



Town of Sidney
2440 Sidney Avenue
Sidney, BC
V8L 1Y7

November 27, 2020

Dear Mayor and Council,

On behalf of the New Marine Centre Society, we submit this report to the Town of Sidney on our fiscal year progress towards long-term success and financial viability. Recent, substantial improvements made to our infrastructure, business systems and the organization-wide culture shift from surviving to thriving would not have been possible without the ongoing support from the Town. Thank you.

This report provides an overview of progress against the metrics established for the 2019/20 fiscal year. As outlined previously, the 2019/20 year operations focused on achieving our **Financial Projections**. Critical to this outcome is the ability to meet the targets and monitor areas categorized under **Community Impact (Attendance, Community Outreach and Digital Reach)** and **Maintenance and Facility Investment**. Activity updates in the areas of **Strategic Plan Development** and **Animal Care & Conservation** are also provided.

COVID-19 required our Centre to close to the public from March 16th through June 8th. The timing of this closure (during our traditionally busy spring season) exacerbated the loss of earned revenue. Steady performance in the first three quarters of the year combined with significant expense reduction and repeated success in securing emergency funds helped to offset the loss. Details around the complexities of how the pandemic unfolded and how our organization responded is summarized in the *COVID-19 Initial Response Report* received by Council on November 23, 2020.

Our Society deeply values our vital partnership with the Town of Sidney. Thanks to your investment, we were able to complete critical stabilizing work and improvements prior to the pandemic. Without that positive progress and secured multi-year support, COVID-19 might have precipitated a dramatic end for our Centre. Instead, while extremely challenging, our board, staff and volunteers have emerged stronger than ever.

Community support from members, volunteers, board leaders and partner groups has fueled our resilience and confidence in the importance of our contribution to this community and commitment to serve for years to come.

We look forward to continued, further discussion as needed.

Janine Morris
Chair & Treasurer, Board of Directors
New Marine Centre Society

Pauline Finn
Executive Director,
Shaw Centre for the Salish Sea

2019/20 PERFORMANCE REPORT FOR THE SHAW CENTRE FOR THE SALISH SEA

2019/20 (JUN 1-MAY 31)

Performance Snapshot

1. Financial Performance ('000)

a. Income

PERIOD	pre COVID			COVID		
	first 9 months	Jun-Feb		final 3 months	Mar-May	
earned revenue	actual 649	plan 641	% 1%	actual 20	plan 242	% -92%
contributed revenue	99	201	-51%	170	69	146%
expenses	774	869	-11%	178	284	-37%
NET INCOME	-25	-27		12	27	

- breakeven plan with growth in revenue & investment in workforce, marketing, maintenance & facility initiatives
- pre-COVID, expenses & revenues managed to plan
- closure resulted in a **\$222K loss** in earned revenue
- losses were managed & offset by **\$106K** or **\$37%** reduction in expenses (operating & investment initiatives) & new revenue from government programs
- despite COVID, year-end loss was only **\$12K**

b. Net Assets

Net Assets	2019	change	2020
Operating Fund	200	-12	188
Capital Reserve Fund	90	-1	89
Equity in Capital Assets	2,430	-109	2,320
	2,719	-122	2,597

- long term plan to maintain an Operating Fund balance of **\$200K** and gradually grow the Capital Reserve Fund
- the challenges of the pandemic this year led to an Operating Fund decrease of **\$12K**

2. Community Impact

a. Attendance

Attendance Results at END of Q4 (Jun 1 2019 to May 31 2020)				
	actual	plan	var	%
Attendance AT Centre	50,068	71,600	-21,532	-30%
Outreach & Partner Events	2,721	not set		
TOTAL REACH	52,789	71,600	-18,811	-26%

b. Community Impact Overview

- 121 volunteers donating **6,217 hours** of time
- 26 events/activations with **2,721** participants

c. Digital Engagement

- **13,000+** Newsletter Subscribers
- **5,000** Facebook Followers
- **3,000** Twitter Followers
- **1,900** Instagram Followers

3. Animal Care & Conservation

Successfully manage current conservation programs

- salmon release (Jul)
- giant Pacific octopus release (Jul & Mar)

Contribute (as resources permit) to research & conservation

- Chinook Salmon & Rockfish Studies (UVIC)
- Animal Health Observation Study (WCVM)
- Moon Jelly study (UBC)

4. Maintenance & Facility Investment

Completion of key recommendations in the 2018 Engineering Condition Assessment Report

