



2014

ANNUAL REPORT
Yasodhara Ashram Yoga Retreat & Study Centre



Yasodhara Ashram
YOGA RETREAT & STUDY CENTRE

ABOUT YASODHARA ASHRAM

Yasodhara Ashram is a yoga retreat and study centre founded in 1963 in Kootenay Bay, British Columbia. We are a Canadian charity and a registered educational institution.

TABLE OF CONTENTS

03	ABOUT YASODHARA ASHRAM
04	PRESIDENT'S MESSAGE
06	EDUCATION & OUTREACH
10	SUSTAINABILITY & RESILIENCE
12	TEMPLE REBUILD
14	SPIRITUAL DIRECTION & GOVERNANCE
16	FINANCIAL OVERVIEW
22	FUTURE DIRECTIONS
24	IN CONCLUSION

Our purpose is to stimulate open intellectual and spiritual inquiry, supporting the potential of transformation in each person. We offer a wide range of programs year round. We are also a residential community where we practise living what we teach.

The "Ashram" (which means spiritual home) offers beautiful retreat space and effective tools to help people understand themselves and clarify their direction. Yoga, in this tradition, involves breaking free from limitations through reflection, inquiry and practices that expand awareness and open doors to potential.

At Yasodhara Ashram, we help people to evolve and lead fulfilling lives. We are convinced that a foundation of character building and awareness can support those of all ages and backgrounds to courageously face personal transitions and serious global challenges. From inner strength

and knowledge, positive change can arise.

We also extend beyond our 115 acres to our local and global communities. Locally we contribute leadership skills, conflict resolution and facilitation expertise. We volunteer time to community boards, the fire department and first responders. We make donations toward services

of Kootenay Lake for more than 50 years.

Globally we reach out through travel and offering workshops internationally. We invite schools and like-minded organizations to join us for tours and work-study programs. We engage in spiritual ecology dialogues and interfaith conferences and develop academic

The Ashram acts as a beacon of hope and light.

Our goal is peace, a healthy future, a better world.

such as the ambulance and the school lunch program. We also offer meeting space for local community groups and invite our neighbours to Family Week and the teen program. We employ local people and contractors and support local farmers and artisans. The Ashram has been an integral part of the East Shore community

partnerships. We participate in meaningful conversations and act on our ideals as a community to strengthen the whole.

The Ashram acts as a beacon of hope and light. Our goal is peace, a healthy future, a better world.

PRESIDENT'S MESSAGE

2014 was marked by a tragic fire that destroyed the Temple of Light, our most sacred space. As a community we faced the challenge of this loss, working through our sadness together. We also discovered our strength. We rallied and seamlessly served our guests, listened deeply to each other, effectively communicating to friends and the world beyond, and opening to a sense of what needed to happen next. We learned how much the Temple means to so many people and organizations locally and internationally, and we gratefully received your concern and generosity.

Over the year we entered a process of regeneration and renewal. A transitional Temple was erected and award-winning architects were engaged to create the new Temple's conceptual design – honouring essential elements of the original, yet innovative and new.

Yasodhara Ashram is built on adapting to change while holding to an integral DNA. When Swami Radha returned from India in 1956 with Eastern teachings, she updated the language and approach to bridge to her contemporary time and culture. In 2014 we asked, "What is Yasodhara Ashram now? What is this time demanding?" Our questions are starting to open doors to new possibilities, which we will continue to explore over the next few years.

Yasodhara Ashram's core programs provided the central strength throughout 2014, offering timeless teachings for those interested in deep, honest reflection – whether for a weekend, three months, a year or lifelong learning. The Ashram also provided sacred ground for individuals to retreat, for groups to gather, for artists and professionals to create, and for leaders to rejuvenate. Our teachers travelled widely to offer workshops, engage in dialogue and present fresh perspectives. We invited speakers here to learn from their perspectives. The Ashram acted as a model for sustainable living and an example of an organization that manifests its ideals.

