

Staff Report – Budget Directives for the 2022 Fiscal Year

Parkgate Community Services Society
September 21, 2021

Introduction

The following budget directives, developed by the management team, outline specific details for each department's 2022 programming plans. The Directives will provide a framework for staff as they prepare the budget document. Draft departmental budgets will be presented to the Board for their approval at the November 2021 board meeting.

As a special note regarding the difficulty in accurately predicting budget amounts during the on-going pandemic, we will refer to our 2021, 2020, and 2019 budget and actual figures to attempt a reasonably accurate reflection of what we expect to happen in 2022.

Recommendation

That the following budget directives be approved by the Board of Directors to help guide and direct the 2022 budget planning process.

Departmental Budget Directives

1. Family Programs

Funding amounts for the CAPC programs are secured for the next year, therefore the 2022 budget will remain at 2021 levels. To keep the budget at a net zero, we will not increase the CAPC wage in 2022, and will continue to only use our own staff for the Outdoor Playgroup, as we did last year.

Our 2022 BC Gaming Grant application will be submitted in the next month, in which we will apply for the same amount for the Family Playgroups program as in the past. We will continue to charge the same minimal drop-in fee for all Playgroup programs.

2. Child Care Programs

We do not yet know the status of our application for Universal Child Care, which makes budgeting for child care difficult. At this point, we will produce a budget based on our previous budgets which contain our regular standard levels of programming quality and expected number of Child Care spaces. MCFD approved a Child Care fee increase for September 2021, which we will use for budgeting purposes. If we are successful in our Universal Child Care proposal, then this budget will guide us in our budget negotiations with the Ministry.

The new **Lynn Creek Child Care** space is not included in this year's budget.

3. Day Camps

Modifications in 2020 and 2021 in the day camp programs due to COVID-19 impacted the revenues generated. However, we are cautiously optimistic that day camps will return to their full potential in 2022. We will therefore budget in anticipation that the program will return to its original participant levels and revenue generating potential in 2022.

We will again apply for the **HRSDC Canada Summer Jobs** funding to enable us to hire seven more students in the summer. This will help offset the staffing costs for this program, allowing us to offer the camps at a reduced rate to the public.

4. Seniors Programs

We only have ½ year funding anticipated from the United Way for the senior's program as this funding was only approved for a 2.5-year period, and 2022 represents our third year. We are hopeful this funding stream will continue past the 2.5-year period, but we will budget conservatively with the expectation that this funding stream will not continue. If we do not receive any more funds from the United Way, then program cut backs will be necessary. If the funding does continue, then we will keep the program running as it currently runs. However, for budgeting purposes, we need to remain conservative.

The Seniors Budget will continue to incorporate the Fleet Manager's salary as she works primarily in the Seniors Department, so 100% of her salary assigned to the Seniors Department creates payroll efficiencies, and reduces costs assigned to Administration.

Erin, our Seniors Program Manager, will remain working 4 days a week.

My Parkgate BREAK will resumed partial programming in 2022 until Public Health Orders change. The coordinator's hours will continue as full-time as she maintains the on-line programming to help the participants endure the pandemic situation. We plan to gradually increase program participant levels and meeting frequency as health orders permit.

5. Youth Programs

We continue to receive Core Funding from the District of North Vancouver, which covers most of the costs for our Youth programs. However, we also receive gaming revenues plus other smaller grants to make up some of the funding shortfalls. We still cannot offer preteen dances, due to COVID health orders, which provides this department with much-needed fundraising dollars, but we are hopeful these dances will be allowed in 2022 so we will budget for this and remain cautiously optimistic.

6. Community Engagement - Volunteer Program

We increased the Volunteer Coordinator to a full-time position, with the caveat that she would also spend a portion of her time on fundraising. She is anxious to learn about fundraising and has already shown promise in this regard. Hopefully this move will create more fundraising options for our Society.

The Coffee Kiosk will hopefully start up again in 2022 after being cancelled due to COVID-19. The costs and revenues for this program will again be included in the Volunteer Program with all costs and revenue allocated to fundraising. The Coffee Kiosk program operates in partnership with Bean Around the World, Seycove Secondary and Windsor Secondary to incorporate the Community Work Experience. The program is expected to generate modest revenue.

7. Community Engagement - Communications

The 2022 Communications Budget will include all expenses for the website, general promotional materials, and the Community Engagement Manager's salary. All general fundraising costs and revenues generated will be included in this budget.

8. Community Engagement – Events

We will once again apply to the BC Gaming Commission for \$6,000 in funding and \$8,000 of DNV Core Funding for our community events. Although the events in 2021 were greatly changed, we are committed to providing future events that bring the community together in ways that are deemed safe. We will continue to seek out Corporate Sponsorships for our main events, and other fundraising opportunities throughout the year. We will also continue to work on an events strategy that will allow us to maintain free events for the community without over-taxing the budget. This may mean reducing the number of events we host each year and simplifying the AGM.

We cautiously hope to roll out our new ESL Program in 2022, as it has been put on hold during COVID-19.

9. Administration

Administration represents all costs associated with Finance, Human Resources, Fleet, the Board of Directors, and the Executive Director. The Administration department will continue to provide ongoing program support and will continue to charge each department with a 12% Administration Cost Recovery percentage and Fleet cost recoveries based on the mileage used by each department.

10. Fleet

Fleet recovery charges will remain at 2021 levels, whereby all departments using the fleet services will be charged \$1.96 per kilometer. This fee covers most of the costs to run the two vehicles, including gas, insurance, repairs, and maintenance.

Operational Budget Directives

1. Staff Wages

We implemented a 2% cost of living increase for most staff in 2021. Exceptions include casual employees, contract employees, and the executive director. We anticipate implementing another 2% cost of living increase for most staff in January of 2022.

2. Benefits

Parkgate Society will continue to fund 70% of the total extended medical and dental programs. The Employer's Health Tax is now fully implemented which replaces the former MSP program.

3. Staff Training and Development

Our staff development policies will continue to support our focus on maintaining a strong organizational culture, communications, and staff retention. Our philosophy is to support the growth and development of each staff member through training and development opportunities. Annual development allotments for each staff will continue at \$500 for each full time equivalent. Department Managers will determine the allocation of training funds within his/her department, based on the needs of the department and the employee. Staff recognition will continue at 2021 levels to support staff celebrations, long-term service awards, annual flu vaccines, first aid courses, conferences, etc.

4. Computer Hardware and Software Upgrades

Parkgate Society works in coordination with NVRC Technology department to maintain an inventory of all computers, printers, monitors and software components. Our policy is to replace computers, monitors and printers every 4 year. All hardware and software are provided by NVRC, and installation and support are

done by the NVRC IT department, however all costs are covered by Parkgate Society and funded through our technology reserve. Costs for technology replacement, therefore, will be reflected in the 3-year reserve plan rather than the operating budget. Three new computers and 4 monitors were purchased in July of 2021, and we are awaiting installation.

5. **Board Expenses**

All board expenses will be posted in the Administration budget. Board committees are expected to submit their budget requests for 2022 in the September Board meeting.

Discussion

- All departmental and operational directives have been formulated based on prior years' Board directives and historical department operations. A major component of department objectives is based on current and future committed funding.
- The Executive Director must approve all new 2022 department initiatives under \$1,000 outside the approved budget prior to implementation. The Board of Directors/Finance Committee must approve all non-budgeted purchases over \$1,000.
- Unforeseen financial support received during the 2022 budget year will be allocated to the specific program for which it was intended.

Submitted by:
LeeAnne Roberson, Finance Manager
Adele Wilson, Executive Director