



**Capital
&
Operating
Budgets

for

2017-2018**

Recommended by the Board of Directors
March 27, 2017

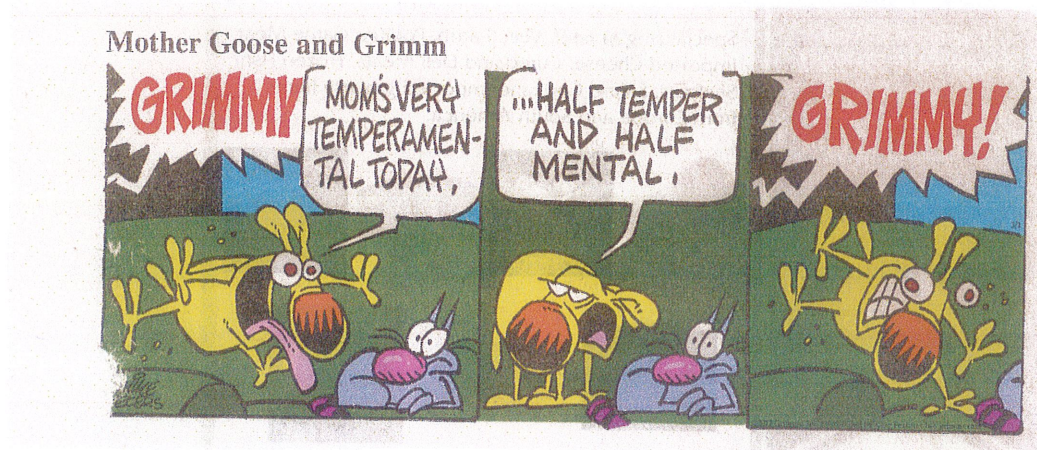


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Introduction

Here is the proposed operating budget for the next fiscal year, July 1, 2017 to June 30, 2018. You will also find the capital budget proposal for the same fiscal year.

If you have any questions or concerns about this proposal please come to the Budget Forum on Wednesday April 5th at 7:15pm. This is an opportunity to hear other members' questions and concerns as well as get quick feedback to your own questions. You are also free to drop by the office during open office hours, or contact Shane Moxey, Treasurer using the Board's email address **board@hughgarner.coop** or Linda McCormick, Financial Administrator at linda@hughgarner.com.

Although the budget can seem like a dizzying mix of numbers, it is important for each member to look it over before coming to the GMM on Wednesday April 12th.

Each Expense Schedule has seven columns of numbers. Here is what they mean:

- **Ref** – these are quick reference numbers, to help everyone find the location on the page.
- **2016-2017 Budget** – these are the figures that the members approved last April for the current year.
- **2016-2017 Projected Actuals** – this is what we think we will most likely pay out and receive by June 30, 2017.
- **Variance** – this column is the difference in dollars between what was planned and what is likely to happen. Any major variance is reported in the notes section.
- **2017-2018 Proposed Budget** – it shows what we have proposed for income and expenses for the coming year. This budget is planned to "break even" as we make contributions to the Capital reserves. **This is the column that you will be approving.**
- **Increase over 2016-2017 budget** – this is the difference between what is planned for 2017-2018 and what was approved for 2016-17.
- **Increase over Projected Actuals** – this is the difference between the 2017-2018 budget figures and what we think will be the final actual figures for 2016-17.

Page 9 is a summary of our income and expenses which are detailed on pages 17 through 29.

It's a good idea to look at one line at a time to see what we planned to spend, what we think we will end up spending, and what we propose to spend next year. Any

big increases or decreases are explained in the notes on the page immediately before each schedule.

At the end of the current fiscal year (June 30, 2017) we anticipate a surplus of approximately **\$84,367**. The funds are required to go into the reserves. In developing this budget, we use our actuals (what has been paid for the first 6 months) to estimate what we are likely to spend until the end of the year. You may note that many projected actual costs for 2016-2017 are identical to the budget for 2016-2017. This is because we do not anticipate any significant variances on these lines. Our projected surplus is estimated conservatively.

Some of the schedules may be difficult for people with reduced vision to read.

If you need larger print for one or more of the schedules, please send a request to the office.

Budget Highlights

Revenue

This budget proposes a 0.0% increase in standard housing charges. No changes are proposed for laundry, parking or bike-up fees. As shown on page 9, revenue from our housing charges is the largest source of revenue for the Co-op.

Currently, the co-op receives a rebate equal to 36% of the HST we pay out. With the End of Operating Agreement on March 31, 2018 Hugh Garner will only qualify for a tiny rebate. This will impact us for the last 3 months of this budget but will have more impact in 2018-19. We are not changing the cable charge for the last 3 months (April, May and June 2018) of 2017-18, but be forewarned that this HST change will increase our cable charges in 2018-19.

