

AGENDA

FINANCE AND GOVERNANCE STANDING COMMITTEE Monday, March 11, 2024 10 a.m. to 12:30 p.m. COMMITTEE ROOM 2

The District of Saanich lies within the territories of the lək̓ʷəŋən peoples represented by the Songhees and Esquimalt Nations and the WSÁNEĆ peoples represented by the Tsartlip, Pauquachin, Tsawout, Tseycum and Malahat Nations.

We are committed to celebrating the rich diversity of people in our community. We are guided by the principle that embracing diversity enriches the lives of all people. We all share the responsibility for creating an equitable and inclusive community and for addressing discrimination in all forms.

1. MINUTES FOR ADOPTION (attachment)

- October 30, 2023

2. 2024 STRATEGIC PRIORITIES GRANTS AND COMMUNITY BUILDING GRANTS

- Report of the Director of Finance dated March 1, 2024 (attached).
- For Committee consideration and recommendation to Council.

3. GOWARD HOUSE SOCIETY FUNDING REQUEST

- Report of the Director of Finance dated February 28, 2024 (attached)
- For Committee information

*** ADJOURNMENT ***

MINUTES
FINANCE AND GOVERNANCE STANDING COMMITTEE

Held at Saanich Municipal Hall, Committee Room # 2
770 Vernon Avenue

October 30, 2023, at 10:16 a.m.

Present: Councillor Susan Brice (Chair), Councillor Teale Phelps Bondaroff Councillor Karen Harper, Mayor Dean Murdock

Staff: Brent Reems, Chief Administrative Officer (10:22 a.m.); Paul Arslan, Director of Finance; Jennifer Lockhart, Senior Manager of Financial Services; Karen Coates, Manager of Accounting Services; and Tara Judge, Executive Assistant to the CAO

Regrets: Councillor Nathalie Chambers

TERRITORIAL ACKNOWLEDGEMENT & DIVERSITY, EQUITY AND INCLUSION STATEMENT

Councillor Karen Harper read the Territorial Acknowledgement and the Diversity, Equity and Inclusion Statement.

MINUTES FOR ADOPTION

MOVED by Councillor Karen Harper and Seconded by Councillor Teale Phelps Bondaroff: "That the minutes of the Finance and Governance Standing Committee meeting of July 31, 2023, be adopted as circulated."

CARRIED

2nd TRIMESTER RESULTS REPORTS (JANUARY 1 TO AUGUST 31, 2023)

A report from Paul Arslan, Director of Finance, with the 2nd Trimester Results for 2023 was reviewed (January 1 to August 31, 2023). Business license and inspection revenues are doing well – close to the annual budget has been received and expected to exceed estimated target. Recreation revenue is also doing well with increase of people at recreation centres. Interest revenue is doing very well due to higher rates.

Our expenditures are in line or lower than what is expected at this time of the year. Variance notes identified in the report. Due to staff vacancies some sections under spent. Anticipating 2023 surplus to be similar to last year ~ \$3 to \$4M.

MOVED by Councillor Karen Harper and Seconded by Councillor Teale Phelps Bondaroff: "That the Finance and Governance Standing Committee receive the 2nd Trimester Report from the Director of Finance for information."

CARRIED

2024 UTILITY BUDGET & RATE INCREASES

The 2024 Utility Budget & Rate Increases report from the Director of Finance dated October 20, 2023, was reviewed. Work on utility budgets starts in the fall as we receive information from the CRD, consumption information from our system and budget needs from operations and engineering. We put those together and come to Council with a report at the end of November/early December. Council does have assurance that we are following budget guidelines approved earlier in the year.

Did want to identify an approach we are taking with the utilities, specifically asset replacement and debt servicing. Staff is considering adding some funding amounts for both asset replacement and debt servicing to the 2024 utility budgets. To delay these increases by another year would mean higher increases in the future.

MOVED by Councillor Teale Phelps Bondaroff and Seconded by Councillor Karen Harper: "That the Finance and Governance Standing Committee receive the 2024 Utility Budget & Rate Increases report from the Director of Finance for information."