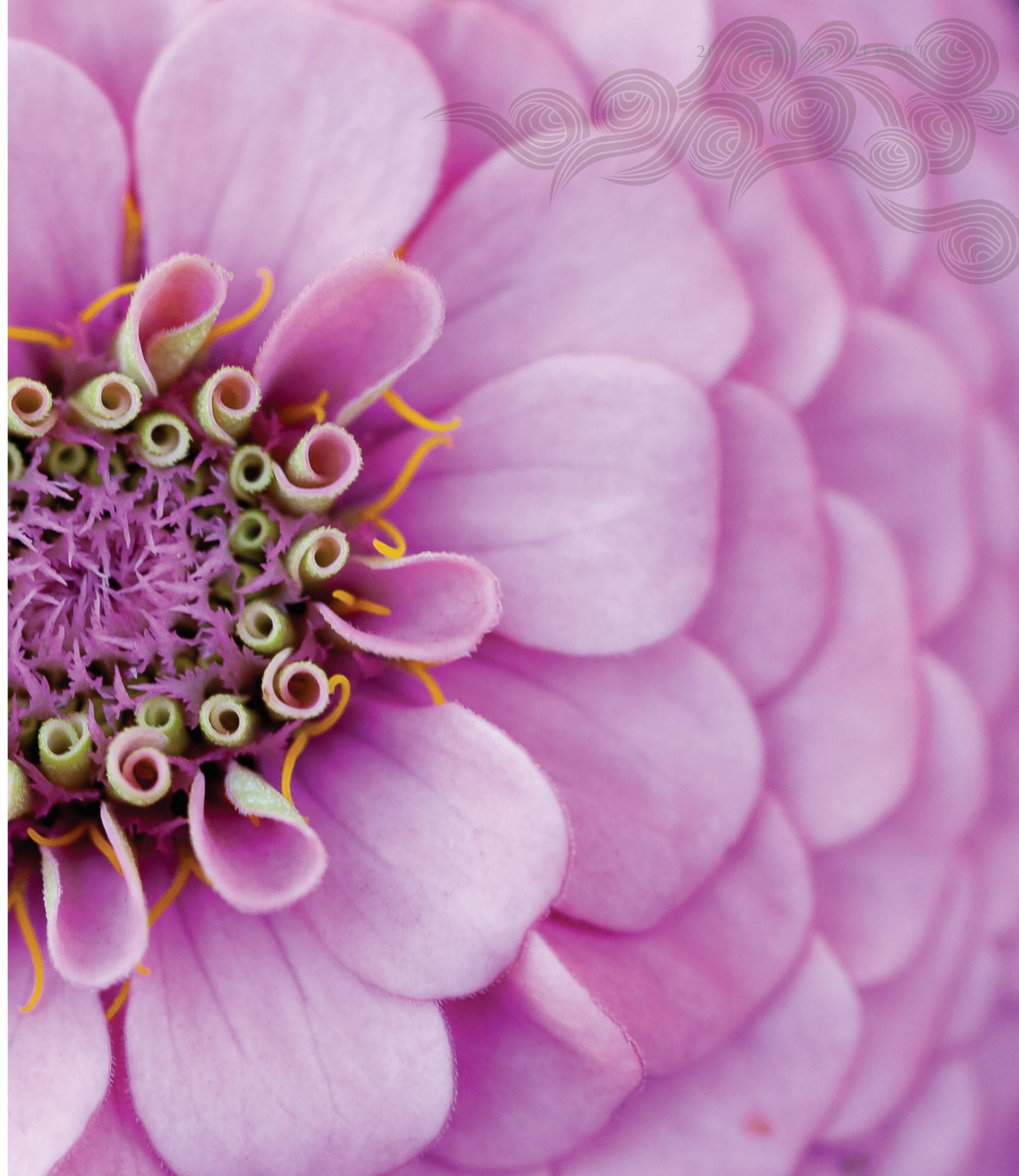
2014 was my first year as president of the Yasodhara Ashram Society. Together with a Board of forward-thinkers and Ashram residents dedicated to selfless service, we continue to build on the strong foundation and vision of the founder, Swami Radha, and on the enduring commitment of her successor, Swami Radhananda.

It was a big learning year for all of us – a motivator to reflect, understand and evolve toward a thriving and vibrant future. Thank you to our teachers, students, friends and donors for your continued support as we move forward together.



Swami Lalitananda

Swami Lalitananda
President, Yasodhara Ashram Society



EDUCATION & OUTREACH

Yasodhara Ashram is a spiritual centre, registered educational institute and residential community.



TRUST IN RIGHT TIMING

Nina celebrated her 27th birthday in May 2014 and recognized something was missing in her life. She decided to return to Yasodhara's Young Adult Program (YAP). Her supervisor suggested she take two weeks; Nina insisted on one month.

As part of YAP, Nina participated in full-time Karma Yoga, a weekly evening class, a Saturday afternoon workshop, morning Hatha Yoga and evening satsang.

Being back at the Ashram confirmed her intuition. "It's that same feeling of being in the right place and finding what I need. I trust that."

When Nina tells her friends in Arizona about Yasodhara Yoga, she emphasizes the reflection, self-evaluation and questioning. "I really focus on how to bring the practices back to my life."

We offer learning and personal development opportunities – including workshops, courses, Teacher Certification, three-month Yoga Development Course, Service & Study (Karma Yoga) Programs, the Young Adult Program, the Internship Program, short and long-term residencies and retreats, including Artist & Professional Retreats. Our teachers also travel to offer workshops and to participate in conferences.