Mortgage and End of Operating Agreement

Our last mortgage payment will be October 1, 2017. YEAH!!! Since the Federal Government has announced that subsidy funding will continue until March 31, 2018 we will have six additional months under the Operating Agreement, and will continue to receive CMHC subsidy funding totalling about \$260,105. This budget proposes to use \$205,976 of these funds to start to replenish our Capital Reserve (see page 13 and Schedule 6 on page 29). Page 9 shows the three months (April, May and June 2018) of CMHC Subsidy Reduction at \$130,052. In the absence of a member approved, updated Housing Charge Assistance By-law, the Finance Committee has assumed the status quo regarding the number of members receiving subsidy. The Board of Directors, in conjunction with the By-law Review Committee and the 2017 Working Group, are currently working on an updated Housing Charge Assistance By-law to bring before the membership. Providing an Internal Subsidy Fund as well as rebuilding our Capital Reserve will be an ongoing challenge and our ability to differentiate between essential and discretionary costs becomes ever more essential.

Every budget we have to balance competing goals of maintaining the building (our home) and minimizing increases to our housing charges. 1% of our 2017-18 proposed budget only equals \$23,930. Minimizing costs to operate the building will be increasingly important as we go forward and have to fund our Internal Subsidy Fund. Please bring any cost reduction strategies with you to the Forum on Wednesday April 5th.

Capital Spending and Reserves

This is our last budget for us to follow Canada Mortgage and Housing Corporation's (CMHC) requirement that the Co-op put a minimum of \$21,525 in the reserves. Fortunately, Hugh Garner has always been prudent, so that over the years we have put in more than CMHC's minimum; such that we expect to have a balance of \$2.33M at June 30, 2017. This budget proposes (see table 1 on page 13) to put a total of \$673,092 into the capital reserve in 2017-18 including the \$205,976 available from the six-month extension to our Operating Agreement.

Schedule A – Capital Reserve Spending on page 15 lists all of the proposed capital projects for the 2017-18 fiscal year. As you can see, we are proposing to allocate \$1,186,943 for the Podium Deck Project (PDP) in 2017-18 with the expectation that the PDP will start in late March or early April 2018.

The remainder of the PDP will be an expense in our 2018-19 fiscal year. Based on current estimates the PDP will require an additional \$1.0M, leaving a balance of \$548,031 before our 2018-19 budget contributions.

Maintenance

Unfortunately, unit inspections have not been completed for several years. The Board has requested \$9,000 (see Maintenance Consulting on page 25) to have external expertise complete detailed unit inspections of all 181 of the building's units. It is anticipated that detailed records of the ceiling cracks, wall mold, warped doors, falling baseboard heaters etc. in our units, will supplement the recent Building Condition Assessment report and help the Board and Finance Committee with our financial planning as we go forward after End of Operating Agreement.

This current fiscal year, before December 31st, we spent all of the \$54,000 approved to renovate 10 bathrooms over 2016-17. It should be noted that staff have been pressured on a regular basis from some households for renovations; priority is given to units where health & safety is an issue, or vacant unit turn-over.

With the six month extension of subsidy, the End of Operating Agreement is now only 1 year away. The Finance Committee wants to remind members that keeping a handle on costs involves individual members taking care of their units as if they are owners not renters. Please bring any cost reduction strategies with you to the Forum on Wednesday April 5th.

The Finance Committee has suggested that we need to increase member understanding of maintenance issues for cost savings. The Board will discuss this and bring it back to the membership.

Utilities

The Green Committee and the Finance Committee have been working on entering data from several years' worth of invoices for electricity, gas, water and sewage. We will be putting the information into graphs for distribution at the Forum on Wednesday April 5th. Utility budget lines can be found on page 29 Schedule 4.

Decisions To Make

You will have the chance to discuss this proposal with other Co-op members at the Budget Forum Meeting on Wednesday April 5, 2017 at 7:15 pm in the Party Room. Bring your questions and concerns. Quorum is not required, and no motions will be entertained.

