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APRIL 1 2022 - MARCH 31 2023

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# ANNUAL REPORT

*Restarting the machine!*



**Sasamat Outdoor Centre restarted overnight programs, school trips and community rentals this year, bringing a renewed sense of vibrancy back to the centre.**

*Mission - Enriching lives through learning and playing in the outdoors.*

*Vision - Thriving communities connected through outdoor experiences.*



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WRITTEN BY KRISTEN HYODO, PAGE 1

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# Report from the Executive Director

This past year welcomed the return of many former programs to Sasamat Outdoor Centre. School outdoor education trips returned, as did overnight youth and teen camps. Sasamites Nature Club and a revamped Counsellor in Training (CIT) program also restarted after a two year hiatus. The Sasamat calendar was full once again, bringing a pre-pandemic vibrancy back to the centre.

Reflecting on the last year, the growth of programming and operations was significant. It was the first financially sound year since the onset of the pandemic, which was a welcomed relief by staff and board. It was also the start of a period of recovery for Sasamat. This was most notable in the area of staffing.

As summer camps are cyclical, the result of shifting from a staff team of 60 to 15 two summers prior, was a shift that will be felt for a few more years to come. In the forced reduction of our staffing team in 2020, the outcome was that many who likely would have returned in 2020 and progressed through various roles for a few more summers, moved onto to new opportunities, and rightly so. At Sasamat, this meant the internal transfer of knowledge and the hiring pool was dramatically depleted last summer as we restarted our core programs. Staffing resources were stretched as many staff were brand new, and the seasoned veterans Sasamat relies on to help manage programs, were greatly reduced. The core staff shouldered the transition with great effort and heart, however the disruption to the cycle will be a lesson carried forward.

Sasamat's Community Board of Directors began working on two new strategic initiatives this past year as part of Sasamat's strategic plan. The two new areas include Staff Recruitment, Training and Retention, and Increasing and Diversifying Revenues Through Off Peak Activity. New board committees were established and each committee seeks to identify what the new strategic directions should entail, as well as what implementation might require before integrating staff to help action the plan. A staff member also sits on each committee to share their perspectives around feasibility.

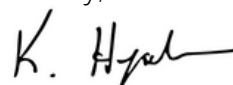
As we look ahead to the upcoming season, the staff and board are excited to embark on another full season, hopefully having overcome most of the COVID-19 challenges by this point. While a season never arrives without surprises, we are all optimistic for the year ahead what it will bring to our community.

A tremendous thank you to our board, staff, volunteers, visiting schools (and the teachers behind these efforts), families, and most importantly our campers. We could not do any of this without you.

## **Strategic Priorities for this year:**

1. Staff Recruitment, Training and Retention
2. Increasing and Diversifying Revenues Through Off-Peak Activity

Respectfully,



Kristen Hyodo , Executive Director

# Board

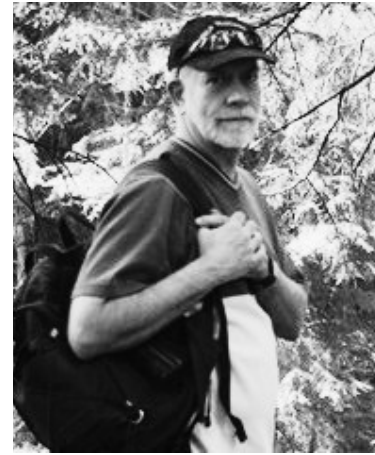
## Community Board of Directors



**Valder Belgrave**  
Chair



**Rozy Jivraj**  
Treasurer



**Robert Simons**  
ANHBC BOD Rep



**Sheri Parke**  
Member at Large



**Heather Corbett**  
Member at Large



**Carolyn Courage**  
Member at Large



**Moyra Crawford**  
Member at Large



"Our teenager was reluctant to go, but came back full of energy and inspiration to complete her lifeguard training so she can go back and work at Sasamat next summer. After a couple years of limited opportunities for time away from home and parents, the Sasamat CIT leadership training was so valuable in providing opportunity to develop skills, confidence and competency, all while having a lot of fun with peers and excellent role models."

- A 2022 Camper Parent

# Staff

## Year Round Staff Team



**Kristen Hyodo**  
Executive Director



**Andrew Dinnin**  
Summer Camp & OE Director



**Ben Quinn**  
Operations Manager



**Brandon Judd**  
Facilities Manager



**Nadia Martini**  
Food Services Manager

# Program Impact Report

This past year was about balancing of ongoing health and safety mitigations alongside returning to more robust programming.

