

Monitoring & Evaluation Framework: Sept 2019



Finances: Jan to Sept 2019

September		2019 YTD	BUDGET YTD	% Var	\$ Var	2018 YTD	% Var	\$ Var
	SUMMARY							
	Total Donations	210,968	477,000	-56%	-266,032	104,188	102%	106,780
	Total Centre Revenue	939,131	1,084,100	-13%	-144,969	944,062	-1%	-4,931
	Total Other Revenue	18,797	49,765	-62%	-30,968	32,544	-42%	-13,746
	TOTAL REVENUE	1,168,896	1,610,865	-27%	-441,969	1,080,794	8%	88,102
N1	Total Operating Expenses	405,468	519,170	-22%	-113,702	338,290	20%	67,178
	Total Program Expenses	135,607	156,200	-13%	-20,593	135,993	0%	-386
	Total Payroll Expense	610,034	676,828	-10%	-66,794	530,894	15%	79,140
	Total Other Expenses	285	23,750	0%	0	-2,945	0%	0
	TOTAL EXPENSE	1,151,395	1,375,948	-16%	-224,553	1,002,232	15%	149,163
	NET INCOME	17,501	234,917	-93%	-217,416	78,562	-78%	-61,060
N1	<i>Operating Expenses include R&M Unusual Expenses which will be moved to Capital Asset accounts at completion of project</i>							
	Amount to be moved							3,584

- Grants + donations remain healthy – up 102% year over year; below 2019 targets; new grants + donations expected before year-end
- Earned income flat-lined from 2018 to 2019; program registrations stable; conference registrations down due to loss of major event in September and fewer guests at other events
- Other income down due to late timing on salary subsidy (once that is booked, other revenue will be significantly above 2018)
- Operating expenses above 2018 due to increased priority on good stewardship (delaying several planned projects due to sluggish revenue)
- Payroll expenses up 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: Weak earned income remains major focus of staff efforts

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R&M: Jan to Sept 2019

CAPITAL PURCHASES	Budgeted	POSTED TO Asset Accounts	POSTED TO Expenses
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		3,584
Solar Project - Spes Bona	38,000	21,966	
Coin Operated laundry machines	2,500	3,208	
Deck repair/replace - Richardson	15,000		
	217,559	113,868	3,584

There have been approximately \$25,000 in further capital asset purchases not specifically budgeted.

- Fiscal prudence requires delay on several budgeted capital items until revenues available
- Several unexpected capital items have emerged - including roofing to preserve three buildings, expensive electrical repairs in kitchen
- 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 Sept 2019

	Actual Jan 01, 2019 to Sept 30, 2019	Actual Jan 01, 2018 to Sept 30, 2018	% Change
Centre Revenue			
Programming Revenue	\$111,582	\$110,830	1
Children & Youth Programming	\$14,705	\$12,629	16
Cancellation Fees	\$7,439	\$6,633	12
Accommodation Revenue	\$458,321	\$467,452	-2
Meals Revenue	\$300,460	\$303,499	-1
Administration Fees	\$46,625	\$43,019	8
Total Centre Revenue	\$939,131	\$944,063	-1
Programming Contra			
Adult Programs - Expenses	\$2,540	\$151	1,579
Adult Programs - Instructor Costs	\$28,323	\$27,660	2
Total Adult Programs	\$30,864	\$27,811	11
Program Incentives & Discounts	\$8,750	\$10,720	-18
Hosted Meals - Instructor	\$8,335	\$9,032	-8
Hosted Meals - Board	\$701	\$696	1
Hosted Meals - Associates	\$4,737	\$6,626	-29
Hosted Accommodation - Instructor	\$21,277	\$23,027	-8
Hosted Accommodation - Board	\$1,419	\$1,722	-18
Hosted Accommodation - Associates	\$6,004	\$11,502	-48
Hosted Programming	\$7,705	\$10,045	-23
Total Hosted & Discounted	\$58,928	\$73,370	-20
Youth Programs - Expenses	\$1,643	\$1,375	20
Youth Programs - Instructor Costs	\$5,552	\$7,375	-25
Total Youth Programs	\$7,196	\$8,750	-18
Youth Leadership Sponsorship	\$28,508	\$20,185	41
Program Volunteer Voucher Expense	\$6,700	\$6,355	5
Total Program Expenses	\$132,195	\$136,471	-3
Total Earned Income	\$806,937	\$807,592	-0

Revenue down 1%

Program expenses down 3%

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

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Occupancy: March to Sept 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	2016	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	25	29	22	29	27								39	25	27	28	30
CASITAS		NA	13	36	31	28	12	NA	16	12	79	20	NA	7	16	51	38								NA	12	21	54	29

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

Greater visibility + relationship-building:

- co-hosted, with Chamber of Commerce, federal all-candidates debate (120+ attendees)
- hosted on site CMA Tours (motorcycle touring company)
- to host Chamber of Commerce friend-raiser event (40+ business leaders expected)
- to host Indigenous tourism group
- launched personal retreats initiative through Wellness BC

Living into our mission:

- hosted gleaning with St Paul's Cathedral (Kamloops) on farm
- delivered produce from farm to community groups in Sorrento, Salmon Arm, Kamloops
- attended #climatestrike in Salmon Arm
- convened Newsome Creek Watershed Action Group for ongoing campaign
- enlarged 'creating homefullness' initiative / regional conference in the planning stages
- met with Sorrento Elementary teachers to plan fall / winter / spring engagements
- joined with North Okanagan Regional Council (deanery)
- focus of Thanksgiving weekend: celebrating neighbourliness (close to full house)

Enhanced marketing + communications:

- new contact software acquired
- major overhaul of IT systems continuing
- enhanced events calendar and events marketing

Strengthening resource development:

- fundraising continuing for phase two of solar campaign and greenhouse at farm
- first full test of new donor management software
- preparing fall and Christmas donor campaigns
- grant-seeking continuing after BC Rural Dividend set-back
- collaborated with Sorrento Centre Foundation on joint resource development ideas