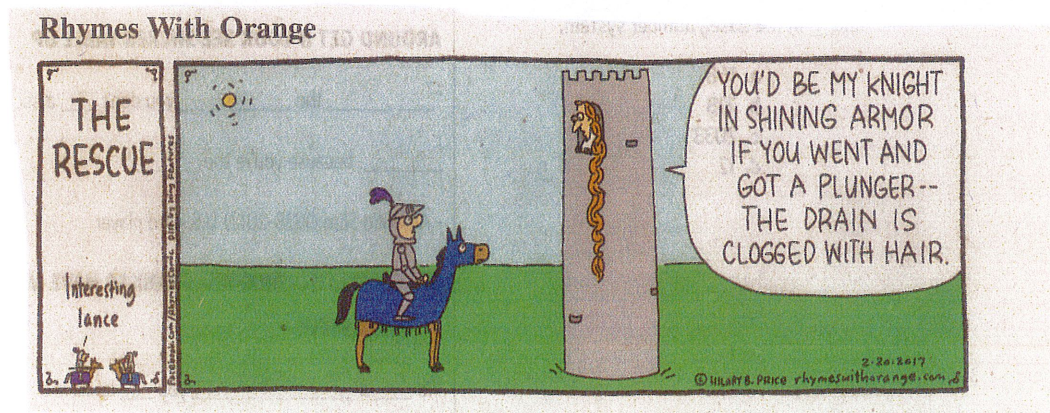
The **voting on the motions below will occur one week later** at the General Members Meeting on **Wednesday April 12, 2017** at 7:15 pm in the Party Room. To allow voting to take place, quorum is essential.

The motions you will be voting on, prior to any amendments, are as follows:

- Motion to adopt the 2017-18 Capital Budget for the fiscal year beginning July 1, 2017 as presented.
- Motion to adopt the 2017-18 Operating Budget for the fiscal year beginning July 1, 2017 as presented.
- Motion to adopt the proposed 0.0% housing charge increase for the fiscal year beginning July 1, 2017 as presented.

Although it has rarely happened, members can also send the budget back to the Board and the Finance Committee for changes. If that happens a follow up General Members Meeting will be required to consider the revised budget.

The Board would like to thank the Finance Committee and staff for all their hard work in analyzing the finances and putting together the proposed budget. The Board and Finance Committee would also like to thank all the members, committees and staff who submitted ideas for projects.



2017-2018 Proposed BUDGET

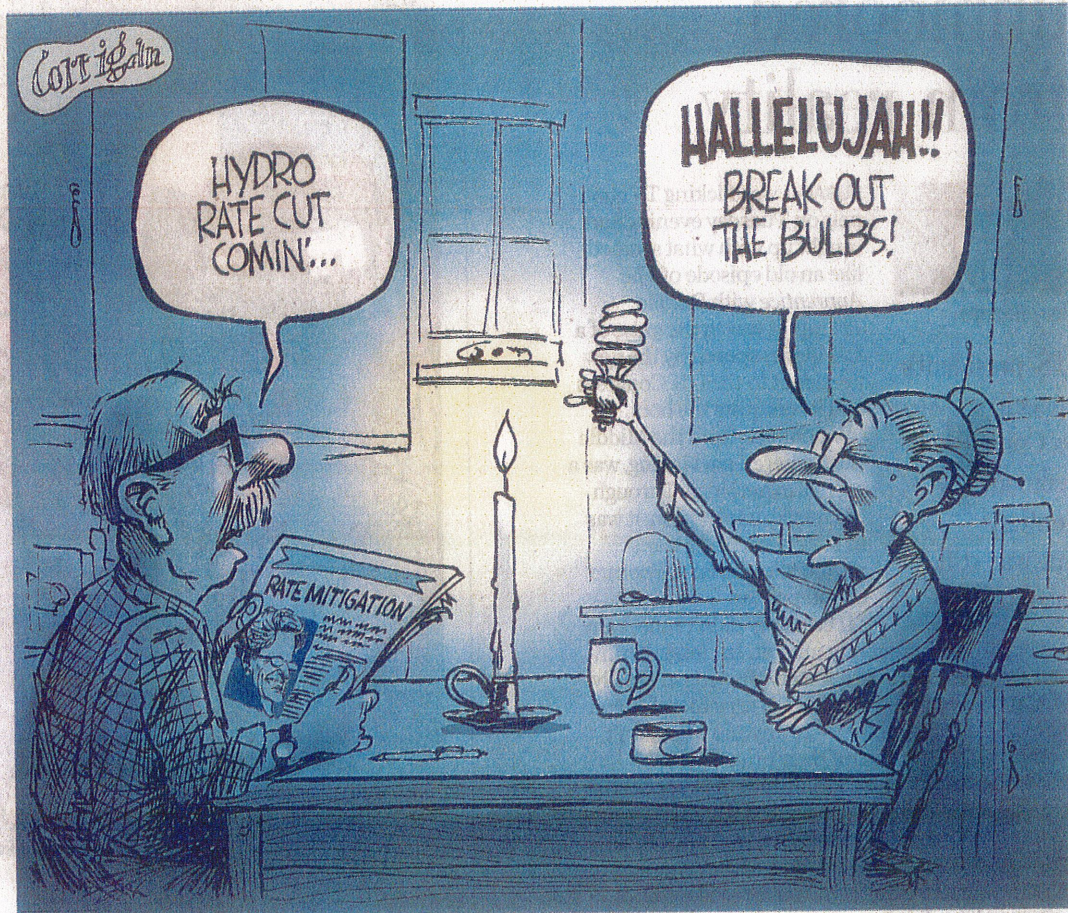
HUGH GARNER HOUSING CO-OP INCOME AND EXPENSE SUMMARY