CARRIED

COUNCIL TAX POLICY

A Council Tax Policy report from Paul Arslan, Director of Finance dated March 10, 2023, was reviewed. and referred to both the Finance & Governance Standing Committee and Economic Development Advisory Committee following a Notice of Motion from Councillor de Vries put to and carried by Council March 10, 2023.

Jennifer Lockhart, Senior Manager of Financial Services presented information on the District of Saanich taxation process. Slides within the presentation were updated with data from the 2023 tax roll that were not available at the time of the original report which may show variances in information.

Tax Policy: Staff compiled tax policy options for consideration and reviewed the differences in the options of 1) maintaining the existing policy; 2) reducing business proportion of tax share by 0.5% annually for six years; 3) gradually reducing the tax share paid by business from its current level to 20% over twelve years; and 4) alternate direction to staff.

Non-market Change: Non-market change assessment information provided to municipalities by BC Assessment and is often referred to as new assessment (typically related to new construction development). Other items included in non-market change are assessment changes relating to: municipal boundary extension; property class changes; exemption status changes; and, zoning changes. It is possible for non-market changes to be both positive and negative in nature. Historically non-market change assessment has been applied by the District to offset property tax increases.

Employer Health Tax: This was a downloaded cost to the province similar to school taxes. Given the decline in the EHT annual impact on property tax increases and in order to simplify the tax calculation process and create the needed space on the property tax notice for future parcel taxes, staff are recommending the EHT no longer be shown individually on the tax notices and instead be a factor in the calculation of annual tax increases.

Discussed the policy shift in terms of focus on residential building policy and Ministerial housing order and if any calculation on what to expect in terms of a tax shift. Acknowledged that any change cannot be estimated, and if any additional costs/resource requests required to meet the order, these would be subject to Council approval. Understanding that a larger tax base due to greater number of taxable properties can reduce increase in tax lifts needed.

MOVED by Councillor Teale Phelps Bondaroff and Seconded by Chair Councillor Susan Brice: "That the Finance and Governance Standing Committee recommend Council maintain the existing policy related to the distribution of taxation between Class 1 and Class 6 business properties to ensure tax stability."

CARRIED

MOVED by Councillor Karen Harper and Seconded by Councillor Teale Phelps Bondaroff: "That the Finance and Governance Standing Committee recommend Council add to the tax policy the allocation of non-market change revenue first to fund additional development-related staff and costs starting which will be used to support further growth and new construction in the District, with any remaining funds applied to reduce property taxes across all classes."

CARRIED

MOVED by Councillor Karen Harper and Seconded by Councillor Teale Phelps Bondaroff: "That the Finance and Governance Standing Committee recommend Council approve the removal of the Employer Health line item on the tax notice and ask staff to factor the amount in with the Municipal General tax rate."

CARRIED

MOVED by Councillor Teale Phelps Bondaroff and Seconded by Councillor Karen Harper: "That the Finance and Governance Standing Committee extend the meeting past the scheduled 11:30 a.m. end time."

CARRIED

COUNCIL CODE OF CONDUCT POLICY

A Council Code of Conduct Policy report from Brent Reems, Chief Administrative Officer dated October 18, 2023, was reviewed.

Saanich has had the benefit of having a policy in place for the past seven years with reviews and updates as approved. Two recommendations at this time: 1) Update the complaints driven portion to provide the ability for external assistance during any informal resolution process; and, 2) streamline the process to obtain external assistance during any formal complaint process. The goal is to maintain good relations between Mayor, Council and the CAO by having an external body support the code of conduct and provide impartial support. Such external assistance would be on an ad hoc basis, be it a single person, or a designated person such as an ethics commissioner, with billing only when support is provided.

There is no known comparative data available identifying if a policy or bylaw is more effective. The UBCM Working Group on Responsible Conduct does not make a recommendation on policy versus bylaw.

MOVED by Councillor Karen Harper and Seconded by Councillor Teale Phelps Bondaroff: “That the Finance and Governance Standing Committee recommend Council direct staff to report back with amendments to the Code of Conduct Policy updating the complaints handling process to provide for the ability to obtain external assistance during the information resolution process and the process for retaining external assistance in the formal complaint process.”

CARRIED

MOVED by Councillor Karen Harper and Seconded by Councillor Teale Phelps Bondaroff: “That the Finance and Governance Standing Committee recommend Council direct staff to explore options for a process for public disclosure with a summary of any code of conduct investigations.”