Our teaching is based on a tradition of practice, experiential learning and study. We also continue to open our facilities to learn from others and to host educational and cultural events.

2014 HIGHLIGHTS

COURSES

We offered a full slate of courses even after fire destroyed the Temple in June. Our busiest months were July and August. In July, our second annual Family Week was full to capacity with 37 adults and 40 children, ranging in age from infants to 12 year olds. Our other most well-attended courses this year were Light & Vibration, Renewing in the Light, Yoga of Healing and Living the Practice, as well as our three teacher certification courses. New courses were introduced including Relationships, Conscious Aging, Light & Vibration and Unplug (A Tech-free Weekend).

SERVICE & STUDY PROGRAM

In 2014 our one-month Service & Study Programs continued to expand to include people of all ages interested in experiencing life in a spiritual community, developing skills and studying yoga. These live-and-work programs focus on the practice of Karma Yoga, the yoga of action. Karma Yoga supports participants in learning how to work, how to work together and how to understand themselves in relation to others.

In 2014, a total of 77 people participated in the one-month Karma Yoga program, with 24 of them over age 30. Several stayed on longer than one month, integrating into the Ashram community.

YOUNG ADULT PROGRAM

The Young Adult Program welcomes 18-30 year olds who come to the Ashram for Karma Yoga and courses. This program has been a staple of Ashram life for over 20 years. We continue to support young adults in deeply knowing themselves and clarifying their values so they can build the life they want to live.

In 2014, 53 young adults participated in the Karma Yoga program at the Ashram.

The Ashram awarded \$40,733 in bursaries and stipends to help young adults participate in courses and programs.

Young Adults helped raise \$26,723 for their program through the Yasodhara108 initiative – friends asking friends to donate to their project of offering 108 creative acts, services or practices.

INTERNSHIP PROGRAM

In 2014 we entered the second year of our Internship Program.

Internships at Yasodhara Ashram are spiritual and career/life development opportunities. The interns enter different areas in the Ashram community and are provided room and board, weekly workshops and classes that cultivate self-inquiry and awareness, daily Hatha Yoga and reflection on work. Each intern determines an area for further study specific to their field and publicly presents their learning at the end of the program.

Several interns from 2013 stayed on to become leaders in the program in 2014. Some of the 2014 interns committed to return in 2015, while others completed their program and went forward to test their skills in new areas.



LIFE-CHANGING EXPERIENCE

Three women in the 2015 Yoga Development Course recently reflected on their experience of the 10 Days of Yoga as fertile ground for future growth.

"The 10 Days is a sweet introduction to the teachings," commented Margaret of Edmonton. "Through the overview of the practices, I was attracted to everything – the Divine Feminine, the Light, mantras, the energy here."

"This was the longest retreat I'd ever taken," recalled Marcia of Ottawa. "It helped me to let go, relax and embrace what I was learning. I felt significantly calmer afterwards, and it lasted for a long time."

Marilyn, who had been doing yoga for 25 years, took an outreach class in Toronto, where Swami Radhananda encouraged her to come to the Ashram. "The 10 Days changed me. My feet became more firmly planted in who I am; I dealt with things differently, and my friends noticed."

The three women expressed how the practices help both in their daily lives and in their healing professions. The 10 Days created a desire for more, and all three returned for this year's YDC. They continue to be thrilled by "the incredible food, beautiful spacious rooms and the amazing level of acceptance and support from the teachers and teachings."



AN INTERSHIP IN WHAT MATTERS

22-year-old Rachelle, Food Flow Intern

During a teachers' strike at the University of Brandon, I made an important decision to apply to Katimavik's "Eco-Citizenship and Active Living" program for young people. These six months in Ottawa set me in the direction of creating my life with courage and understanding, and committing to a sustainable lifestyle.

My next move was to Winnipeg, where I had a rich experience of intentional living involving food security and community. Becoming an Ashram Food Flow Intern brought together all of my ideals into an integrated lifestyle - food flow, yoga, environmental awareness, community.

My first Divine Light Invocation felt very familiar. The openness of the Light reminded me that I can choose what I identify with. And when I toured the Ashram, I saw sparkles in the air - sparkles that came from the interactions, the communication and actions of those I met. I remember smiling so much on my first day that I was almost tempted to ask if all this was real.

I know have found the right place to experience what matters to me - a commitment to sustainability and the shared values of cultivating parts of myself to create a life of purpose. With gratitude...

