

Managing Cash Flow in the COVID Fiscal Year

Lee Herrin, lherrin@scalecollaborative.ca



Agenda

1. **Leadership challenge:** surviving and thriving
2. **Calculate your burn rate**
3. **Run scenarios:** base, middle, worst case
4. **Identify needs:** short-term and medium-term
5. **Take action**

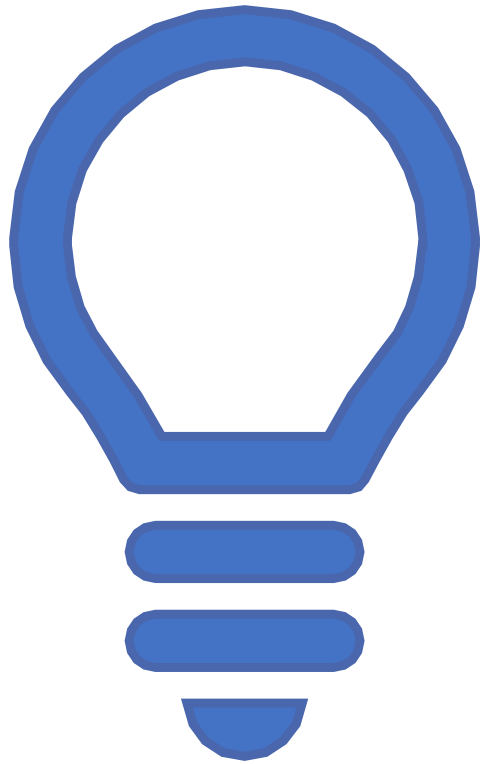
This is our leadership challenge

As leaders, we make the decisions:

- What do we privilege?
- What do we protect?
- What do we sacrifice?

How can we make these decisions:

- Equitably?
- Ethically?
- With integrity?



**It is also our
opportunity to
rethink
everything...**

What we need to do to survive



Not run out of cash



Preserve our staff core, and our core of committed volunteers



Preserve our customer/client trust and confidence



Preserve our funder, donor, supporter confidence



Not lose our regulatory status, licenses, accreditation, etc.

What we need to do to thrive



Increase our long-term financial resources and self-reliance



Strengthen our staff and volunteer team



Build loyalty and goodwill with our clients, customers and community members



Demonstrate our strength, innovation and resilience to funders, donors and supporters



Improve and tighten our standards

Calculating your burn rate

- When we're in **deficit**, we start burning cash
- **Burn rate** is a measure of *monthly negative cash flow*
- **Burn rate** is a crude measure to let you know how fast you are sinking and when you will run out of cash

$$\begin{array}{r} \text{monthly continuing cash receivables} \\ \text{less} \quad \text{monthly continuing non-discretionary payables} \\ \text{equals} \quad \text{cash burn per month} \end{array}$$

Evaluate your current cash position

- Look at your bank balance(s)
- Your cash on hand divided by the **burn rate** is how long you can survive in your current deficit position
- If some revenue is continuing, or you can reduce ongoing expenses, your **burn rate** will be lower

Thinking more deeply about cash FLOW

- Monthly cash flow is **not** your budget divided by 12
- Revenues can be lumpy or seasonal
 - Especially for non-profits with grant or contract revenues, or for organizations reliant on events or fundraisers
- Some expenses are irregular
 - Annual, quarterly, bimonthly and bi-weekly expense patterns (e.g. property taxes, insurance, audit fees, utility bills, bi-weekly payroll, etc.)
- **If we are short of cash, the timing of revenues and expenses matters as much (or more) than the amount**
- This tool helps to calculate **future cash flows** months in advance, to allow time to plan or take corrective action

Thinking about scenarios

- Use scenarios to explore critical areas of uncertainty around cash flows
 - Loss of a revenue stream
 - Period of lost revenue
 - Increased expenses
 - Uncertain outcome or risk
- Alter assumptions to assess cash flow outcomes
- Devise effective responses to different levels of stress
 - Identify trigger points for higher levels of response in advance
- Not just useful during COVID!