CARRIED

MOVED by Councillor Teale Phelps Bondaroff and Seconded by Councillor Karen Parker “That the Finance and Governance Standing Committee recommend Council maintain the Code of Conduct as a policy.

CARRIED

SCHEDULE OF 2024 MEETINGS / NEXT MEETING

Staff to review 2023 schedule and provide a set of similar dates recommended for the series of 2024 meetings.

ADJOURNMENT

The meeting adjourned at 11:54 a.m.

Councillor Susan Brice, Chair

I hereby certify these minutes are accurate.

Tara Judge, Executive Assistant to the CAO



The Corporation of the District of Saanich

Report

To: Finance and Governance Committee
From: Paul Arslan, Director of Finance
Date: March 1, 2024
Subject: 2024 Strategic Priorities Grants and Community Building Grants

RECOMMENDATION

That the Committee consider both the 2024 Strategic Priorities Grants and Community Building Grants.

PURPOSE

Strategic Priorities Grants and Community Building Grants are provided to non-profit organizations, registered societies and charities seeking financial assistance. Strategic Priorities grants are intended to enhance the ability of these organizations to advance Saanich's Strategic Plan actions and objectives. Community Building Grants allow for the execution of projects or events that enhance public spaces or contribute to community vibrancy.

For 2024, there are 25 Strategic Priorities Grant funding requests totalling \$417,479 and 6 Community Building Grant requests totalling \$29,250. The total of all requests is \$446,729 which exceeds the current budget allocation of \$202,080.

Attached are the 2024 Strategic Priorities Grant and Community Building Grant applications which include each organization's most recent set of financial statements and project budget information. As well, for applicants receiving grants in the prior year a summary report on the achievement of program goals has been included.

Prepared by

A handwritten signature in blue ink, appearing to read "J. Lockhart", written over a horizontal line.

Jennifer Lockhart

Senior Manager of Financial Services

Approved by

A handwritten signature in blue ink, appearing to read "Paul Arslan", written over a horizontal line.

Paul Arslan

Director of Finance

ADMINISTRATOR'S COMMENTS:

I endorse the recommendation of the Director of Finance.



Brent Reems, Administrator

Attachments



The Corporation of the District of Saanich

Report

To: Finance and Governance Committee
From: Paul Arslan, Director of Finance
Date: February 28, 2024
Subject: Goward House Society Funding Request

RECOMMENDATION

That the Committee recommend that Council approve one time funding to Goward House Society of \$10,000 from the District's COVID-19 Restart Grant.

PURPOSE

The purpose of this report is to provide the Finance and Governance Committee with information relating to the recent request from Goward House Society for an additional 2024 grant.

BACKGROUND

A request has been received from the Goward House Society (Society) requesting an additional \$10,000 in funding to assist the Society in 2024.

Under the current grant policy six organizations are eligible for Other Community Service Provider Grants. These organizations do not need to submit annual grant applications as funding levels are established through the development of multi-year Contribution Agreements that are approved individually by Council. The six organizations have been provided with consistent funding since at least 2019 and are shown in the table below:

Organization	Funding Amount
Goward House Society	\$ 20,000
Haliburton Community Organic Farm Society	\$ 8,500
Horticulture Centre of the Pacific	\$130,000
Saanich Heritage Foundation	\$ 35,000
Saanich Volunteer Services Society	\$ 46,368 plus \$12,000 in kind
Silver Threads Service	\$ 59,225

The total annual amount is \$311,093 and this funding level is provided for in the draft 2024 budget.


Attached correspondence shows the Goward House Society is predicting a \$30,000 deficit for the 2024 Fiscal year and that additional support of \$10,000 is being requested from the District for the second year in a row.


While the Society is indicating they have credible evidence that their Financial Plan is working they need more time to reach their financial goals and cannot sustain this anticipated deficit.

In 2020 the Province provided the District with COVID-19 Restart Grant funding to assist with any additional expenses or revenue shortfalls that were impacted due to the pandemic. Currently there are available funds to support this request. Providing one time funding from this grant once again would help the Society with their 2024 deficit and allow them to arrive at sustainable funding needed for ongoing operations.