ARTIST & PROFESSIONAL RETREATS

This program, which began as an experiment in 2013, is filling a need for those who want to be in a supportive spiritual environment while working on artistic, personal or professional projects. The program, which ranges from two weeks to one month, offers the support of community, while giving participants needed privacy to concentrate on their projects.

In 2014 the program had eight participants, including a not-for-profit Executive Director, an astrophysicist, artists in different media and writers.

OUTREACH

Since Yasodhara Ashram's inception in the 1960s, teachers have always travelled widely to offer programs in Canada and internationally. In 2014 we expanded the efforts to include teaching tours in the fall and spring to a number of cities across North America. Other highlights included the following:

- Workshops and forums were held in Calgary, Toronto, Orangeville, Montreal, Halifax, Ottawa, Spokane, Vancouver, Victoria, Nanaimo and Cranbrook.
- We participated in the Women's Spirituality Conference in Williams Lake and gave classes at the Kootenay Spirit Festival in Nelson.
- Alliances with learning institutes keep us tapped into what is happening in the world and, in turn, give us the opportunity to make a significant contribution through our experiential learning focus. We were happy to be a featured presenter at the 11th International Transformative Learning Conference at Columbia University in NY, offering Exploring the Spiritual Space Within.
- We offered our first extended program for people to experience a similar environment to the Ashram but much closer to home. People from all over Ontario attended Stilling the Mind, a residential weekend retreat at the Ecology Retreat Centre north of Toronto.

INVITING OTHERS IN

Hosting lectures, offering dance and musical performances and opening our space to other traditions are ways we welcome in diverse perspectives, as well as enriching ourselves and our neighbours - culturally, socially and intellectually.

- The Ashram hosted conservation ecologist Greg Utzig's presentation on "Climate Change and West Kootenay Eco-Systems" as part of a speaker series sponsored by Community Connections, a regional non-profit

organization. Approximately 100 people attended from the surrounding areas.

- The Mishras, master musicians from Benares, India, played what turned out to be a final concert to a full audience in the original Temple of Light.
- A Sufi dance group led Ashram residents and neighbours in a zkir, a sacred dance tradition.
- The Trail Christian Meditation Group and the New Denver-Trail-Nakusp Meditation group spent weekends at the Ashram on meditative retreats.
- We held our annual Strawberry Social, for friends, neighbours and visitors from around the region. The original Strawberry Social celebrated the completion in 1996 of Mandala House (our classroom, office, kitchen/dining room complex), which was built largely by local contractors. Several hundred people attend each year and enjoy Creston strawberries, the music of local bands and a used book sale that raises funds for local services.



RECHARGING ON RETREAT

Benedict Pfeiffer is an astrophysicist from Vancouver. Her life of teaching, parenting, caring for aging parents and writing a book left her exhausted. She looked to the Ashram's Artist & Professional Renewal Retreat to help her re-centre.

My plan was to write a book but my first priority was to recharge. If there was energy or time left, I would start thinking about the book.

As an astronomer, I am always looking at the sky. Something I missed the most was the connection with the ground. I found that energy here. This place is all about Mother Nature. She's speaking from every corner.

Everything about the retreat spoke to my book, especially the presence of women here, with strong feminine energies. It's very empowering and healing. Also the food - so much love in the food. Within 48 hours I was on my feet. I was inspired. In ten days I finished my first draft.

The retreat is a good balance between the body, mind and emotions. When I wrote, my mind was clear. I could listen to my intuition rather than my logical thinking. That's why the ideas and writing came so quickly. There was a flow.

I very much believe in what we call "resonance" in physics. Like a musical instrument, a tiny vibration is amplified because there is a resonance between the frequency of the sound box and the musical note. That's how I felt - like the sound could flow, slow down, and I could hear even the tiniest vibrations.



SUSTAINABILITY & RESILIENCE

Yasodhara Ashram is a model community for sustainable living. As a diverse intergenerational community ranging in age from young adults to seniors, we work together, learning from each other in a spirit of service. We value inclusivity, foresight and generosity.

Over the past 51 years Yasodhara Ashram has evolved from an abandoned farmstead to a 115-acre ecological community. Blending with nature in a rural location of mountains and glacial-fed lake, the Ashram leads by example. Our residents and Board make decisions focused on a healthy future.

The Ashram is at the leading edge of the worldwide movement to prevent and reduce environmental impacts. In response to our efforts, the Ashram was awarded the FortisBC PowerSense Conservation Excellence Award in 2008 for our commitment to reduce energy consumption by adapting innovative and efficient technologies and solutions. In 2009 we were awarded the Environmentally Responsible Tourism Award from Tourism BC that acknowledges outstanding leadership in environmental sustainability. In 2012, after an intensive awareness program, Yasodhara Ashram achieved carbon neutral status.