School groups returned, generating a busy calendar in May and June, however trips that had previously been overnight experiences, shifted to day visits. While this resulted in a loss of revenue for the centre, Sasamat was grateful that schools were stretching their extracurriculars and seeking to include field trips once again. The behind the scenes efforts of the BC Camps Association to develop standards in support of the BCCDC and school districts opening up field trip restrictions should be recognized. Similarly, the on ground support teachers put in to see school trips through was commendable.

Overall, school trips returned arriving with bus loads of excited students eager to dive into outdoor education programming.

Summer programs were notably different than the previous two summers, returning in full with complete bus service. Day camps were once again at full capacity and overnight camps returned as well. This shift had big internal impacts, as we welcomed back a full-service kitchen team again. The transition back to overnight programming was quick and challenging, as many staff wrestled with feeling comfortable in the pandemic environment within a camp setting, and staff illness under pandemic protocols caused many disruptions to operations. Overall, despite these challenges, countless campers returned to camp, and had an incredible time.

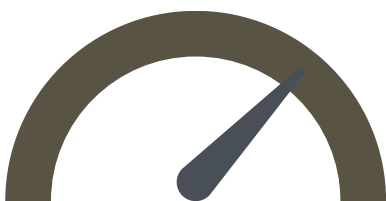
Rental groups returned last year as well as community programming settled into new routines. Sasamat hosted adhoc rental groups throughout the season, offering retreat space and catering for groups, which provided invaluable revenue for the centre.



**62.7% on a scale of 1-5 (1 being poor and 5 being excellent) selected "5" when asked how their camper's program experience was.**



**76.1% on a scale of 1-5 (1 being poor and 5 being excellent) selected "5" when asked how their camper's group leader was.**



**65.1% on a scaled of 1-5 (1 being poor and 5 being excellent) selected "5" when asked how do you rate the value of your camper's outdoor summer camp experience?**

# Program Registration Report

Program	2020-2021 Number of Participants	2021-2022 Number of Participants	2022-2023 Number of Participants
Rovers Day Camp	381	699	758
Belcarra Day Camp	0	245	314
Sasamites Nature Club	0	0	144
Children's Overnight Camp	0	0	315
Teen Overnight Camp	0	0	94
Voyageur's & Ridgerunners	0	0	0
Family Camp	0	229	102
CIT	0	0	31
Spring Break Day Camp	80	80	80
April Day Camp	0	60	55
Leadership	24	37	37
School Groups	0	810	2571
Community Rentals	14	335	815
Trailblazers Day Camp	115	105	N/A
Pro-D Day Camp	0	48	56
Youth Roots After School	n/a	30	20
<b>Total</b>	<b>614</b>	<b>2678</b>	<b>5392</b>
Total Calendar Days Rented	<b>1</b>	<b>33</b>	<b>103</b>



# Failure Report

Creativity and innovation run parallel to failure, without failure we are not really innovating. Development as an organization requires risk taking, and the inevitable failures that ensue are rarely documented. This is in part because the charitable sector relies on donors and foundations to sustain themselves, and donors prefer stability and measurable results. For Sasamat, reflection on the years past mistakes will serve to strengthen our organization by generating solution-oriented dialogue and creating a culture that supports innovation.

## Transitioning from Crisis to Routine.

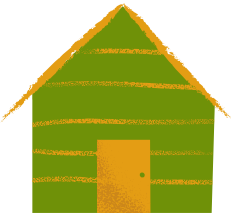


Since the onset of the pandemic in March 2020, Sasamat shifted into what could best be described as a “crisis” operating mode. The operating landscape at the peak of the pandemic was unpredictable and uncharted territory, resulting in a dramatic shift from the former consistent and predictable operations. Staff jumped into action, changing plans, and shifting and evolving to meet the requirements of whatever we were faced with. This required a certain level of energy and drive from the staff, and trust from participants and families.

This past summer, it appeared as though our operating landscape had settled, and we could shift back to more regular operations. While the leadership staff had made this mental adjustment, we neglected to realize the seasonal staff team had not. The outcome was we made assumptions around our staff’s ability to return to full operating camping programs and were surprised when it became apparent that not everybody was ready to dive in headfirst.