The question of deferred revenue

- **Deferred revenue** is cash *already received* but reserved for future periods
 - It is a liability on your Statement of Financial Position
 - If you've already received it, don't count it again in your cash flow—it's already in the bank!
- Typically, organizations bring amounts into revenue from **deferred revenue** monthly
 - We draw down deferred amounts (i.e. we reduce the liability) at the same rate we are incurring the related expenditures
- If you access **deferred revenue** for current expenses, you need to be able to “pay it back” later
 - Is it restricted for specific purposes?
 - Are any of those purposes ongoing operations?
 - Can you request relaxation of requirements from the funder?


Current cash flow: base case scenario



- Enter your opening cash (and equivalents) balance
- Enter your deferred revenue schedule
- Enter credit limits accessible to you
- Enter reserve account balances

- Start with what you know and what seems most likely today
- Estimate receivables and payables by month on a cash basis

- Don't forget placeholders for large, non-discretionary occasional or extraordinary annual expenditures

Revenue Source		Opening Balance	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	February	March	Closing Balance
BC Gaming Grant	In (add)	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	
	Out (subtract)		\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	
	Closing balance		\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	\$ 10,000
Source 2	In (add)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Out (subtract)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Closing balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Source 3	In (add)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Out (subtract)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Closing balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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	Out (subtract)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
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Total out of deferred	Out (subtract)		\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	
Total closing balance to cash flow	Closing balance		\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	\$ 10,000

Revenue Source		Opening Balance	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	February	March	Closing Balance
BC Gaming Grant	In (add)	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	
	Out (subtract)		\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	
	Closing balance		\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	\$ 10,000
Source 2	In (add)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Out (subtract)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Closing balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Source 3	In (add)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Out (subtract)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Closing balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Source 4	In (add)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Out (subtract)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Closing balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Source 5	In (add)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Out (subtract)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Closing balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Source 6	In (add)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Out (subtract)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Closing balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Source 7	In (add)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Out (subtract)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Closing balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	In (add)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Out (subtract)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	Closing balance		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	In (add)	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	
Total out of deferred	Out (subtract)		\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	\$ 833	
Total closing balance to cash flow	Closing balance		\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	\$ 10,000

Paste this line into the deferred revenue line in the relevant scenario scenario



Create a worst and middle case scenario

- Evaluate each revenue stream individually
 - Has it resumed? Will it recover fully? How long will it take?
 - What if we shut down again?
 - What if there are still social distancing requirements until December 2020? June 2021? December 2021?
 - Etc.
- Adjust each revenue stream for the rest of the year according to the assumptions in each scenario
- Make sure the worst case is very conservative
- Don't adjust expenses yet
- Analyze the impact on your cash—how has this affected the rest of the planning period?

XYZ Child Care Society Cash Flow Projection--Worst Case Scenario

Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
No access to 75% wage subsidy during hibernation													
		2020-2021											
		<i>Enter in expected budgeted totals for each month, and then update with actuals at the end of each month</i>											
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March
Parent Fees	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Fundraising	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500	\$ 750	\$ 750	\$ 750
Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683
Expenses in month they become due	Amounts you will pay in this scenario	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March
Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886
Extraordinary inflows of cash	\$ -												
Extraordinary outflows of cash	\$ -												
Ending Cash Balance prior to use of reserves		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
<i>Use this section if you intend to use reserves to fund operations this year. Reserve balances will automatically calculate based on drawdown amounts entered below.</i>													
Reserve Fund Opening Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Reserve Fund Drawdowns		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Reserve Fund Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Ending Operating Account Balance		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
Check: is cash balance within available credit?		YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO
By how much?		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
Check: are we in our deferred revenue?		NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
By how much?				\$ 4,674	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000

XYZ Child Care Society Cash Flow Projection--Worst Case Scenario														
Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
No access to 75% wage subsidy during hibernation														
		2020-2021												
		Enter in expected budgeted totals for each month, and then update with actuals at the end of each month												
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March	
Parent Fees	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Fundraising	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500	\$ 750	\$ 750	\$ 750	
Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683	
Expenses in month they become due	Amounts you will pay in this scenario	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March	
Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350	
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797	
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886	
Extraordinary inflows of cash	\$ -													
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Ending Cash Balance prior to use of reserves		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	
<i>Use this section if you intend to use reserves to fund operations this year. Reserve balances will automatically calculate based on drawdown amounts entered below.</i>														
Reserve Fund Opening Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
Reserve Fund Drawdowns		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Ending Reserve Fund Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
Ending Operating Account Balance		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	
Check: is cash balance within available credit?		YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	
By how much?		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	
Check: are we in our deferred revenue?		NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	
By how much?				\$ 4,674	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	