OPTIONS

1. Recommend one time funding of \$10,000 from the COVID-19 Restart Grant
2. Do not recommend any increase to the 2024 contribution.

Prepared by 
Jennifer Lockhart
Senior Manager of Financial Services

Approved by 
Paul Arslan
Director of Finance

Attachments:

- Goward House Funding Request
- 2023 Board Financial Plan Update
- Goward House 2024 Financial Plan Forecast

CHIEF ADMINISTRATOR COMMENTS:

I endorse the recommendation of the Director of Finance.


Brent Reems, Administrator

Attachments

From: Allan Davies <amdavies@shaw.ca>

Sent: Tuesday, February 6, 2024 12:05 PM

To: Mayor Dean Murdock <Mayor@saanich.ca>; Brent Reems <Brent.Reems@saanich.ca>

Subject: (External Email) Goward House

This email sent from outside the District of Saanich. Use caution if message is unexpected or sender is not known to you.

Hello, Dean and Brent,

It is difficult to believe it is February already! Goward House has completed Budget projections for 2024 and a status report on the Society's Financial Action Plan. Working with Paul last year, it is my understanding you will be developing Saanich Municipality 2024 Budget projections over the next couple of months with recommendations considered by Council in April.

Although we have credible evidence that our Financial Action Plan is working, we need more time to reach our financial goals. Current conservative projections are predicting a \$30,000 deficit for the 2024 year. As you can imagine, this deficit is not sustainable.

Saanich assists with Goward House operating expenses through a Contribution Agreement signed in July 2022 which provides a \$20,000 grant each year. This past year, Council agreed to provide an additional \$10,000 for one year only. The additional grant was designed to assist with the Society's recovery from the restrictions imposed as a result of the COVID 19 pandemic. Again this year, the Society will be requesting an additional \$10,000 for 2024 operating expenses.

Before the Society submits its official request, the Finance Committee would like to meet with you to review the Society's financial situation with attention to:

- The financial challenge - including 2024 projections
- A three year projection for Society reserve funds.
- The Society's Financial Action Plan with status report.

We feel it is important to establish a clear understanding of what is needed to ensure, over time, the success of the Goward House Program.

It is understood that requests like ours will be reviewed by committee in March. Therefore, we are requesting a meeting with you within the next couple of weeks if your schedule will allow. Please let us know as soon as possible.

Many thanks,
Allan

**Goward House Society
Board of Director's Financial Plan 2023
Update February 20, 2024**

1. Background

- The Goward House Society has a license agreement with the Municipality of Saanich to provide an activity center at Goward House for adults 50 years of age and older.
- Revenue for the Goward House program relies on membership fees, activity fees, rental fees and grants.
- In December 2019 Goward House had 492 members, a grant from Saanich and the Gaming Commission which generally covered costs.
- During the pandemic, revenue from membership and activity fees was substantially reduced.
- Government subsidies to cover staff costs and a small grant from Saanich supported the program.
- During the 2022 recovery year, membership numbers, hovering around 350 members, did not recover as hoped. Rentals and grants did not return to previous levels.
- With fewer members, and fewer rentals and grants the fee structure no longer provided sufficient revenue to cover costs.

2. Goward House Society's Current Financial Challenge

Since the COVID pandemic the Goward House Activity Centre has been using reserved funds to continue operations. The following is a snapshot of the loss of revenue the Society has experienced since all government subsidies and operating restrictions have been removed. This is clearly not sustainable.

Bank Balance December 31, 2021	\$196,173.06
Bank Balance December 31, 2022	<u>\$165,453.68</u>
Lost reserves	\$030,719.38

Bank Balance December 31, 2022	\$165,453.68
Bank Balance December 31, 2023	<u>\$130,531.52</u>
Lost reserves	\$034,922.16

If nothing changes and the projected deficit remains at \$30,000 the reserves will decline as follows:

Bank Balance December 31, 2023	\$130,531.52
Bank Balance December 31, 2024	\$100,531.52
Bank Balance December 31, 2025	\$070,531.52
Bank Balance December 31, 2026	\$040,531.52
Bank Balance December 31, 2027	\$010,531.52

3. Board of Directors' 2023 Action Plan

A professional fund raiser for non-profit organizations was consulted. His advice helped to inform the 2023 Action Plan. The key action plan elements with status up-dates are:

- a) Hold the line on expenses and look for cost efficiencies.
 - Current number of staff are essential to support services.
 - All non-essential capital expenditures are on hold.
 - Purchase of supplies has been reduced.
 - Expenses for 2023 came very close to projections.