Transitions and change are never easy, and we underestimated how challenging it would be to bring everyone alongside and return to a sense of normalcy at camp. The lesson learned here was change management, and considering all perspectives. While our leaders had spent ample time preparing and wrapping our heads around what was to come, our communication and incorporation of others could have used improvement during this transition.

# Capital Redevelopment.



Sasamat was fortunate to receive a large capital grant from the Ministry of Tourism, Arts and Culture at the end of 2021, as part of the provinces COVID-19 recovery plan. The grant was for our Waterfront Revitalization Project (docks, picnic shelters, and landscaping). Our team and board were overjoyed with the investment into the site and set to work on a new capital project.

Sasamat staff were aware that physical site at Sasamat is environmentally complicated to build on. With lake front shoreline and streams crisscrossing the site, the buildable area is reduced to just about the parking lot. The challenge here is we have an aging site built in the 1980's, all of which needs ongoing maintenance or more significant replacements.

Permitting our new waterfront picnic shelters was an eye-opening experience of how challenging Sasamat's site is to build on and raised greater questions of how we address the need to replace old cabins and add more bathrooms to our site. The outcome was a fruitful onsite meeting with an array of Port Moody city staff from planning, environmental, and building departments. The purpose was to start a dialogue on how we can work together to ensure the integrity of Sasamat remains intact for years to come, despite environmental permitting limitations.

Some solutions were outlined, and while not straightforward, both sides gained greater clarity of how they can help the other. The Waterfront Revitalization Project allowed Sasamat staff and board to develop more understanding around the building process on Sasamat's site, and what truly is involved in any capital redevelopment project.

# Program Availability.



The need for access to outdoor education programming and summer camp seems to have far surpassed what Sasamat can offer in a season. Every year when Sasamat launches summer registration or begins booking in schools for the upcoming season, a wave of excitement washes over the staff. However, staff also realized that our waitlists grow annually and for as many families that get to enjoy Sasamat, there are double or triple those who do not.

While staff have mused as to why this is, perhaps due to the closure of neighbouring YMCA Camp Howdy, or the population growth of the Tri-Cities, or the dual working parent family dynamic, the outcome remains the same - hundreds of families sit on our waitlists each year and don't have the chance to come to Sasamat.

The pandemic undoubtedly was very challenging for the summer camp sector, and camp closures occurred. Unfortunately, it is virtually never that one hears of a new traditional overnight summer camp opening to fill this void. The lesson here is that other like organizations or investors also need to see the value and support organizations to open new summer camps in the Lower Mainland. The need is there, the impact is proven (<https://uwaterloo.ca/healthy-communities-research-network/projects/canadian-summer-camp-research-project>), and now we need the funding of those who are in positions to support such an investment.

# SASAMAT STORIES

## 2022-2023 Family Reflections

"My camper is hard to please. Many activities she will not do without a fight. At Camp she came home everyday beaming. She was so happy to be outside trying new things. She said it was the best experience she has ever had and wanted to do another camp straight away. She loved archery, swimming and canoeing. She had an absolute blast."

"Our child participates in Sasamat camps as often as we can. As her parents, we've noticed how her outdoor experiences with SOC have contributed to her love of the outdoors, adventuresome outlook & resiliency. Thank you for the good work you do!"

"Our camper is an only child, and while she is very social, she has never experienced anything like the immediate bond she built with her fellow campers and her group leader. The way she described her experiences sounded more like adventures with family than they did just a kid signed up in a group. There is something truly special about what she experienced at Sasamat."

"We didn't know what to expect with the family camp and we were very happy with our experience. We enjoyed all the different activities and it was nice to have a weekend to spend some quality time with family and nature. Especially with the Covid situation the last two years, this family camp was a nice little getaway to just destress and unwind. Thank you."

"This was one of our campers best experiences by far with Sasamat. She felt she has grown with the experience of being a CIT, helping the campers like the CIT's and leaders that she grew up with. The CIT program you hold is amazing for Teenagers in offering growth and as a father I see the change and renewed empathy in my daughter. All she wants to do is come back and volunteer."