- all work identified as critical completed (Jul)

Sand filter replacement project

- 60% of work completed (May)

5. Strategic Plan Development

Next 10 Years Strategic Plan developed with community input

- A Draft Strategic Plan & detailed Community Engagement Plan was prepared by a new working group & endorsed by the Board of Directors
- Community Engagement work towards plan completion was paused due to the pandemic (Mar)

1. Financial Performance - Performance for the fiscal year is highlighted in the following tables. The year is made up of two very distinct periods, the first 9 months (Q1-Q3) and the final 3 months (Q4) with the onset of COVID-19.

a. Income

SCSS 2019 Fiscal Year Results (Jun 2019 to May 2020)

Operating Plan SCSS 2019/20 Fiscal Year ('000)	FULL YEAR RESULTS 2019/20 Jun 1 2019 - May			FIRST 9 MONTHS (Q1, Q2+ Q3 Jun-Feb)			FINAL 3 MONTHS (Q4 Mar-May)			
	attendance >>	50	72	-22	47	54	-7	3	17	-14
	actual	plan	var	actual	plan	var	actual	plan	var	
OPERATING REVENUE										
Attendance/Visitors to Centre	528	693	-164	513	502	12	15	191	-176	
Retail - Salish Sea Store	141	190	-49	136	139	-3	5	51	-46	
Sub-Tot Operating Revenue	670	883	-213	649	641	9	20	242	-222	
EXPENSES			-24%			1%			-92%	
Labour (all associated costs)	598	749	-151	472	564	-93	127	185	-58	
Non Labour General & Admin Costs all	344	392	-48	296	295	1	48	96	-49	
Sub-Tot Operating Expenses	942	1,141	-199	767	860	-92	175	281	-107	
			-17%			-11%			-38%	
NET OPERATING INCOME	-272	-258	-14	-118	-219	101	-154	-39	-115	
CONTRIBUTED REVENUE (unrestricted/ops focused)										
Grants Various (includes TOS and Wage Subsidy F	238	205	32	80	162	-82	157	43	114	
General Donations & Sponsorship	32	65	-33	19	39	-20	13	26	-14	
Sub-Tot Contributed Revenue	269	270	-1	99	201	-102	170	69	101	
			0%			-51%			146%	
NET INCOME (after fundraised contributed revenue)	-3	12	-15	-19	-18	-1	16	30	-14	
INVESTMENT INITIATIVE EXPENSES										
Infrastructure Investment & Visitor	9	12	-3	6	9	-3	3	3	0	
			-21%			-31%			8%	
NET INCOME	-12	0	-13	-25	-27	2	12	27	-15	

Overview of Year - The 2019/2020 plan was designed as a growth plan to strengthen operations and strengthen the foundation for future success. The approved budget was struck as a break even plan with anticipated growth in revenue to support investment in workforce, marketing, maintenance and modest, small scale facility investment initiatives.

- For the first 9 months of the year (Q1, Q2 & Q3), prior to COVID, expenses and revenues were carefully managed in line with plan
- Throughout the final 3 months of the year (Q4), closing the Centre resulted in \$222K loss in earned revenue
- These losses were offset by careful business continuity management prepared in March with implementation kicking off in April. Significant energy and effort was directed to prepare applications to all relevant, emergency funding programs. These efforts, combined with substantial expense reduction made it possible to maintain a modest team of staff to appropriately care for the facility and animal ambassadors and mobilize to reopen with safety planning and necessary experience modifications when it was deemed safe to do.
- A comprehensive report, the *COVID-19 Initial Response Report*, detailing the complexities of how the pandemic unfolded and how our organization responded was prepared and shared with Town Council & our Centre’s Board of Directors on November 12, 2020. Business Continuity Milestones included:

- o securing \$58K of federal (Canada Emergency Wage Subsidy) and \$19K of provincial (Animal Care Initiative Fund) government support through to the end of the fiscal year
- o securing a \$40K Canada Emergency Benefit Account (CEBA) loan, \$10K of which is treated as income this year
- o detailed preparation of facility modifications and associated Safety Plan for Centre reactivation (with gradual reopening beginning for members only on Jun 8, World Ocean's Day)
- o \$106K or a 37% reduction in expenses (combined operational and investment initiatives expenses)
- o compassionately directing all staff affected by the necessary, temporary layoffs to government programs
- o stewarding ongoing connections with all team members throughout the layoff periods
- o recalling staff when possible in line with visitor return and financial recovery