XYZ Child Care Society Cash Flow Projection--Worst Case Scenario

Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
No access to 75% wage subsidy during hibernation													
		2020-2021											
		<i>Enter in expected budgeted totals for each month, and then update with actuals at the end of each month</i>											
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March
Parent Fees	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Fundraising	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500	\$ 750	\$ 750	\$ 750
Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683
Expenses in month they become due	Amounts you will pay in this scenario	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March
Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886
Extraordinary inflows of cash	\$ -												
Extraordinary outflows of cash	\$ -												
Ending Cash Balance prior to use of reserves		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
<i>Use this section if you intend to use reserves to fund operations this year. Reserve balances will automatically calculate based on drawdown amounts entered below.</i>													
Reserve Fund Opening Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Reserve Fund Drawdowns		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Reserve Fund Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Ending Operating Account Balance		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
Check: is cash balance within available credit?		YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO
By how much?		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
Check: are we in our deferred revenue?		NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
By how much?				\$ 4,674	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000

XYZ Child Care Society Cash Flow Projection--Worst Case Scenario

Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
No access to 75% wage subsidy during hibernation													
		2020-2021											
		<i>Enter in expected budgeted totals for each month, and then update with actuals at the end of each month</i>											
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March
Parent Fees	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Fundraising	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500	\$ 750	\$ 750	\$ 750
Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683
Expenses in month they become due	Amounts you will pay in this scenario	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March
Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886
Extraordinary inflows of cash	\$ -												
Extraordinary outflows of cash	\$ -												
Ending Cash Balance prior to use of reserves	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	\$ (37,110)
<i>Use this section if you intend to use reserves to fund operations this year. Reserve balances will automatically calculate based on drawdown amounts entered below.</i>													
Reserve Fund Opening Balance	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Reserve Fund Drawdowns	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Reserve Fund Balance	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Ending Operating Account Balance	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	\$ (37,110)
Check: is cash balance within available credit?	YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
By how much?	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	\$ (37,110)
Check: are we in our deferred revenue?	NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
By how much?			\$ 4,674	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	\$ 10,000

XYZ Child Care Society Cash Flow Projection--Worst Case Scenario														
Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
No access to 75% wage subsidy during hibernation														
		2020-2021												
		<i>Enter in expected budgeted totals for each month, and then update with actuals at the end of each month</i>												
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March	
Parent Fees	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Fundraising	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500	\$ 750	\$ 750	\$ 750	
Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683	
Expenses in month they become due	Amounts you will pay in this scenario	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March	
Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350	
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797	
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886	
Extraordinary inflows of cash	\$ -													
Extraordinary outflows of cash	\$ -													
Ending Cash Balance prior to use of reserves		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	
<i>Use this section if you intend to use reserves to fund operations this year. Reserve balances will automatically calculate based on drawdown amounts entered below.</i>														
Reserve Fund Opening Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
Reserve Fund Drawdowns		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Ending Reserve Fund Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
Ending Operating Account Balance		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	
Check: is cash balance within available credit?		YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	
By how much?		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	
Check: are we in our deferred revenue?		NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	
By how much?				\$ 4,674	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	

XYZ Child Care Society Cash Flow Projection--Worst Case Scenario														
Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
No access to 75% wage subsidy during hibernation														
		2020-2021												
		<i>Enter in expected budgeted totals for each month, and then update with actuals at the end of each month</i>												
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March	
Parent Fees	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Fundraising	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500	\$ 750	\$ 750	\$ 750	
Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683	
Expenses in month they become due	Amounts you will pay in this scenario	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March	
Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350	
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797	
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886	
Extraordinary inflows of cash	\$ -													
Extraordinary outflows of cash	\$ -													
Ending Cash Balance prior to use of reserves		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	
<i>Use this section if you intend to use reserves to fund operations this year. Reserve balances will automatically calculate based on drawdown amounts entered below.</i>														
Reserve Fund Opening Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
Reserve Fund Drawdowns		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Ending Reserve Fund Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	
Ending Operating Account Balance		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	
Check: is cash balance within available credit?		YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	
By how much?		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	
Check: are we in our deferred revenue?		NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	
By how much?				\$ 4,674	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	