"My son met one of his best friends at camp. They attend each year together now and look forward to this shared experience. He gets to participate in activities that he wouldn't have otherwise like archery, kayaking etc. As an only child we find the time he spends at camp to be of great value to his social development as well as fostering confidence and positive self esteem through the activities he participates in and the kind inclusive environment this camp provides. Its a safe, fun space to be your authentic self without worry of being judged or feeling the social pressures to fit in. I find the camp truly allows the kids to be kids, free, happy and full of laughter. This precious time in their lives is fleeting and I am grateful to Camp Sasamat for contributing to healthy, happy, childhood memories for so many children."



# REFLECTIONS CONTINUED



"What an incredibly special experience our child had in the Sasamite program. He was nervous to go, but the leaders welcomed him in such kind and caring ways, his anxiety was short lived. He was so excited to tell me about everything he experienced, and looks forward to coming next year. Your camp and the special leaders are truly one of a kind. May you all know you are truly wonderful humans, who work so hard for the enjoyment of our children."

"My daughter had an amazing time. The staff were very accommodating and the activities kept her focused. I loved that they were inclusive of neurodivergent children and knew how to handle and manage her throughout the camp. Definitely look forward to next summer."

"My daughter's experience at Belcarra Day Camp was exceptional. She enjoyed the experience from the moment she got on the bus to when she arrived home. The group leader was dynamic and fun. The activities were varied, exciting and new. The other campers were great and opportunities to connect and make friends were plentiful. I noticed her confidence and self assuredness grow with each accomplishment. We will definitely be signing up next year; it was one of the summer highlights!"

"Camp was really, really fun, because we did so many special activities. I love the wilderness. Camp taught me to care less about what other people think about me."

"My daughter who has some social anxiety felt supported and comfortable the whole time. She tried new things and stepped off the bus with a wide smile everyday! Such a great experience!"

"My son doesn't usually share much about his days. But this week he came home with lots of stories every single day. He told us about how he held crabs on his hands, how much he learned about the sea life, how he learned to Kayak for the first time, how much he enjoyed finding new friends and how cool his camp leader was! He can't wait to go back next year."

"We saw a visible increase in our son's confidence between the first and last day of him attending Sasamites Nature Club. The leaders were kind and interacted with him in an age appropriate way. It was clear that our son was relaxed and felt very comfortable in the camp environment which was so satisfying for us to see as parents!"

"My child was not excited about camp when the time came to go and very nervous about disconnecting from technology and meeting new kids/leaders. They returned calm and happy, proud and relaxed, full of great stories and with new inspiration for next summer. It was the power and magic of a great camp like sasamat that changed my kid's summer. Thank you!"

"My daughter was nervous about overnight camp because this would be her first time away from home and she didn't know anyone. When I picked up my daughter at the end of the five days, she immediately wanted to share with me stories about all the adventures she experienced with the CITs and girls in her cohort. I asked her if she missed us and she explained there was no time to miss us because she was so busy. She is already looking forward to next year and hopes the same girls will be there. From a parent's perspective, I thought my child came back more confident and excited about being outdoors."

"Summer camp is a time for freedom that you can't find with your parents. It brings wisdom, maturity and experience that can't be gained from anywhere else. Every time my daughter comes home from Sasamat you can see and hear the difference in her, it's like if she were a video game character you'd know she leveled up. Making new friends, trying new activities with support from peers, building your self esteem and self worth, the list is limitless. I wish every kid has the opportunity to go to camp at least once in their life."



# Board Reports

## Chair's Report, Valder Belgrave

With the Covid19 pandemic largely behind us, operations at camp continued its gradual return to normalcy. In addition to the Belcarra and Rovers Day Camp, Overnight camp was successfully re-introduced in Summer 2022, along with other traditional and a few new program offerings. 2023 spring and summer program registrations were strong, with most programs at capacity, with waiting lists, by late Spring. As a result of this and a better than anticipated rental revenue stream, we are anticipating a return to a year-end financial surplus position.

As the beneficiary of a grant of \$476,000 in funding through the provincial Ministry of Tourism, Arts and Culture's Community Economic Recovery Infrastructure Program's (CERIP) to revitalize Sasamat's waterfront with new docks, landscaping and the construction of two permanent picnic shelters, much of the Board's and Development Committee's attention was focused on supporting the procurement process undertaken by our Executive Director. However, due to a number of logistical and permitting challenges the progress of the CERIP Waterfront revitalization was delayed. The new shelters were finally installed in March 2023 and a second round of estimates for landscaping is underway. Materials for new docks were purchased early 2022, and were completed early 2023.