Earned Operating Revenue - Earned Operating Revenue of \$883K was planned for the year including Attendance (Admissions, Membership, Programs) and Retail Sales. Prior to the pandemic, Earned Operating Revenue performance was tracking to plan. The required, full closure of the Centre was a serious blow to our 4th and final quarter performance finishing \$222K, or 92% below plan for that quarter. The effects of the closure were exacerbated by the fact that spring break is traditionally a very busy time for admissions and retail sales, and the spring months typically include a large number of membership renewals and school group visits. The net effect for the year was that Operating Revenue finishing \$213K or 24% below plan.

Operating Expenses - Prior to the pandemic, Operating Expenses were tracking 11% better than planned. This positive variance was largely due to staffing costs coming in below plan. This was achieved by developing an internal, junior team member to step into a leadership role for the duration of a leave, combined with the fact that two planned, part time positions were not realized (summer outreach coordinator and maintenance support).

Within weeks of the Centre's pandemic closure, a business continuity plan was activated including substantial expense reduction (staff and operating expenses). This work resulted in Q4 operating expenses finishing \$107K or 38% below plan. These efforts improved our position at the end of the year resulting in Operating Expenses finishing \$199K or 17% better than plan.

Contributed Unrestricted Revenue - This important source of revenue includes the Town of Sidney (TOS) operating grant, government grants for operating projects and wage subsidy programs (regular and pandemic related), community grants, private donations and sponsorship.

Planned revenue for 2019/20 of \$270K was based on a number of assumptions with regard to the TOS funding and to the timing of new fundraising initiatives. Ongoing discussions with the TOS during the first 9 months of the year, followed by the onset of the pandemic in the last quarter, resulted in several variances from plan. The following table and supporting commentary summarizes the major changes that occurred as the year unfolded:

Contributed Revenue Summary (\$000)	
Plan	270
Town of Sidney Grant	-40
Grants & Wage Subsidies	72
Donations & Sponsorship	-33
Actuals	269

The TOS operating grant of \$125K for 2019 was initially planned to be recognized monthly by the Centre over its 2019/20 fiscal year. However, the full amount was recorded as revenue at the end of the 2018/19 fiscal year. The timing effect of this was to report a surplus in that year, which essentially offsets the shortfall from plan reported in 2019/20. Importantly,

with the TOS grant now confirmed at \$205K annually, the Centre's funding recognition in its financial statements will be consistent with the TOS treatment.

Prior to the pandemic, the vital support from the TOS had been secured. With that assurance, the Centre focused significant effort in securing available emergency funding to allow a core staff to care for the facility and animals during the initial closure. The favourable variance of \$72K reflects the result of these efforts to May 31.

The third major variance from plan related to donations and sponsorships, which was largely planned to materialize during the latter part of the fiscal year. Considering the loss of life, hardship and uncertainty our community was facing during the first wave of the pandemic, the decision was made to pause initially planned fundraising efforts for a more appropriate time.

Despite these significant variances from plan over the 12-month period, the Centre was able to secure \$269K in contributed revenue, only \$1K less than plan.

Facility Investment Initiatives - The primary investment project planned this fiscal year was the corrective maintenance of sand filters. Key materials and equipment was acquired and the project was 60% completed at year end. With the onset of the pandemic the completion of this project was deferred to the fall of 2020 to direct resources to animal care and work required for reopening to the public when safe to do so.

While the pandemic required our organization to temporarily adjust plans, the long-term plan remains to build up adequate reserves to A) ensure sufficient redundancy equipment (pumps, motors, chillers etc.) are on hand, and B) allow re-investment work to be completed both when strategically planned (i.e. systems, exhibit and visitor experience updates), and when unplanned (i.e. equipment failures or unique opportunities, such as travelling exhibits or guest speakers relevant to our mission/community).

Our response, so far, to the pandemic has further proven our resilience and ability to adapt and respond to changing environment and business needs.

Restricted Funds

\$27K in Restricted Funds was secured and utilized for the following specific projects and activities:

Federal Sources

- \$14K for World Ocean's Day and additional Educational Programming (NSERC)

Provincial Sources

- \$6.6K for Public Programs (BC Gaming)

Non-Government Sources

- \$5.8K for Giant Pacific Octopus Program and Animal Care (Fallow Fund)
- \$671 for Staff and Volunteer Engagement (Willowgrove Foundation)

b. Net Assets

To formalize and measure the need to build a Capital Reserve, our fund account balances were clarified with targets set. Long term, the plan is to build up financial assets to maintain a consistent Operating Fund balance of **\$200K** while reinvesting future surplus into the Capital Reserve Fund.

