

# Monitoring & Evaluation Framework: Oct 2019



Finances: Jan to Oct 2019

October	2019 YTD	BUDGET YTD	% Var	\$ Var	2018 YTD	% Var	\$ Var
<b>SUMMARY</b>							
Total Donations	226,786	577,000	-61%	-350,214	127,576	78%	99,211
Total Centre Revenue	1,015,474	1,150,400	-12%	-134,926	1,019,091	0%	-3,618
Total Other Revenue	44,046	50,365	-13%	-6,319	32,636	35%	11,409
<b>TOTAL REVENUE</b>	<b>1,286,306</b>	<b>1,777,765</b>	<b>-28%</b>	<b>-491,459</b>	<b>1,179,304</b>	<b>9%</b>	<b>107,002</b>
<i>N1</i> Total Operating Expenses	444,574	559,155	-20%	-114,581	361,429	23%	83,145
Total Program Expenses	161,840	194,450	-17%	-32,610	164,795	-2%	-2,955
Total Payroll Expense	660,591	746,912	-12%	-86,321	579,510	14%	81,080
Total Other Expenses	345	23,750	0%	0	-2,945	0%	0
<b>TOTAL EXPENSE</b>	<b>1,267,349</b>	<b>1,524,267</b>	<b>-17%</b>	<b>-256,918</b>	<b>1,102,790</b>	<b>15%</b>	<b>164,560</b>
<b>NET INCOME</b>	<b>18,956</b>	<b>253,498</b>	<b>-93%</b>	<b>-234,542</b>	<b>76,514</b>	<b>-75%</b>	<b>-57,558</b>

*N1* Operating Expenses include R&M Unusual Expenses which will be moved to Capital Asset accounts at completion of project  
Amount to be moved 4,397

- Grants + donations remain healthy – up 78% year over year; below 2019 targets with new grants + donations committed / expected before year-end
- Earned income flat-lined from 2018 to 2019; program registrations slightly lower than 2019; conference registrations down
- Other revenue up 35% over 2018 – mainly due to increased shop + farm sales
- Operating expenses 23% above 2018 due to increased priority on good stewardship (capital improvements on main campus and farm)
- Payroll expenses up 14% in 2019 over 2018, due to full-year cost for ED, new resource development manager from July, one-time costs for one staff person, salary increases.
- Bottom line: Weaker than projected earned income remains main focus for staff

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R&M: Jan to Oct 2019

<b>CAPITAL PURCHASES</b>	<b>Budgeted</b>	<b>POSTED TO Asset Accounts</b>	<b>POSTED TO Expenses</b>
Fascia/soffit/gutters - Caritas	25,839		
Tankless water heater - Lower WH	7,400	8,784	
Fire suppression/air exchange - Kitchen	8,000		
Passenger van - youth programming	35,000	26,019	
Re-purpose Spes Bona 2nd floor	29,170		
Re-purpose Rawson House	33,650	53,891	
Greenhouse - farm	23,000		4,397
Solar Project - Spes Bona	38,000	21,966	
Coin Operated laundry machines	2,500	3,208	
Deck repair/replace - Richardson	15,000		
	<b>217,559</b>	<b>113,868</b>	<b>4,397</b>

There have been approximately \$27,000 in further capital asset purchases not specifically budgeted.

- Fiscal prudence means delay on selected capital items until revenues available
- Several unexpected capital items have required emergency attention
- Capital items posted to operating, then shifted to capital as per generally accepted accounting practices and reported in year-end balance sheet
- Bottom line: capital spending within guidelines set by board in budget 2019

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Earned income: Jan to Oct 2019

## EARNED INCOME

	Actual Jan 01, 2019 to Oct 31, 2019	Actual Jan 01, 2018 to Oct 31, 2018	% Change
<b>Centre Revenue</b>			
Programming Revenue	\$118,801	\$118,880	-0
Children & Youth Programming	\$14,705	\$12,629	16
Cancellation Fees	\$7,439	\$6,633	12
Accommodation Revenue	\$500,129	\$509,062	-2
Meals Revenue	\$327,774	\$328,868	-0
Administration Fees	\$46,625	\$43,019	8
<b>Total Centre Revenue</b>	<b>\$1,015,473</b>	<b>\$1,019,092</b>	<b>-0</b>
<b>Programming Contra</b>			
Adult Programs - Expenses	\$2,540	\$151	1,579
Adult Programs - Instructor Costs	\$30,457	\$27,660	10
<b>Total Adult Programs</b>	<b>\$32,997</b>	<b>\$27,811</b>	<b>19</b>
Program Incentives & Discounts	\$8,750	\$10,720	-18
Hosted Meals - Instructor	\$8,373	\$9,032	-7
Hosted Meals - Board	\$1,424	\$852	67
Hosted Meals - Associates	\$10,791	\$13,803	-22
Hosted Accommodation - Instructor	\$21,277	\$23,027	-8
Hosted Accommodation - Board	\$3,181	\$1,929	65
Hosted Accommodation - Associates	\$14,306	\$21,399	-33
Hosted Programming	\$14,925	\$18,095	-18
<b>Total Hosted &amp; Discounted</b>	<b>\$83,027</b>	<b>\$98,857</b>	<b>-16</b>
Youth Programs - Expenses	\$1,643	\$1,195	38
Youth Programs - Instructor Costs	\$5,552	\$6,414	-13
<b>Total Youth Programs</b>	<b>\$7,196</b>	<b>\$7,609</b>	<b>-5</b>
Youth Leadership Sponsorship	\$28,508	\$20,185	41
Program Volunteer Voucher Expense	\$6,700	\$6,355	5
<b>Total Program Expenses</b>	<b>\$158,428</b>	<b>\$160,817</b>	<b>-1</b>
<b>Total Earned Income</b>	<b>\$857,046</b>	<b>\$858,275</b>	<b>-0</b>