- b) Implement activities that encourage an increase in membership.
 - 2000 brochures were distributed by volunteers to homes in the community.
 - Brochures and posters are regularly posted at community sites.
 - Members have been given incentives to recruit new members from friends and family.
 - On two occasions, Chek TV has provided free on-air program exposure for Goward House.
 - Goward House now has a presence on Face Book and Instagram.
 - The Goward House website has been updated with another update to come.
 - Membership has increased to 388 - the highest it has been since 2019.
 - New memberships are balancing attrition.

- c) Raise activity and rental fees for the 2024 budget year, particularly if membership numbers remain around 350.
 - The rental and activity fee models have been restructured.
 - On average, rental fees have increased by 20%, membership fees 12.2% and activity fees 12% to 14%.
 - A general meeting was held to prepare the membership for the increases.
 - To date membership has increased rather than decreased indicating an acceptance of the fee increases.

- d) Increase the number of revenue generating activities as well as rentals and special events.
 - Rental deposits for the spring and summer are up 20% over 2023.
 - Attendance at our speakers events has increased along with the number of events.
 - Special events added in 2023 include: a third BBQ, music in the park, craft fair, fashion show, hot meals pantry program.
 - The breadth of activities and the number of attendees has increased.

- e) Apply for grants for which Goward House is eligible.
 - Saanich Community Services Provider Grant application in process.
 - A \$20,000 Community Gaming Grant for 2024 was confirmed on February 14, 2024.
 - Victoria Foundation Community Grant application in process.

- f) Establish an Endowment Fund that will generate reliable income into the future.
 - A Goward House Endowment Fund has been established with the Victoria Foundation.
 - Donations to the Endowment Fund are being encouraged.

g) Apply President's Appeal donations to the 2023 operating budget.

- The membership has contributed nearly \$17,000 to assist with 2023 operating expenses until the Society's action plan can reach predicted financial goals.
- As this was similar to the amount usually received for capital expenses, the amount was included in the projections for 2024.

4. 2024 Financial Forecast (attached)

The Goward House Program 2024 Financial Forecast includes the most likely expenditures and revenue based on:

- The elimination of expenses and revenue we know will not carry to 2024.
- The addition of revenue and expenses that will likely occur based on a full year of operation without COVID or roofing restrictions.
- Using the expenses and revenue history from the previous year.
- A 3% inflation factor.

Thanks to the hard work of our Directors, Administration and member volunteers, the Board's Financial Plan is working.

- The 2023 financial deficit was \$12,465.00 smaller than expected.
- The 2024 projected deficit was \$29,925.00
- On February 14, 2024 the Board received a \$20,000.00 grant from the Gaming Commission which reduced our projected 2024 deficit to \$9,925.00.
- The Board's request for an additional \$10,000 grant from the Saanich Municipality is pending and if successful will retire the 2024 projected program deficit.

As a non-profit society our goal is to generate stable sources of revenue to cover costs while maintaining affordable community access to the Goward House Program. More time is needed to reach Board goals.

GOWARD HOUSE SOCIETY: 2024 Forecast

(3.0% inflation rate applied to Forecast figures)

(all figures rounded by 5's)