This long-term plan will be further defined, in the years ahead to formalize the Society's commitment to managing facility infrastructure as a part of our organization's future.

Net Assets	2019	change	2020
Operating Fund	200	-12	188
Capital Reserve Fund	90	-1	89
Equity in Capital Assests	2,430	* -109	2,320
	2,719	-122	2,597

* change reflects amortization of Capital Assets for the fiscal year

The challenges of the pandemic led to an Operating Fund decrease of **\$12K**. No Capital Reserve Fund investment was planned or achieved this fiscal year.

2. Community Impact Overview

This year, **121 volunteers** donated **6,217** hours of their valued time making it possible for our Centre to welcome **50,068** guests. An additional **2,575** people were engaged with the Centre through **26 events** that included activations from Sidney to Cadboro Bay, Metchosin and Pender Island.

Attendance

Attendance Results at END of Q4 (Jun 1 2019 to May 31 2020)				
	ACTUAL	PLAN	VAR	
Attendance AT Centre	50,068	71,600	- 21,532	-30%
Outreach & Partner Events	2,721	not set		
Tot Reach	52,789	71,600	- 18,811	-26%

The total number of visitors to the Centre as of the end of the year was 21,532 people or 30% below plan. The associated revenue was 24% below plan. The difference is due to the mix of members and paid admission visitors.

In addition, while community outreach and partner event attendance targets were not explicitly set this year, those activities reached an additional 2,721 people. These specific activities are described below.

Community Impact Detail

The vibrancy and energy required to fuel success and contribute to the health of our community can be difficult to capture with quantitative data alone. This community impact section aims to capture the highlights of activities outside of our core, facility program offerings included in general admission to the Centre. These activities allow people to go deeper into specific content areas, increase access, generate awareness and goodwill, provide opportunities for citizens to connect with each other, and strengthen relationships with other community organizations. All activities are designed to further our mission to inspire people to learn about, connect with, and conserve the Salish Sea Bioregion.

Partnership & Programs Highlights

- o Parks Canada interpreters engaged visitors 6 days/week throughout the season with hands-on activities inspiring people to get out into nature and experience the Salish Sea Bioregion (specifically our nearby Gulf Islands National Park Reserve, including Sidney Island) first hand.
- o Salish Sea Summer Camps - 124 children participated in Barnacle Buddies, Salish Sea School and Ocean Advocates camp programs. These unique, facilitated experiential learning programs combine unique Centre-based learning experiences with outdoor education experiences (140 spaces).
- o Beacon Family Services, WSÁNEĆ School District & Raincoast Conservation Groups facilitated the distribution of 400 passes to families, adults and youth.

- Raincoast Conservation - Salish Sea Stewards event celebrated the work of the 2018 cohort of high school students from across the Salish Sea communities. This event hosted at the Centre featured professional mentors from academic and environmental groups with Bioregion expertise (Jun 5)
- Access Awareness Day - The Access Awareness in Sidney Committee awarded our Centre the 2019 Jeanette Hughes Accessibility Award (Jun 7)
- SAFE PLACE – The Centre received this designation from the RCMP for LGBTQ victims of crime or harassment in advance of international #LGBTQSTEM day and Victoria's Pride activities (Jul 3).
- Sidney by the Sea 5K / 8K / Walk 2019 - The Centre hosted hands-on Humbolt Squid hat making station and our portable touch pool in Beacon Park. The Centre was also opened free to all participants (Sep 22)
- Floating Ideas Lecture Series - The Dragons of Inaction: What are they and How to Slay Them with Dr. Robert Gifford of the University of Victoria (Oct 17)
- Cephalopod Celebration - Enhanced programming for this non-instructional day for all school districts (Oct 25)
- Saanich Peninsula Chamber of Commerce Morning Mixer - Hosted at the Centre including behind the scenes tour (Nov 5)
- Floating Ideas Lecture: Urban Biodiversity with Dr. Val Schaefer of the University of Victoria (Nov 17)
- Teacher Open House - Free Open House for teachers providing sampling of new school program offerings and sharing of resources including the First Nations Education Steering Committee (FNESC) First People's Principals of Learning (Nov 21)
- The Sidney Merchant Open House - Featuring "Santa in the Submarine" delighting 264 families and children with photos with Santa Claus in the Centre's submarine (Nov 23)
- Floating Ideas Lecture: Chiixuu Tll iinasdll: A Story of People Nurturing Seafood to Grow with Dr. Lynn Lee of Parks Canada and the University of Victoria (Dec 11)
- Sidney Sparkles Parade and the Festival of Trees - The Centre participated in these Sidney-wide holiday events (Nov/Dec)
- Gwaii Haanas National Park Reserve Orientation event for boaters - Hosted at the Centre in collaboration with Parks Canada (Mar 8)