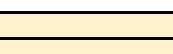
XYZ Child Care Society Cash Flow Projection--Worst Case Scenario

Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
No access to 75% wage subsidy during hibernation													
		2020-2021											
		<i>Enter in expected budgeted totals for each month, and then update with actuals at the end of each month</i>											
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	February	March
Parent Fees	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Fundraising	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500	\$ 750	\$ 750	\$ 750
Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683
Expenses in month they become due	Amounts you will pay in this scenario	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	February	March
Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886
Extraordinary inflows of cash	\$ -												
Extraordinary outflows of cash	\$ -												
Ending Cash Balance prior to use of reserves		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
<i>Use this section if you intend to use reserves to fund operations this year. Reserve balances will automatically calculate based on drawdown amounts entered below.</i>													
Reserve Fund Opening Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Reserve Fund Drawdowns		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Reserve Fund Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Ending Operating Account Balance		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
Check: is cash balance within available credit?		YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO
By how much?		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
Check: are we in our deferred revenue?		NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
By how much?				\$ 4,674	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000

XYZ Child Care Society Cash Flow Projection--Worst Case Scenario

Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
No access to 75% wage subsidy during hibernation													
		2020-2021											
		<i>Enter in expected budgeted totals for each month, and then update with actuals at the end of each month</i>											
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	February	March
Parent Fees	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Fundraising	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500	\$ 750	\$ 750	\$ 750
Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683
Expenses in month they become due	Amounts you will pay in this scenario	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	February	March
Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886
Extraordinary inflows of cash	\$ -												
Extraordinary outflows of cash	\$ -												
Ending Cash Balance prior to use of reserves		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
<i>Use this section if you intend to use reserves to fund operations this year. Reserve balances will automatically calculate based on drawdown amounts entered below.</i>													
Reserve Fund Opening Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Reserve Fund Drawdowns		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Reserve Fund Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Ending Operating Account Balance		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
Check: is cash balance within available credit?		YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO
By how much?		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
Check: are we in our deferred revenue?		NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
By how much?				\$ 4,674	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000

XYZ Child Care Society Cash Flow Projection--Worst Case Scenario

Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
No access to 75% wage subsidy during hibernation													
		2020-2021											
		<i>Enter in expected budgeted totals for each month, and then update with actuals at the end of each month</i>											
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March
Parent Fees	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Fundraising	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500	\$ 750	\$ 750	\$ 750
Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683
Expenses in month they become due	Amounts you will pay in this scenario	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March
Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886
Extraordinary inflows of cash	\$ -												
Extraordinary outflows of cash	\$ -												
Ending Cash Balance prior to use of reserves		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
<i>Use this section if you intend to use reserves to fund operations this year. Reserve balances will automatically calculate based on drawdown amounts entered below.</i>													
Reserve Fund Opening Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Reserve Fund Drawdowns		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Reserve Fund Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Ending Operating Account Balance		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
Check: is cash balance within available credit?		YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO
By how much?		\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)
Check: are we in our deferred revenue?		NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
By how much?				\$ 4,674	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000

XYZ Child Care Society Cash Flow Projection--Worst Case Scenario

Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
No access to 75% wage subsidy during hibernation													
		2020-2021											
		<i>Enter in expected budgeted totals for each month, and then update with actuals at the end of each month</i>											
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	February	March
Parent Fees	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Fundraising	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500	\$ 750	\$ 750	\$ 750
Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683
Expenses in month they become due	Amounts you will pay in this scenario	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	February	March
Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886
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Ending Cash Balance prior to use of reserves	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	
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Ending Reserve Fund Balance	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
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Check: is cash balance within available credit?	YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO	NO	NO
By how much?	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)	\$ (37,110)	
Check: are we in our deferred revenue?	NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES	YES
By how much?			\$ 4,674	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	