Revenue flatlined

Program expenses down 1%

Bottom line: Total earned income flatlined at 0% (below 2019 target of 15%)

Note: programming contra doesn't include net subsidy of ~\$185k+ for SYS

Note: tourism operators in Shuswap reporting weak 2019 figures, with some reporting business down 25%

# Monitoring & Evaluation Framework: Oct 2019



Occupancy: March to Oct 2019

SPRING OCCUPANCY BY PERCENTAGE																									
		MARCH					APRIL					MAY					SPRING								
ACCOM		2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019	2014	2015	2106	2017	2018	2019
LODGES		27	26	26	32	21	20	35	35	39	13	24	29	42	38	44	42	48	43	35	33	36	29	31	31
CASITAS		NA	0	34	11	42	29	NA	7	14	2	32	49	NA	29	43	29	30	23	NA	12	30	14	35	34
Cabanas													19	13	12										

  

SUMMER OCCUPANCY BY PERCENTAGE																									
		JUNE					JULY					AUGUST					SUMMER								
ACCOM		2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2108	2019	2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019
LODGES		42	45	40	46	42	49	68	69	85	68	58	74	84	80	80	82	85	71	65	65	68	65	62	65
CASITAS		NA	13	22	13	42	42	NA	16	79	83	73	88	NA	70	95	94	91	85	NA	33	65	63	69	72
CABANAS		18	21	11	9	23	24	77	73	83	75	57	64	82	74	80	74	80	69	59	56	58	53	53	52
SERVICED		12	15	2	11	18	22	47	39	57	40	42	38	51	58	59	61	58	58	37	37	39	37	39	39
UNSERVICED		10	16	2	14	9	13	31	28	45	35	38	20	56	62	58	67	52	52	32	35	35	39	33	28

  

FALL OCCUPANCY BY PERCENTAGE																									
		SEPTEMBER					OCTOBER					NOVEMBER					FALL								
ACCOM		2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019	2014	2015	2016	2017	2018	2019
LODGES		47	24	47	32	44	29	46	46	40	52	47	44	25	29	22	29	27		39	25	27	28	30	
CASITAS		NA	13	36	31	28	12	NA	16	12	79	20	17	NA	7	16	51	38		NA	12	21	54	29	

- Spring occupancy flat-lined, summer occupancy up slightly in lodges + casitas
- September + October occupancy levels down due to loss of major event
- Weak occupancy numbers confirm that focus needs to remain on earned income

**Greater visibility + relationship-building:**

- strengthening relationship with Salmon Arm Economic Development Society
- hosted Secwepemc Lakes Tourism (Indigenous) and actively planning for May Indigenous arts festival + artisan showcase
- launched personal retreats initiative through Wellness BC
- deeper engagement with Destination BC
- engaging with Child Care licensing regarding children's programming

**Living into our mission:**

- hosted clergy conference for Kootenay + Territory / arranged for Indigenous elder to welcome clergy
- offering leadership in local initiatives, including South Shuswap Housing Society, Newsome Creek Watershed Action Group
- welcoming our new farmer, Gwen Dell'Anno
- hosted lively + productive Associates' weekend on theme of "celebrating neighbourliness"

**Enhancing marketing + communications:**

- new contact software acquired + tested
- improving social media (including Instagram)
- major overhaul of website in progress
- major overhaul of IT systems continuing
- enhanced events calendar and events marketing
- creating new marketing images + more dynamic photography

**Strengthening resource development:**

- fundraising continuing for phase two of solar campaign and greenhouse at farm
- fall and Christmas donor campaigns launched
- grant-seeking activities continue
- collaborating with Sorrento Centre Foundation on resource development plans
- booking of 2020 events continuing / including Five Weeks of Summer