We also continued to be engaged by Imperial Oil on their plans to either remove, repair or replace the weir that controls the flow of water from Sasamat Lake into Windemere Creek. Staff have held a number of meetings with Imperial Oil representatives and there was a presentation to the Board, but a decision and timing will not be finalized until detailed studies are completed. We hosted a Belcarra mayor and Council visit to camp, as well as a visit by Port Moody Councillor Callan Morrison, (previously a SOC camper in his youth) to share information and perspectives on this critical initiative.

Given the potential impact of this work on the site, as well as the planned waterfront revitalization, it was determined that these two initiatives should be included within the scope of work being considered by the Development Committee with respect to the future renewal of SOC's lease with Metro Vancouver, and redevelopment of our site. This committee continues to meet regularly to support the Executive Director's work on these three projects.

The implementation of strategic plan initiatives continued to be a focus of the Board's activity. The initiative focused on Enhancing Organizational Capacity and Resources through Alumni and Volunteers is now largely operational and a newsletter schedule has now been established. The Accessibility initiative has identified a series of recommendations and next steps, including the development of pilot projects with the Settlement Workers in Schools (SWIS) program in SD43. A meeting was held with SWIS staff at camp in October 2022 to explore opportunities to have their clients attend camp in the summer/fall of 2023. The Board's attention transitioned to two new strategic initiatives – staffing and revenue diversification – which are both well-underway. The Board, along with staff, participated in Indigenous Anti-Racism Training over 2 days in November 2022.

The traditional Board fundraiser through the Vancouver ½ marathon held in June 2022 raised \$6,000. I believe that this was the sixth year that the Board has participated in this event and after some review and discussion, we agreed that it had run its course and we will not be participating in 2023. So, in addition to the Tru Earth eco-friendly laundry detergent fundraiser that was launched in summer 2022, the Board has identified a number potential new fundraising opportunities in 2023/24 including Rotary Club grants, a Port Moody Brew Pub fundraiser, Donut Love and Cobbs Bread fundraisers. We were thrilled to secure a grant of \$3,000 from the local Rotary Club, following an introductory presentation about Sasamat Outdoor Centre led by new Board member Carolyn Courage, in March 2023.

After several years of service, Luke McAndless advised, earlier this spring, that he would be relinquishing his seat on the Community Board to pursue a volunteer opportunity in music education. Luke provided a critical educational perspective to discussions at the Board table and also prepared a number of local grant submissions. His enthusiasm and perspectives are missed and efforts are currently underway to find a replacement for him.

I'd like to recognize my fellow Board members - Robert Simons, Sheri Parke, Rozy Jivraj, Moyra Crawford, Heather Corbett and new member, Carolyn Courage - for their continued support and commitment to fulfilling our Mission of "enriching lives through learning and playing in the outdoors".

# Board Reports

## ANHBC Rep. Report, Robert Simons

I assumed my role as the 'Sasamat Outdoor Centre's Community Board Representative' on the ANHBC Board of Directors in June 2022. Our thanks go to Moyra Crawford for her years of service as the Sasamat representative, who continues to be involved as a member of ANHBC's Governance Board Committee.

Over the past year ANHBC's operations and program delivery throughout the eight Neighbourhood Houses and Sasamat locations have largely returned to pro-Covid levels of activity. Singular in this return to normal has been the childcare programming which has also grown as a valued community service given ANHBC's close alignment with ChildCareBC Centres, the BC Government's affordable child care service for B.C. families.

ANHBC's physical assets that house our program services are all managed with the same principle in mind: "Our real estate assets enable us to provide welcoming, sustainable, flexible and locally responsive places and spaces where the community comes together and thrives."

Given the challenges of aging infrastructure and increased community demand for services, ANHBC has undertaken a thorough review of existing facilities in conjunction with program needs to plan for continuity of services and future growth. Current plans for the redevelopment of Cedar Cottage Neighbourhood House in Vancouver's Kensington area is an example of the forward looking focus of ANHBC to build a new house with improved facilities allowing for the continuation of important community programs. We are looking forward to completion of the new House in summer 2026.