Environmental action is an important part of our social responsibility, a practice of the basic yogic principle of ahimsa (non-injury). In these times of dramatic changes in the environment, we also take responsibility for our resources through planning and interconnection with like-minded individuals, groups and communities. As well as energy efficiency, we continue to develop resiliency in our food systems and community emergency planning and services.

Our garden produces approximately 20 percent of the food we eat – 11,000 meals out of the 55,000 we serve annually. Ashram menus are based on what is available seasonally from our garden. In an aim to reduce our carbon footprint and support the local economy, the Ashram purchases an additional 40 percent of what we consume from local farmers and orchardists. Recognizing resiliency is built on relationships, we support many local growers and emerging farms through Community

Supported Agriculture (CSA) programs and partnerships. This is all part of what we call “food flow,” the growing, procurement, processing, preserving and consuming of what we eat. Steadily built over the last six years, today it is an ever-growing organic system that flexibly responds to opportunities and offers succession of experience through its Internship Program. Strengthened through a network of relationships, the Ashram’s food flow is a model of a resilient small-scale community-led food system.

2014 HIGHLIGHTS

In 2014 we strengthened our food flow system as follows:

- Improved our greens supply with more intensive/succession planting in an effort to decrease our dependency on imported greens that have become more expensive due to the California drought.
- Strengthened relationships with local farmers with an aim to help support local food production by being a consistent, responsive buyer, supplemented by our own growing.
- Increased our winter growing capacity by redesigning the mobility of our greenhouse.

We strengthened our infrastructure in the following ways:

- Completed the Parvati Cabin rebuild and upgraded three accommodation residences – the Barn, Krishna Kutir and Saraswati Lodge.
- Installed back-up generators for water and sewage systems in Mandala House, increasing our short-term resilience from 24 hours to more than 36 hours, and making Mandala House our incident control centre for all power outages.
- Prior to the fire, we had plans to pilot a photovoltaic project on the newly renovated Parvati Cabin. The project was put on hold to deal with more pressing needs. Research and planning on renewable energy options are being moved forward to 2015/16.



START FROM WHAT WE DO WELL

Paris Marshall Smith, Ashram Board member and Food Flow manager, attended the Canadian Rural Revitalization Foundation conference in Prince George on September 25-27. She represented both the East Shore of Kootenay Lake and Yasodhara Ashram and returned with a deepened confidence about our direction.

Conversations and presentations at the conference validated that the Ashram is on the right track. The theme, New Relationships, New Realities, brought out the value of being small, different and friendly. We fit all three criteria: being small, we are nimble. Being different means we recognize our unique place in the world and provide an authentic experience. Being friendly speaks to the Ashram’s emphasis on communication, relationship and being human.

A question posed by rural representatives from around the country is one that we continually explore at both the Yasodhara Board level and day-to-day: What is our role and how do we best serve? I liked that a key point is the importance of identifying what we do well and then providing it authentically. This resonated with many of us from small communities working with diverse tourist-based economies.

Columbia Basin Trust generously provided a grant, making it possible for me to attend this conference with 125 people from across Canada. It was a great experience.



TEMPLE REBUILD

Although this has been a great loss for our community, we recognize it as an opportunity for renewal. There is potential for great beauty in new beginnings.

The Ashram has committed to keeping this sacred space alive, in spirit and in structure.

The Temple of Light arose from the lifelong dream of our founder, Swami Radha – a dream that people from all paths and spiritual traditions share common ground and can connect with each other through a broader, deeper understanding. The Temple represented finding the Light in our own hearts and finding the shared Light in all traditions.

The original Temple, completed in 1992, was destroyed by fire in June 2014. The architecture – with its round

dome, eight doors, many windows and central skylight – symbolized that no matter how we enter, we meet in the Light at the centre, an essence that transcends doctrines.

The spirit of the Temple lives on with plans for an innovative rebuild that evolves from the original. The new concept development was begun in 2014 by Patkau Architects.

The Temple of Light is a symbol of hope and unity in a world too often divided.

2014 HIGHLIGHTS

- We responded to the Temple fire with a well-practiced emergency response team – a coordinated indoor and outdoor effort that mobilized with the Riondel Fire Department.
- We kept our communication about the Temple fire updated and open through various media – including website, emails, video and radio interviews. It was important for us to reciprocate the extensive interest and support we received from people all over the world.
- Technically we learned about deconstructing a building; emotionally we practiced letting go of what was to make room for what can be.
- We constructed a beautiful transitional Temple, which was conceived by local artisans.
- We created a Request For Proposal (RFP) process that invited students, architecture firms and local designers to submit ideas and concepts for a new Temple.
- We engaged Patkau Architects to help us re-imagine the Temple of Light, beginning with their site visit and the development of a design concept.