Identify short term needs

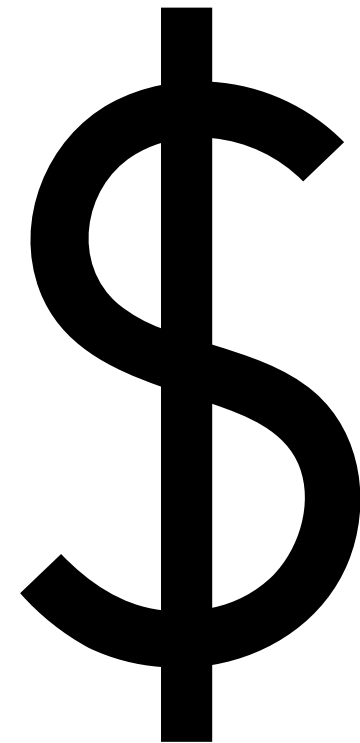
Will you make it to December 31st? March 31st, 2021?

- How much more cash do you need?
 - **Action: take immediate steps to generate cash**
 - **Action: take immediate steps to conserve cash**
 - **Action: consider staffing actions as a last resort**
-
- Enter these changes into your scenarios as you make them
-
- **If you have lots of cash:** what investments can you make now to strengthen your organization?

18 tips for managing cash flow

Maintain or Grow Revenue

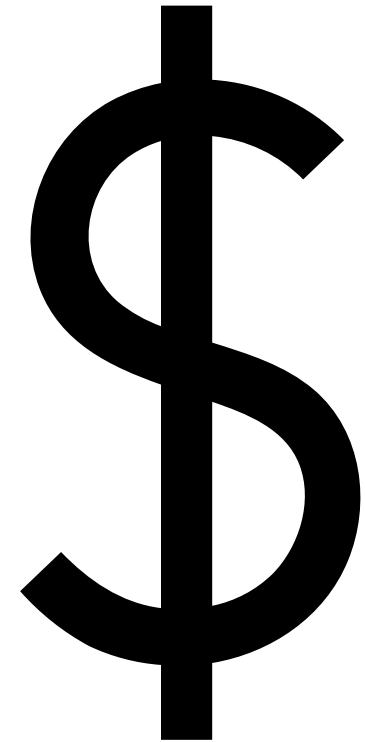
1. Do the work in front of you; keep invoices flowing
2. **Can you offer your customers/clients an incentive to prepay?**
3. Fully explore grant and relief options; talk to core supporters



18 tips for managing cash flow

Reduce Expenses

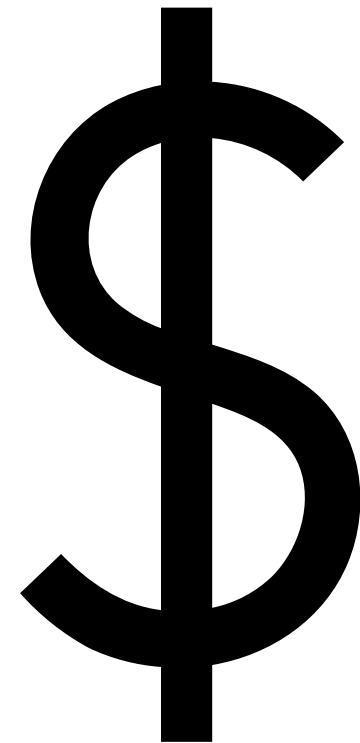
4. **Ensure you are not accumulating inventory; reduce unneeded services**
5. Freeze all discretionary spending and inform staff!
6. Access federal wage subsidies and enquire about rent relief, utility bill relief, etc. (new provincial programs are now available too)