A key focus of continued community engagement for the ANHBC Board, senior leadership, staff and volunteers continues to be connection and reconciliation with our Indigenous nations. As highlighted in the 2022 report, the transformative undertaking of the current strategic plan update continues to focus on the organization's decolonization and anti-racism journey with a goal to embed decolonizing and antiracism values and practices into all areas of the organization. This broad-based and thought-provoking activity uncovers deep-seated and, in certain cases, long-held beliefs that ANHBC is challenging through this transformative work.

Covid-19 severely impacted the financial health and capacity of almost all non-profit entities. Corporations and individuals cut back their donation activity plus most pay-for-use services offered through the non-profit sector had to be cancelled or severely limited due to the pandemic. ANHBC was successful in securing recovery funds from both federal and provincial programs and with diligent and new fund development initiatives has been successful in keeping all operations intact for the return-to-normal noted earlier.

The ANHBC Board is grateful to all the staff, senior leadership and community volunteers that brought the organization through the last two years. We are confident in continuing to bring to life our enduring Vision: "Everyone lives in a healthy and engaged community"

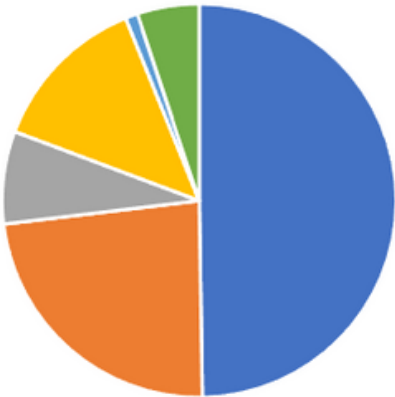
# Board Reports

## Treasurer's Report, Rozy Jivraj

As programming returned to Sasamat Outdoor Centre, revenues and expenses also reflected this. While inflation created increased expenses across the board, most notably in program and food categories, Sasamat had a successful financial year. Sasamat finished with an operating surplus of \$198,000.00 due to the return of full summer programming and school/community rental groups. If a surplus occurs, it is put aside for the larger capital redevelopment needs of the facility.

### Financials At a Glance

#### Revenues



Program income and rental income rebounded in the 2022-2023 fiscal year, supporting the overall budget. Most revenue was generated through fee for service programming, with various provincial, federal, and local funding sources supporting income alongside fee for service.

■ Program Income 49%   ■ Rental Income 23%   ■ Federal Funding 8%  
■ Provincial Funding 13%   ■ Fundraising 1%   ■ Miscellaneous 5%

#### Expenses

Expenses accordingly raised with the increase in volume of programming staff, supplies, and resources. However, as the pandemic demonstrated, Sasamat Outdoor Centre financially needs economies of scale and large volumes to be fiscally sound, and this year the balance of revenues and expenses was restored to pre-pandemic levels, allowing for a capital redevelopment surplus to be saved.



■ Salaries and Benefits 52%   ■ Building Occupancy 9%  
■ Office Expenses 2%   ■ Recruitment & Staff Development 1%  
■ Purchased Services 11%   ■ Transportation 6%  
■ Program and Food 66%   ■ Capital Expenditures 13%  
■ Miscellaneous 2%

# FUNDERS & PARTNERS

*Our deepest thank yous to our supporters.*

Sasamat Outdoor Centre would like to thank all our funders and supporters over the last year for their continued recognition of the importance of outdoor education, youth leadership, and summer camping.

## **Canada Summer Jobs**

Provides funding through the Federal Government of Canada, supporting numerous youth to gain fruitful employment.

## **BC Gaming Grants**

Provides Sasamat with direct funding for Day Camp and Leadership programs.

## **Tsleil-Waututh Nation**

For engagement and support around Sasamat's Waterfront Redevelopment Project.

## **The BC Ministry of Tourism, Arts, Culture and Sport**

Through the Community Economic Recovery Grant, Sasamat Outdoor Centre received an infrastructure grant to revitalize the waterfront area, boost local employment, and recover from the pandemic.

## **Project Learning Tree**

Provided funding through the Federal Government of Canada, supporting numerous youth to gain fruitful employment.

## **Employment and Social Development Canada**

Funding for new accessible ramps on the Helm Lodge.

## **Pacific Coast Terminals**

Unrestricted donation to Sasamat Outdoor Centre.

## **The Port Moody Legion**

Provided capital funding support for the purchase of new mattress covers.

## **Individual Donors**

Many individual donors made contributions over the last year either through the Scotiabank Charity Challenge 5k run event, or through a donation. We thank all those who committed dollars to our work and to support families in need.