MEET THE PATKAUS

Yasodhara Ashram hired Patkau Architects of Vancouver to create the conceptual design for the new Temple of Light.

“Patkau is attuned to the symbolism of the Temple as an expression of Light through form and has a wealth of experience to help us achieve it,” says Swami Lalitananda.

Principals Patricia and John Patkau responded enthusiastically to the news: “We feel a real connection to what your community aspires to, and we are very interested in the potential of creating something luminously beautiful in that landscape of yours!”

Patkau Architects is renown for excellence in design and is the winner of many architectural awards (including Royal Architectural Institute of Canada gold medals and Governor-General awards). John Patkau said they “will be approaching the Temple as part of an ongoing body of research projects where the invention of architectural form and structure coincides with the invention of the building process.”

Prior to the Ashram contacting her, Patricia Patkau had just attended her first yoga class and was feeling a strong attraction to the wild beauty of the Kootenays. The Patkaus visited the Temple site, currently home to the beautiful transitional Temple, on November 30.



Swami Sivananda Radha
Founder, Yasodhara Ashram



Swami Radhananda
Spiritual Director

2014 BOARD OF DIRECTORS

Swami Lalitananda
President

Alicia Pace
Vice-President

Rebecca Dale
Treasurer

Swami Samayananda
Secretary

Paris Marshall Smith
Director of Community Outreach

SPIRITUAL DIRECTION & GOVERNANCE

Founded by Swami Radha, a Western woman who studied in India in the mid-1950s, Yasodhara Ashram was the first ashram established in Canada.

A “swami” is a renunciate in the yoga tradition, dedicated to a life of selfless service. Swami Radha was asked by her teacher to live on faith without income when she returned to Canada. Out of this dedication and courage, the Ashram grew into the flourishing centre it is today.

Swami Radha was ahead of her time in bridging Eastern practices to a Western context. Her approach encourages each person to enter a process of self-investigation, supported by spiritual practice, to find their own path to a life worth living.

She is also a role model for other women and created a lineage of women leaders. Swami Radhananda, her successor, was President of Yasodhara Ashram Society from 1993 through 2014 and now continues in her role as Spiritual Director.

The transformative tools Swami Radha passed along are adaptable and effective in our changing, often turbulent times.

Yasodhara Ashram Society has been a Canadian charity since 1963, and has status as a private post-secondary educational institute in British Columbia.

2014 HIGHLIGHTS

- After 21 years, Swami Radhananda stepped out of the presidency of Yasodhara Ashram Society to focus on spiritual directorship.
- Swami Lalitananda became the President of Yasodhara Ashram Society at the Annual General Meeting on May 1, 2014.
- In 2014 Swami Radhananda was bountiful in her generosity, initiating eight people into deeper spiritual commitments, which strengthen the whole.

FINANCIAL OVERVIEW

Over its 51-year history, Yasodhara Ashram has operated on the principle of renunciation - buying what we need when we need it, without overconsumption.

Our growth has been slow and steady, building on a solid foundation. We have gradually invested in new buildings, upgraded existing ones, and developing infrastructure with green technologies.

Donations help support youth, elders and people on limited incomes to access the Ashram teachings and community. We make an effort to be financially accessible, offering payment plans, course discounts, bursaries, scholarships and stipends. Last year we gave over \$35,000 in course bursaries, \$4,000 in program bursaries, and \$60,000 in stipends and intern payments.

One of our challenges is that income fluctuates with course numbers. Longer programs, such as the three-month Yoga Development Course, have a significant influence on the annual financial health of the organization. In 2014 we had our smallest YDC in many years, with 17 students, six of whom received bursaries. Also, while the Ashram remained open during and after the Temple fire, the event did affect course numbers.

We are also noticing a trend toward longer Karma Yoga (work and live) stays, which range from one month to two years. The trend could indicate a greater interest in experiencing life in a spiritual community as compared to shorter stays for courses. While our community greatly benefits from the longer-term Karma Yoga stays, this population is the most highly subsidized.

Therefore we continue to consciously adapt our programs to meet diverse needs and to ensure the Ashram's financial health. This year we expanded to include more outreach efforts and on-site Artist & Professional Retreats.



NOTES TO FINANCIAL STATEMENTS

Assets

Our assets were reduced significantly by the loss of the Temple at \$800,000.

Infrastructure and building changes totaled \$119,655:

- Eavestroughs for the original Temple (prior to fire)
- Renovations of and improvements to accommodations
- Expansion of the garden hoop-house
- Deconstruction of the old Temple
- Building of the transitional Temple

New equipment spends of \$20,019 included:

- New back-up generators to secure our resilience during power outages
- Several new computers to replace outdated ones
- Appliances for newly renovated accommodations

Timeless Books reprints of \$5,160.