18 tips for managing cash flow

Manage cash flow--receivables

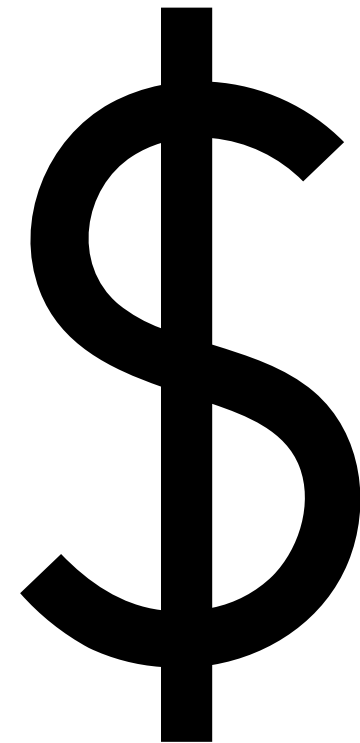
7. **Get all cash on hand in the bank**
8. Assess receivables by payor and age and plan to collect; incentivize or accelerate payment
9. File your GST promptly if you are getting a rebate
10. Convert less liquid investments/assets into cash as opportunity allows

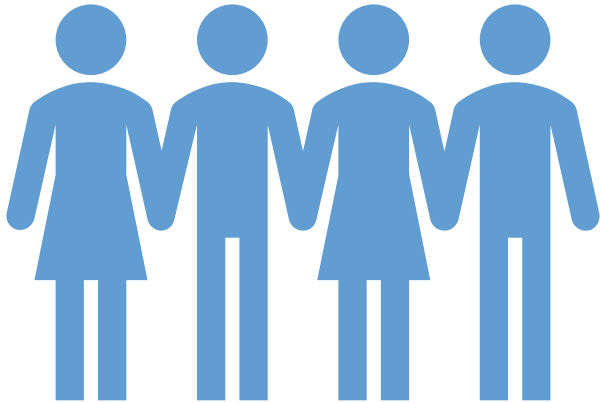


18 tips for managing cash flow

Manage cash flow—payables

11. **Avoid prepaying expenses; pay annual expenses monthly**
12. Don't pay bills early unless there is a discount
13. **Set up recurring expenses to run through your credit card first to take advantage of the grace period**
14. Slow down payables—prioritize local vendors/partners
15. Negotiate deferrals with larger suppliers
16. Consider accruing interest and penalties
17. **Negotiate everything—review all suppliers/contracts**





Reduce staffing costs—the last resort

- Evaluate your staff team—who do you want to come back to work with? who can you not afford to lose?
- Weigh your options: wage subsidy, work-sharing, reduce hours, etc.
- Are there staff who would be happy to retire or leave with an adequate incentive? What can you negotiate?
- Temporary layoffs (with consent) can avoid severance payments and preserve cash
- Get legal advice and act with integrity, but make the best decisions for your organization (even if they are hard)

Identify medium term needs

Will you make it to December 31st, 2021?

- Will you have enough cash to re-start normal operations, or pivot to the new reality?
- Will you be able to pay all of your non-discretionary future expenses if you consume cash now?
- Is there any risk that you will consume deferred revenue and not recoup it later?
- How much is the shortfall? When does it occur?
- **Action: identify potential additional sources of cash in the medium term**
- **Action: if you take on debt, create a viable plan to repay it**

Finding medium term cash

Reserves (restricted funds)

- What are they reserved for? What is required to access them?
- Are they invested? In what? How liquid are those investments?

Credit card

- Can we get one? Can we increase our limit?

Line of credit

- Can we get one? Can we increase our limit?

Other loans

- Canada Emergency Business Loan is still available until December 31st, 2020
- Provincial government is introducing new grant programs
- Demand loan from the bank/credit union
- Donors, supporters, volunteers, board members, senior staff, suppliers

Asset sales



- Do we have surplus, non-core assets?
- Is this a good time to liquidate them? Would we receive a fair value?