Community Outreach

- World Ocean's Day Event / 10th Anniversary Celebration - The Centre hosted 19 community organizations, an opening from Sidney's Town Crier, free admission to the Centre and birthday cake for all (Jun 2)
- Sidney Annual Sidewalk Sale - Our Centre participated with a newly developed photo-op activation in collaboration with the team at Departure Travel (Jun 30)
- Sidney Night Market (Jul 4 and 18) - In collaboration with the Sidney BIA, this activation was designed to raise awareness about our Centre and gather ideas about community members':
 - Memories of the last 10 years, and hopes for the next 10 years.
- Marine Day at Witty's Lagoon - SeaChange Marine Conservation Society divers provided the critters and our educators introduced visitors to intertidal and sub-tidal organisms (Jul 6)
- Low Tide Day - Free public programming along the Sidney Waterfront with 50 attendees (Aug 1)
- Tide Pool School at Oak Bay's Kitty Islet – This activation provided ocean education activities for dozens of families (Aug 3)
- Nuit Blanche - This annual Parks Canada outreach event on Pender Island highlighted nature nightlife to locals and island visitors; the Centre's staff and volunteers represented expertise on bioluminescence and all things marine (Aug 9)
- Cadboro Bay Festival - This activation provided ocean education activities for thousands of people in attendance (Aug 11)
- Great Canadian Shoreline Cleanup - Collaboration with UVIC Project Serve youth leaders to clean up Sidney's Glass Beach (Sep 14)
- National Science Literacy Week Outreach Programs:
 - Marine Science Morning, Vancouver Island Regional Library, Sidney Branch (Sep 21)
 - Make a Splash, Hillside Mall and World Fisheries Trust (Sep 22)

- Volunteer Fairs - Throughout the year, Centre staff (and seasoned volunteers) present our mission and promote volunteer opportunities in partnership with the University of Victoria (Sep 26), Camosun College (Feb 12), and St. Michaels University School and Volunteer Victoria (Sep 11)

3. Animal Care & Conservation

Currently, the Centre manages two animal conservation programs, our Giant Pacific Octopus (GPO) program, and our Chinook Salmon program (in conjunction with Goldstream Hatchery).

Kit Thornton, our Chief Aquarist joined the team in Aug 2019. As a Registered Veterinary Technologist with specialized skills working with marine animals in research settings, her unique skill set and experience has enabled our Centre to collaborate with researchers from post-secondary institutions to further the base of scientific knowledge. Our Centre is now equipped to provide researchers with controlled, accessible populations of animals and highly specialized staff.

The skills and expertise of our aquarist team ensures that ethical research can be conducted. While animals from our collection are used for various studies, our team maintains full management over the impact on them, their habitats and integration of such activities into the overall visitor experience. This year our Engineering Systems Technician, Hugues Toupin, designed and produced an effective self-contained life support system to provide a suitable habitat for animals participating in any research programs.

A summary of the studies and partner institutions our Centre contributed to is provided.

- Chinook salmon study - In collaboration with University of Victoria, our Chinook salmon participated in research to evaluate the impacts on salmon behaviour and physiology as a result of underwater noise generated by ships during nautical activities.
- Rockfish study - Our population of rockfish provided research associates from University of Victoria with the opportunity to study the sounds produced by rockfish and create an acoustic catalogue of rockfish vocalization.
- Animal Health Observation study - In collaboration with Dr. Craig Stephen, our veterinarian consultant, and the Western College of Veterinary Medicine, our team contributed to a holistic study of the perceived benefits of how community aquariums promote conservation of Pacific Northwest fish and invertebrates.
- Moon Jelly study - In collaboration with the University of British Columbia, samples of genetic material were provided from our Moon Jelly collection to investigate how gelatinous zooplankton is a key source of nutrition within the food web for a variety of animals.