	2023 Forecast	*2023 Actual	Proposed 2024 FORECAST	Proposed 2024 FORECAST (with 3.0% inflation)
<u>EXPENSES</u>				
(A) Facility Expense				
Tea Room EXPENSES	\$ 11,575.00	\$ 11,035.00	\$ 11,500.00	\$ 11,845.00
Special Events	\$ 3,800.00	\$ 4,565.00	\$ 4,500.00	\$ 4,635.00
Telephone	\$ 1,295.00	\$ 1,295.00	\$ 1,295.00	\$ 1,335.00
Security	\$ 1,050.00	\$ 1,010.00	\$ 1,010.00	\$ 1,040.00
House Supplies	\$ 5,015.00	\$ 3,495.00	\$ 4,000.00	\$ 4,120.00
Building -- M&R	\$ -	\$ 45.00	\$ 2,000.00	\$ 2,060.00
<i>Project -- M&R</i>	\$ 13,650.00	\$ 7,500.00		
Grounds -- M&R	\$ 13,650.00	\$ 12,810.00	\$ 14,200.00	\$ 14,625.00
Furn/Fixt -- M&R	\$ 630.00	\$ 1,650.00	\$ 1,200.00	\$ 1,235.00
Total Facility Expense	\$ 37,015.00	\$ 35,905.00	\$ 39,705.00	\$ 40,895.00
(B) General & Admin Expense				
Office Supplies	\$ 7,340.00	\$ 7,290.00	\$ 7,290.00	\$ 7,510.00
Advertising	\$ 2,205.00	\$ 4,850.00	\$ 2,200.00	\$ 2,265.00
Staff Training	\$ 110.00	\$ -	\$ 110.00	\$ 115.00
Payroll	\$ 146,930.00	\$ 146,915.00	\$ 146,915.00	\$ 151,320.00
Contract Janitorial	\$ -	\$ -	\$ -	
Instructors	\$ 14,700.00	\$ 14,100.00	\$ 14,500.00	\$ 14,935.00
Art Commissions (75%)	\$ 2,340.00	\$ 1,230.00	\$ 1,250.00	\$ 1,290.00
Display Cabinet Commissions (60%)	\$ -	\$ 30.00	\$ 50.00	\$ 50.00
Fundraiser expenses	\$ 2,100.00	\$ 1,810.00	\$ 2,200.00	\$ 2,265.00
Bank charges	\$ 40.00	\$ 15.00	\$ 15.00	\$ 15.00
Debit/Credit machine fees	\$ 1,840.00	\$ 2,175.00	\$ 2,700.00	\$ 2,780.00
Miscellaneous	\$ 630.00	\$ 105.00	\$ 105.00	\$ 110.00
Total General & Admin Exp.	\$ 178,235.00	\$ 178,520.00	\$ 177,335.00	\$ 182,655.00

(footnotes)

1

2

*2023 Actual is 10 months actual + 2 months projections

(C) Yearly Expense				
Licenses	\$ 755.00	\$ 825.00	\$ 850.00	\$ 875.00
Insurance -- General + Contents	\$ 3,020.00	\$ 3,005.00	\$ 3,500.00	\$ 3,605.00
Insurance -- Directors' Liability	\$ 1,575.00	\$ 1,650.00	\$ 1,800.00	\$ 1,855.00
Professional Fees	\$ 8,270.00	\$ 8,245.00	\$ 8,400.00	\$ 8,650.00
Miscellaneous		\$ -		
Total Yearly Expense	\$ 13,620.00	\$ 13,725.00	\$ 14,550.00	\$ 14,985.00
(A) + (B) + (C)				
Total Expenses	\$ 228,870.00	\$ 228,150.00	\$ 231,590.00	\$ 238,535.00

*2023 Actual is 10 months actual + 2 months projections

	2023 Forecast	*2023 Actual	Proposed 2024 FORECAST	Proposed 2024 FORECAST (no inflation)
REVENUE				
(D) Program Revenue				
Tea Room SALES	\$ 15,000.00	\$ 15,550.00	\$ 16,000.00	\$ 16,000.00
Courses	\$ 25,000.00	\$ 27,240.00	\$ 27,500.00	\$ 27,500.00
Activity Fees	\$ 18,000.00	\$ 20,050.00	\$ 20,500.00	\$ 20,500.00
Art Sales	\$ 3,505.00	\$ 1,715.00	\$ 1,750.00	\$ 1,750.00
Display Cabinet	\$ 985.00	\$ 1,315.00	\$ 1,400.00	\$ 1,400.00
Special Events	\$ 5,175.00	\$ 10,865.00	\$ 11,500.00	\$ 11,500.00
Fundraiser	\$ 900.00	\$ 2,190.00	\$ 2,200.00	\$ 2,200.00
Total Program Revenue	\$ 68,565.00	\$ 78,925.00	\$ 80,850.00	\$ 80,850.00
(E) Other Revenue				
Rentals	\$ 60,000.00	\$ 52,380.00	\$ 60,000.00	\$ 60,000.00
Dues	\$ 29,400.00	\$ 28,285.00	\$ 30,000.00	\$ 30,000.00
GST Rebate	\$ 1,020.00	\$ 1,050.00	\$ 1,050.00	\$ 1,050.00
Wage Supplements (Government)	\$ -	\$ -	\$ -	\$ -
Interest Income	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00
Miscellaneous	\$ 60.00	\$ 100.00	\$ 120.00	\$ 120.00
Total Other Revenue	\$ 90,500.00	\$ 81,835.00	\$ 91,190.00	\$ 91,190.00
(D) + (E)				
Total Operating Revenue	\$ 159,065.00	\$ 160,760.00	\$ 172,040.00	\$ 172,040.00