XYZ Child Care Society Cash Flow Projection--Worst Case Scenario

Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 2,826	\$ (14,229)	\$ (26,260)	\$ (43,316)	\$ (41,379)	\$ (39,468)	\$ (47,693)	\$ (45,857)	\$ (38,996)
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
No access to 75% wage subsidy during hibernation													
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		<i>Enter in expected budgeted totals for each month, and then update with actuals at the end of each month</i>											
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	February	March
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Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
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Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683
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Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
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Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
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Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683
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Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886
Extraordinary inflows of cash	\$ -												
Extraordinary outflows of cash	\$ -												
Ending Cash Balance prior to use of reserves	\$ 36,473	\$ 25,768	\$ 2,826	\$ 771	\$ 3,740	\$ (13,316)	\$ (11,379)	\$ (9,468)	\$ (17,693)	\$ (15,857)	\$ (8,996)	\$ (7,110)	
<i>Use this section if you intend to use reserves to fund operations this year. Reserve balances will automatically calculate based on drawdown amounts entered below.</i>													
Reserve Fund Opening Balance	\$ 30,000	\$ 30,000	\$ 30,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Reserve Fund Drawdowns	\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Reserve Fund Balance	\$ 30,000	\$ 30,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Operating Account Balance	\$ 36,473	\$ 25,768	\$ 17,826	\$ 15,771	\$ 3,740	\$ (13,316)	\$ (11,379)	\$ (9,468)	\$ (17,693)	\$ (15,857)	\$ (8,996)	\$ (7,110)	
Check: is cash balance within available credit?	YES	YES	YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	NO
By how much?	\$ 36,473	\$ 25,768	\$ 17,826	\$ 15,771	\$ 3,740	\$ (13,316)	\$ (11,379)	\$ (9,468)	\$ (17,693)	\$ (15,857)	\$ (8,996)	\$ (7,110)	
Check: are we in our deferred revenue?	NO	NO	NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	YES
By how much?					\$ 2,093	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	