4. Maintenance & Facility Investment

Engineering Conditional Assessment Follow-up - The December 2018 detailed submission to the Town of Sidney included an Engineering Condition Assessment Report for the Centre's 10-year-old facility. This was the first of its kind in the history of our Centre. Work to address the recommendations in this report has been a significant area of focus. An Engineering Update Report outlining the successful completion of all major, critical engineering issues identified by that visual inspection was presented to and received by the Town of Sidney Council at the August 12th 2019 meeting. This work and the update report represented a major milestone for our team.

Maintenance Activity

Quarter 1 - This quarter included necessary corrective maintenance and repairs, ongoing, preventative activities, as well as several required annual inspections.

- important cross-training with the Aquarist team

- o notable corrective maintenance and repairs included emergency repairs to the store HVAC, repairs to the PK closed system habitats and replacement of the #1 Life Support pump motor

Quarter 2 - This quarter activity included replacement of skimmer supply pump assembly, revamp and replacement of aquarist sink and cast iron drain pipes and fitting wet lab with a new sand filtration system.

Quarter 3 - Visitor experience enhancements this quarter included the installation of two automatic doors to improve accessibility in two key areas as well as the creation of a new living exhibit/donation box and production of a new, pocket, museum exhibit on The Lone Wolf of the Salish Sea.

Quarter 4 - Significant energy and effort this quarter was devoted to expense reduction, minimizing risk and ensuring our animal and Centre remain viable. In addition, deep cleaning, habitat and modest exhibit enhancements were effectively completed without daily visitors during the COVID closure period.

Infrastructure Investment - The primary infrastructure investment project planned this fiscal year was a sand filter and multi-port selector valve replacement project.

Quarter 1 & 2 - The initial timeline was to begin this work in Q1. However, given other maintenance priorities requiring attention, this work was deferred. The project began in late September of 2019. To minimize disruption to the animals and people, the work was scheduled when time permits, one filter at a time during the early morning hours, before visitors and the majority of our animal care volunteers and staff begin their work. As of November 30th, 45% of the work on this project was completed.

Quarter 3 & 4 - Further work on this project in Q3 and Q4 resulted in 60% completion as of May 31st. In light of the pandemic, the timeline for full completion was extended to May 31st, 2021.

Adjustments to plans continue to be made regularly considering actual, real time performance of the life support and facility infrastructure and available resources.

5. Strategic Plan Development

Unique to this year, our organization initiated development of a new **Strategic Plan** to guide our organization for the next 10 years.

Quarter 1 & 2 - Analysis of preliminary data collected in the spring and summer (2019) was the primary activity in Q1. In Q2, a Strategic Planning Working Group was created to include three experienced board members and the Executive Director. A schedule prepared and endorsed by our board.

Quarter 3 & 4 - The Group prepared a preliminary, draft Strategic Plan and supporting Community Engagement Plan and prepared to present this work for input and review at a dedicated, day-long board retreat in March. This retreat was initially planned as a face to face workshop supported by an external facilitator. In light of the pandemic, the retreat was condensed and held through video conference with a significant portion of the time repurposed for business continuity planning. The board agreed that further work in this area of strategic planning would need to be paused. "Shelf ready" plans would be revisited when the community and Centre team are able to invest and engage in this work safely.

Conclusion

The Centre was initially on track to achieve, and in some cases surpass planned targets for the 2019-2020 fiscal year. With less than three months remaining, the global pandemic required a massive and immediate shift in operations, deep cuts to expenses, and creative strategies to ensure the continued viability of the Centre. There are four pillars that have been critical to our success: having entered the pandemic in a favourable financial position, the enhanced funding from the Town of Sidney, access to federal and provincial emergency response grants and loan, and the dedication and resolve of the team, including the Board of Directors. For each of these pillars, we are very grateful.

Prior to, and in some cases, in spite of, the pandemic, the Centre and its role within the community, both locally in Sidney, and regionally on southern Vancouver Island, continues to develop with focus on our mission and mandate. Enhancements to public and school programming, partnership development, community outreach and free programs, on-site exhibits, accessibility, inclusivity, professional development, conservation research, and modest facility improvements have been rolled out throughout the year. While some projects were necessarily and appropriately put on hold, progress is evidenced by visitor recovery and continued support from across our community.



Shaw) CENTRE FOR THE
SALISH SEA

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