has been carried over into the 2017 budget until such a time the payment has been received by the Society. The Sanctuary thanks the District of for its commitment to Phase II of the 'Bridges to Nature' campaign, this leadership gift will go a long way toward helping the Sanctuary leverage other planned leadership and did contribute to our success in receiving \$75,225 from Community Spaces in 2016. It will further assist the Society with asks such as that of infrastructure funding from federal, provincial and possibly other municipal governments.

We look forward to the opportunity to provide a comprehensive presentation on our activities and goals as part of your 2017 budget deliberations. In the meantime, please do not hesitate to contact me if you have any questions or need any further information. I can be reached through the Sanctuary at [kburton@swanlake.bc.ca](mailto:kburton@swanlake.bc.ca) or 250-479-0211.

Sincerely

A handwritten signature in black ink, appearing to read "Kathleen E. Burton".

Kathleen E. Burton  
Executive Director

cc: Valla Tinney, Director of Finance, District of Saanich  
Joan Cowley, SLCHNS Board Chair

Attachments: 2017 Operating Budget – 3 pages  
2017 Capital Budget – 1 page

SWAN LAKE CHRISTMAS HILL NATURE SANCTUARY SOCIETY  
OPERATING FUND BUDGETS FOR 2016 AND 2017

	2016	2017	<u>Comments for District of Saanich</u>
<b>REVENUES</b>			
<i>General revenues -</i>			
Saanich management fee	365,000	370,000	Increase primarily to cover increase in operating expenses
Saanich 1st additional 2017 management fee	4,750	5,000	Estimated cost to cover change in property taxation
Saanich 3rd additional 2017 management fee		10,000	Estimated cost to regravell trails
Saanich 4th additional 2017 management fee		40,000	Estimated cost to replace roof of Nature House
Saanich 5th additional 2017 management fee		15,000	Estimated Cost to purchase a vehilce for trail work ie tractor, gator or golf cart
Facility and property rentals	50,480	54,933	No residential rent increase in 2017
Fundraising appeals, grants, sponsorship and event revenue	118,100	135,863	Certain comparative figures have been reclassified to conform to the current year's presentation
Memberships	12,000	10,000	Certain comparative figures have been reclassified to conform to the current year's presentation
Native plant sales	30,000	25,000	lower margins planned for 2017 plant sale
Gift shop and craft sales	11,450	30,000	higher margins planned for 2017
Interest	-	-	
<b>Total General</b>	<b>591,780</b>	<b>695,796</b>	
<i>Education Services Revenue -</i>			
Public program fees	41,000	37,000	Fees reviewed against similar programs and confirmed to be appropriate. Small increase expected to birthday party fee in 2015.
Community Gaming Grant	38,000	38,000	\$38,000 of 2017 funds has been confirmed
School program fees	28,000	40,500	
<b>Total Education Services</b>	<b>107,000</b>	<b>115,500</b>	
<i>Site revenues -</i>			
Community Gaming Grant	23,000	23,000	
HRDC Summer Student grant	5,800	13,000	If succesful - 4 students
<b>Total Site Services</b>	<b>28,800</b>	<b>36,000</b>	

<b>Total 2017 Revenue</b>	<b>727,580</b>	<b>847,296</b>	
Carry over to Saanich from approved 2016 management fee		50,000	Estimated cost to cover decommissioning & demolition of 821 Ralph Street carry over from 2015. Only required if demo not complete by 2016 year end.
Total 2017 Revenue including 2016 carry over if required	<b>50,000</b>	<b>50,000</b>	
	<b>777,580</b>	<b>897,296</b>	
<b>EXPENSES</b>			
<b>General expenses -</b>			
Administrative materials, utilities, supplies and services	76,100	82,178	Includes telephone, intranet, accounting fees, board fees, etc...
Administrative wages and benefits	176,130	171,745	
Volunteer coordination and community outreach	15,750	13,800	Certain comparative figures such as wages have been removed in 2017 to conform to the current year's presentation
Advertising and Fundraising	13,700	19,700	
Native plant sale costs	20,000	16,267	
Janitorial and security	12,000	15,000	
Cost of gift shop sales	5,750	15,000	
Rental property expenses	57,100	62,000	Includes estimated costs of demolition of 821 Ralph Street & provision for rental property reserve
	<b>376,530</b>	<b>395,690</b>	
<b>Education Program expenses -</b>			
Wages and benefits	161,156	177,368	
Program delivery costs	5,550	6,100	
Nature House displays	5,000	5,000	
Advertising	2,000	5,000	
Animal care	2,000	3,000	
Professional development and training	1,300	2,000	
<b>Total Education Services</b>	<b>177,006</b>	<b>198,468</b>	
<b>Site expenses -</b>			
Wages and benefits	112,057	112,733	
Parking lot improvements	10,000	10,000	Not carried out in 2016

Ecosystem management	11,500	30,000	Focus on site restoration and invasive species in 2015 and trail work
Equipment and materials for site maintenance	21,600	23,000	Additional expenditure for gator
Repairs and maintenance - Buildings	9,000	49,650	Includes provision for capital asset reserve, replacement of Nature House roof and demolition of 821 Ralph
Repairs and maintenance - Equipment	1,000	1,000	
Professional development and training	1,500	1,500	
<b>Total Site Services</b>	<b>166,657</b>	<b>227,883</b>	
	<b>720,193</b>	<b>822,041</b>	
		50,000	demolition of 821 Ralph if not complete in 2016
	<b>720,193</b>	<b>872,041</b>	
<b>NET INCOME - OPERATING FUND</b>	<u><b>57,387</b></u>	<u><b>25,255</b></u>	

Attachment 1 of 2017 Budget submission letter to Saanich Mayor and Councillors

SWAN LAKE CHRISTMAS HILL NATURE SANCTUARY SOCIETY  
CAPITAL FUND BUDGETS FOR 2016 AND 2017

	2016	2017	Comments
<b>REVENUES</b>			
Saanich partnership contribution - Boardwalk	200,000	200,000	Replacement of south end of boardwalk as committed in 2016
Capital campaign for Boardwalk Phase 2	301,250	689,500	Campaign launcin December 2016 and to run through 2017 revenues to be held in reserve separate from operational funds
Provision for capital asset reserve	3,000	3,000	Transfer from Operating Fund
Provision for rental property reserve	4,000	4,000	Transfer from Operating Fund
Interest	-	-	
	<b>508,250</b>	<b>896,500</b>	
<b>EXPENDITURES</b>			
<i>Boardwalk -</i>			
Phase 2 Boardwalk replacement	-	881,000	Timing dependent on Phase 2 fundraising
	-	<b>881,000</b>	
<i>Other capital expenditures</i>			
Capital Repairs	-	-	- Captured in Operational Expenses
Capital Equipment	-	-	Captured in Operational Expenses
	-	-	
	-	<b>896,500</b>	
<b>EXCESS (DEFICIENCY) OF REVENUES OVER EXPENDITURES</b>	<b>508,250</b>	<b>15,500</b>	to off set reserve funds, cost of fundraising and marketing for capital campaign

Attachment 2 of 2017 Budget submission letter to Saanich Mayor and Councillors