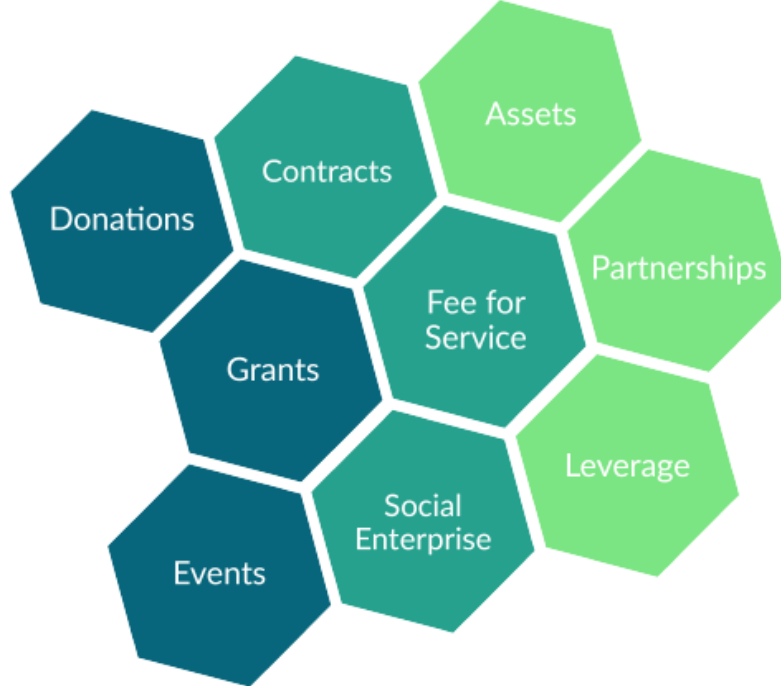
XYZ Child Care Society Cash Flow Projection--Worst Case Scenario														
Key Assumptions	Opening Operating Cash Balance	\$ 44,204	\$ 36,473	\$ 25,768	\$ 17,826	\$ 15,771	\$ 3,740	\$ (13,316)	\$ (11,379)	\$ (9,468)	\$ (17,693)	\$ (15,857)	\$ (8,996)	
6 month hibernation	Deferred Revenue at month end	\$ 9,167	\$ 8,333	\$ 7,500	\$ 6,667	\$ 5,833	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	
Double CCOF funding during hibernation	Total available credit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
No access to 75% wage subsidy during hibernation														
		2020-2021												
		<i>Enter in expected budgeted totals for each month, and then update with actuals at the end of each month</i>												
Revenues still to come by month expected	Budgeted amounts not yet received	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March	
Parent Fees	\$ 120,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	
Child Care Operating Funding (Province of BC)	\$ 150,000	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	\$ 8,333	
Subsidy	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	
ECE Wage Enhancement	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Fundraising	\$ 5,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 750	\$ 750	\$ 1,500	\$ 750	\$ 750	\$ 750	
Miscellaneous	\$ 600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	
Gaming Funding	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	
Total Revenue still to be received	\$ 294,850	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 16,667	\$ 30,683	\$ 30,683	\$ 31,433	\$ 30,683	\$ 40,683	\$ 30,683	
Expenses in month they become due	Amounts you will pay in this scenario	Apr 2020	May	June	July	August	September	October	November	December	Jan 2021	Febuary	March	
Wages	\$ 260,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 30,000	\$ 20,000	\$ 20,000	\$ 20,000	
Benefits	\$ 15,000	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	\$ 1,250	
Payroll Taxes	\$ 22,389	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 1,722	\$ 2,583	\$ 1,722	\$ 1,722	\$ 1,722	
Professional Development	\$ 1,200	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	\$ 100	
Professional Fees	\$ 4,800	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	
Insurance	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	
Program Supplies	\$ 10,000	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	
Bank Charges & Interest	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Repairs and Maintenance	\$ 30,000	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	
Telephone & Internet	\$ 900	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	\$ 75	
Accounting & Audit Fees	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Amounts required to restart operations	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Property Taxes	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Waste management	\$ 3,600	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	\$ 300	
Fundraising Expense	\$ 4,000	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	
Security	\$ 2,400	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	
Utilities	\$ 3,875	\$ 350	\$ 325	\$ 300	\$ 275	\$ 250	\$ 275	\$ 300	\$ 325	\$ 350	\$ 400	\$ 375	\$ 350	
Total Expenses	\$ 376,164	\$ 24,397	\$ 27,372	\$ 39,608	\$ 33,722	\$ 28,697	\$ 33,722	\$ 28,747	\$ 28,772	\$ 39,658	\$ 28,847	\$ 33,822	\$ 28,797	
Surplus / Deficit from Operations	\$ (81,314)	\$ (7,731)	\$ (10,706)	\$ (22,942)	\$ (17,056)	\$ (12,031)	\$ (17,056)	\$ 1,936	\$ 1,911	\$ (8,225)	\$ 1,836	\$ 6,861	\$ 1,886	
Extraordinary inflows of cash	\$ -													
Extraordinary outflows of cash	\$ -													
Ending Cash Balance prior to use of reserves		\$ 36,473	\$ 25,768	\$ 2,826	\$ 771	\$ 3,740	\$ (13,316)	\$ (11,379)	\$ (9,468)	\$ (17,693)	\$ (15,857)	\$ (8,996)	\$ (7,110)	
<i>Use this section if you intend to use reserves to fund operations this year. Reserve balances will automatically calculate based on drawdown amounts entered below.</i>														
Reserve Fund Opening Balance		\$ 30,000	\$ 30,000	\$ 30,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Reserve Fund Drawdowns		\$ -	\$ -	\$ 15,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Ending Reserve Fund Balance		\$ 30,000	\$ 30,000	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Ending Operating Account Balance		\$ 36,473	\$ 25,768	\$ 17,826	\$ 15,771	\$ 3,740	\$ (13,316)	\$ (11,379)	\$ (9,468)	\$ (17,693)	\$ (15,857)	\$ (8,996)	\$ (7,110)	
Check: is cash balance within available credit?		YES	YES	YES	YES	YES	NO	NO	NO	NO	NO	NO	NO	
By how much?		\$ 36,473	\$ 25,768	\$ 17,826	\$ 15,771	\$ 3,740	\$ (13,316)	\$ (11,379)	\$ (9,468)	\$ (17,693)	\$ (15,857)	\$ (8,996)	\$ (7,110)	
Check: are we in our deferred revenue?		NO	NO	NO	NO	YES	YES	YES	YES	YES	YES	YES	YES	
By how much?						\$ 2,093	\$ 5,000	\$ 4,167	\$ 3,333	\$ 2,500	\$ 1,667	\$ 10,833	\$ 10,000	

Can you
emerge
stronger
from this
crisis?

What are the key conditions for that to happen?

- Effective and efficient operating model
- Laser-focus on community need
- Loyal and committed staff
- Impress our funders, donors and supporters
- What else?

Thriving Non Profits Program 2021



Questions?

Need help using this tool?

Lee Herrin, lherrin@scalecollaborative.ca