BALANCE SHEET

ASSETS	2014	2013
Current assets		
Cash	187,912	101,938
Amounts receivable	41,033	41,375
Inventory	176,599	199,921
Work in process	2,211	3,500
	407,755	346,734
Investments	987,852	796,427
Capital assets	4,717,245	5,481,211
	6,112,852	6,624,372
TOTAL ASSETS		

LIABILITIES	2014	2013
Current liabilities		
Accounts payable	44,356	27,450
Deferred revenue	35,502	25,006
Deferred insurance proceeds	19,433	-
Security deposits	1,309	200
	100,600	52,656
TOTAL LIABILITIES		

MEMBERS' EQUITY	2014	2013
Restricted net assets - external	252,951	162,142
Restricted net assets - internal	731,136	630,542
Unrestricted net assets	309,830	297,821
Invested in capital assets	4,718,335	5,481,211
	6,012,252	6,571,716
	6,112,852	6,624,372
TOTAL LIABILITIES AND NET ASSETS		

STATEMENT OF OPERATIONS

NOTES TO FINANCIAL STATEMENTS (CON'T)

Revenue

- Donations - The loss of the Temple touched many people. Individual donors gave \$120,000 specifically designated to the Temple Rebuild Fund. Donors also helped sustain general donations to the Ashram through a recurring monthly program, gifts to specific projects, one-time gifts of support, and donations to Yasodhara108, a campaign that raises funds for the Young Adult Program. Individual donations increased by \$54,839 from 2013 to 2014.
- Friends of Radha Foundation, a partnering charity, gifted the Ashram with \$264,248 in 2014 and \$550,000 in 2013.
- Other revenue was in a similar range to preceding years.

Expenses: Our expenses in 2014 increased in the following areas:

- Human Resources – As the sophistication of our operation increases over time, we see the need for skill sets to keep the Ashram vibrant – from professional cooks to communications specialists. This area of expense is an investment in our future.
- Repair & Maintenance – We completed renovations and upgrades particularly to guest accommodations to meet our changing needs and to complement new aspects of our programming, such as artist retreats.
- Food costs – We had a greater number of people here each day, which has a direct relation to food costs. Cost per plate has remained stable in spite of increased use of organic and specialty items (e.g. gluten-free, wheat-free, dairy-free).
- Utilities – Increased utility rates, propane for new back-up generators, and more people on site throughout the year increased our utility costs in 2014.

REVENUE	2014	2013
Sales	131,315	132,157
Cost of goods sold	(82,580)	(86,922)
Gross margin	48,735	45,235
Bequests	38,834	-
Course fees - Ashram	115,048	113,434
Course fees - PCTIA	64,270	66,429
Donations	609,131	840,044
Investment income	16,443	12,498
Memberships and miscellaneous	5,852	7,332
Property income	32,546	36,387
Retreats and residency	353,920	386,179
Ashram forests - related	75	-
TOTAL REVENUE	1,284,854	1,507,538

EXPENSES	2014	2013
Advertising and marketing	14,554	35,572
Audio, video and archiving	99	10
Bad debts	420	152
Bank charges and exchange	(3,865)	667
Credit card fees	14,262	15,975
Donations and gifts	7,070	9,816
Farm and grounds	16,638	15,744
Food service	149,801	142,090
Household supplies	31,764	20,517
Human resources	362,988	296,208
In-house design and production	13,962	6,739
Insurance and registration	8,552	9,046
Office and miscellaneous	29,084	25,490
Profession and consultant fees	99,074	119,966
Repairs and maintenance	114,599	54,649
Royalties	6,397	3,054
Telephone	11,192	9,684
Travel and living costs	8,299	10,122
Utilities	67,491	52,130
Vehicles	18,997	20,623
TOTAL EXPENSES	971,378	848,254
EXCESS OF REVENUE OVER EXPENSES BEFORE OTHER ITEMS	313,476	659,284
Unrealized gain (loss) on investments	29,546	(69,449)
Loss on sale of capital assets	(11,933)	(15,231)
Write-off of capital assets	(889,463)	-
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	(558,374)	574,604

DONOR SUPPORT

The Ashram relies on the Circle of Sustainability income to help meet its monthly expenses such as food purchases, utilities, building maintenance. Knowing that the monthly Circle income is guaranteed helps us confidently plan for the future.

Marlene Roza of Calgary donates monthly to the Ashram's Circle of Sustainability and made an additional donation to the Temple Rebuild in 2014. She reflects on her approach to giving back.