*2023 Actual is 10 months actual + 2 months projections

	2023 Forecast	*2023 Actual	Proposed 2024 FORECAST	Proposed 2024 FORECAST (no inflation)
<u>(F) DONATIONS & GRANTS</u>				
<u>Donations & Grants -- General</u>				
Saanich (Municipal)	\$ 20,000.00	\$ 30,000.00	\$ 20,000.00	\$ 20,000.00
Fairway Markets	\$ 660.00	\$ 595.00	\$ 595.00	\$ 595.00
Peppers Foods	\$ 1,385.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Tax Receipted Donatons	\$ 1,500.00	\$ 1,750.00	\$ 1,500.00	\$ 1,500.00
Donations	\$ 770.00	\$ 475.00	\$ 475.00	\$ 475.00
Total General Funding	\$ 24,315.00	\$ 33,820.00	\$ 23,570.00	\$ 23,570.00
				\$ -
<u>Donations & Grants -- Restricted</u>				
New Horizons (Federal)	\$ -	\$ -	\$ -	\$ -
Gaming (Provincial)	\$ -	\$ -	\$ -	\$ -
President's Appeal	\$ 15,000.00	\$ 15,545.00	\$ 13,000.00	\$ 13,000.00
Thrifty Foods	\$ -	\$ -	\$ -	\$ -
Total Restricted Funding	\$ 15,000.00	\$ 15,545.00	\$ 13,000.00	\$ 13,000.00
(F) TOTAL DONATIONS & GRANTS	\$ 39,315.00	\$ 49,365.00	\$ 36,570.00	\$ 36,570.00

*2023 Actual is 10 months actual + 2 months projections

	2023 Forecast	*2023 Actual	Proposed 2024 FORECAST	Proposed 2024 FORECAST (with 3.0% inflation)
Total Revenue (D) + (E)	\$ 159,065.00	\$ 160,760.00	\$ 172,040.00	\$ 172,040.00
Total Expenses (A) + (B) + (C)	\$ 228,870.00	\$ 228,150.00	\$ 231,590.00	\$ 238,535.00
Net Income	-\$ 69,805.00	-\$ 67,390.00	-\$ 59,550.00	-\$ 66,495.00
Donations & Grants (F)	\$ 39,315.00	\$ 49,365.00	\$ 36,570.00	\$ 36,570.00
ESTIMATED SURPLUS/DEFICIT	-\$ 30,490.00	-\$ 18,025.00	-\$ 22,980.00	-\$ 29,925.00

FOOTNOTES:

Expenses --

1. 2023 Actual: Facility Expense -- Project M&R -- this amount is not included in the Facility Expense Total
2. 2023 FORECAST: General & Admin Expense -- Payroll -- cost of living inflation built into prediction prior to adding inflation
3. 2023 Actual: Yearly Expense -- Professional Fees -- audit and Federal Charities filing;

Revenue --

4. 2023 FORECAST: Other Revenue -- Wage Supplements (Government) -- no longer receiving

Donations & Grants --

5. 2023 FORECAST: Donations & Grants -- Restricted -- Gaming (Provincial) -- probability to receive is good
6. 2023 FORECAST: Donations & Grants -- Restricted -- Thrifty Foods -- no longer receiving

*2023 Actual is 10 months actual + 2 months projections