"In 2007, I was part of a group that realized the Ashram needed steady donors. At the same time, I wondered about my own financial situation – 'Would I have enough to retire?'"

"Reading about money from both spiritual and secular sources, I learned that experts – including Swami Radha – agree that money is an expression of energy. And it needs to move.

"In the Temple one day, I made a promise to tithe – to give a percentage of my gross income to the Ashram. I went from donating \$25 a month to giving 20 percent of my gross annual income. Because of the contribution, I considered that 20 percent of my employment was actually Karma Yoga. Now that I'm retired, this commitment continues to make me feel light and happy.

"Donations are needed more than ever now for the Temple Rebuild. I encourage people to review what they are giving. Join the Circle, increase monthly donations, or make a one-time gift. It's such an opportunity to practise gratitude."

Join the network of supporters who help make the Ashram thrive.

Visit: www.yasodhara.org/give

147 Donors

Engage in monthly giving

\$8,860

In monthly donations through the Circle

30.8%

Of individual donations come from the Circle



Marlene Roza

OUR FINANCIAL PRINCIPLES

1. People come first. Our business is growing people.
2. Our business model is based on generosity and selfless service.
3. We invest in keeping the Ashram's work vital and accessible.
4. Sustainability and resiliency; we plan for future generations and this planet.
5. Buy quality purchases and consider items' life cycles.
6. Use what we have first.
7. Do without; we are an Ashram not a resort.
8. We support people and businesses in our community.
9. Work with trust and intuition.
10. Slow growth rather than big bursts.
11. Money teaches.
12. Stay engaged without attachment.
13. We don't borrow/mortgage.

FUTURE DIRECTIONS

For the past two years we have engaged in a process of participative planning and budgeting, dedicating much of November to looking ahead in each department and gathering the information into an integrated whole. This collective process is increasing individual area management, creating greater transparency and grounds for future planning.

This year the Ashram met in large and small gatherings to ask: “What is the best use of our energy?” The focus for 2015 is to develop the Temple concept toward construction with an estimated completion date of December 2016. As well as working with architects and consultants in the building project, we will be putting energy into fundraising and communications.

Our plan is to continue to develop our programs, courses and outreach and to introduce space rentals during shoulder seasons for more income generation to help cover Temple costs and operations.

The Ashram’s six working areas – Teaching; Production, Information & Communication; Food Flow; Lands & Infrastructure; Welcome Centre and Administration – now hold a high level of ownership and autonomy and are ready to tackle multi-year plans and more inter-area coordination. Each area is also considering how to work more as a teaching centre.

Areas that we identified for development:

- **Internship Program** – Continue to develop

it as an alternative educational program.

- **Outreach** - Expand range of where we travel and to whom we present (for example developing interfaith dialogues).
- **Bookstore** – Evaluate sales and products and assess alternatives.
- **Groups and event space rentals** – Set out criteria for inviting in like-minded groups, and offering our facilities as rental space, especially during shoulder seasons.
- **Fundraising** – Develop a program with professional help, including grant research and writing.
- **Programming** – Revisit our program offerings to ensure that we attract a diverse and multigenerational audience to grow our Ashram community and future supporters.

Looking further ahead, we plan to build on our research of renewable energy options, such as photovoltaics, air source heat pumps and wood pellet stoves. Research, planning and educating our community will continue through 2015/16 with plans for possible renewable energy implementation in 2017.





IN CONCLUSION

Our spiritual lineage empowers movement to the Light, based on practicality and a foundation of self-knowledge. Central to Yasodhara Ashram's health is the continuity of the lineage, which includes supporting the spiritual directorship of Swami Radhananda and all of those stepping forward into initiations of deepening dedication. This strong community of teachers offers from a place of generosity, bringing benefit to themselves, their families and their communities.

We understand that we live in times of instability with worldwide climate change, economic disparity and violence and displacement leading to human suffering. As an Ashram based on values of compassion, we feel these concerns deeply. We ask ourselves how we can give viable tools to help people.

As a community, we are also in transition with an aging population, a rural setting that demands greater self-sufficiency, rising costs of energy and food. We are committed to planning for long-term sustainability and to offering what we learn to others as we learn it.

Our goal is to give people the way to find quality and meaning in their lives. The tools that we have been given help people understand themselves and to achieve a degree of self-mastery. We want to help others move through life with less anxiety and more gratitude, to gracefully be able to navigate change. As people learn who they are and how they can work with their minds, letting go of old concepts and adapting to present circumstances, they grow in inner strength. And that inner strength extends outwardly to benefit the world.

We feel that with these tools and this motivation, Yasodhara Ashram is perfectly positioned to assist in a vulnerable and changing world.



For any questions or inquiries relating to our 2014 Annual Report,
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