INCOME	2016-2017 Budget	2016-2017 Projected Actuals	Variance	2017-2018 Proposed Budget	Increase Over 2016-2017 Budget	Increase Over 2016-2017 Projected Actuals
Revenue						
Housing Charges	\$ 2,320,296	\$ 2,320,296	0	\$ 2,320,296	0.0%	0.0%
Housing Chg Cable Income	\$ 99,912	\$ 99,912	0	\$ 99,912	0.0%	0.0%
Vacancy Loss	\$ (10,000)	\$ (8,000)	2,000	\$ (10,000)	0.0%	25.0%
CMHC Subsidy Reduction	\$ (10,000)	\$ -	10,000	\$ (130,052)	1200.5%	NA
Net Housing Charges	\$ 2,400,208	\$ 2,412,208	12,000	\$ 2,280,156	-5.0%	-5.5%
Other Revenue						
Application fees	\$ 250	\$ 200	-50	\$ 250	0.0%	25.0%
Admin. Charges	\$ 1,500	\$ 1,500	0	\$ 1,500	0.0%	0.0%
Interest Earned	\$ 5,000	\$ 8,287	3,287	\$ 5,000	0.0%	-39.7%
Laundry Revenue	\$ 38,000	\$ 38,160	160	\$ 38,000	0.0%	-0.4%
Mtce. Charges	\$ 400	\$ 2,200	1,800	\$ 400	0.0%	-81.8%
OCHAP Admin. Fee	\$ 2,268	\$ 2,268	0	\$ 1,701	-25.0%	-25.0%
Parking Charges	\$ 66,000	\$ 73,840	7,840	\$ 66,000	0.0%	-10.6%
Misc Income	\$ -	\$ 1,000	1,000	\$ -	NA	-100.0%
Total Non-Rental Revenue	\$ 113,418	\$ 127,455	14,037	\$ 112,851	-0.5%	-11.5%
TOTAL INCOME	\$ 2,513,626	\$ 2,539,663	26,037	\$ 2,393,007	-4.8%	-5.8%

EXPENSES	2016-2017 Budget	2016-2017 Projected Actuals	Variance	2017-2018 Proposed Budget	Increase Over 2016-2017 Budget	Increase Over 2016-2017 Projected Actuals
Administration [2A + 2B]	\$ 410,913	\$ 386,625	-24,288	\$427,117	3.9%	10.5%
Maintenance [3A + 3B]	\$ 478,817	\$ 464,617	-14,200	\$487,441	1.8%	4.9%
Municipal & Other [4]	\$ 555,438	\$ 553,596	-1,842	\$589,112	6.1%	6.4%
Allowances [5]	\$ 18,000	\$ -	-18,000	\$18,000	0.0%	NA
Debt Service & Reserves[6]	\$ 1,050,458	\$ 1,050,458	-0	\$871,337	-17.1%	-17.1%
TOTAL EXPENSES	\$ 2,513,626	\$ 2,455,296	-58,330	\$2,393,007	-4.8%	-2.5%

Surplus/(Deficit)	\$ -	\$ 84,367	84,367	\$0		
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HC increase of 0.0%



PATRICK CORRIGAN FOR THE TORONTO STAR



2017-2018

Capital Budget

Notes on Table 1: Capital Reserve

The Capital Reserve fund balance as of June 30, 2016 was \$2,088,383.

To this amount, we expect to add \$575,090 in contributions from the current (2016-17) fiscal year made up of:

- \$455,723 budget contributions (\$21,525 + \$434,198)
- \$ 35,000 interest to be earned on the reserve funds
- \$ 84,367 projected 2016-17 surplus

Since July 1, 2016 we have carried out projects that use the reserve funds, thus reducing the amount in the reserves. We currently expect to use \$329,707; therefore, by June 30, 2017, the capital reserve fund balance is expected to be \$2,333,766.

Schedule A – Capital Reserve Spending Plan on page 14 list the categories of work for the **current** (2016-17) fiscal year.

This includes the \$1.7M for the Podium Deck Project (PDP) that the membership placed on holdback pending approval of the project by the membership. Except for some consulting fees these funds have not been spent and are available in the capital reserve fund for when we start the PDP a year from now.

Schedule A – Capital Reserve Spending Plan on page 15 list the categories of work for the **proposed** 2017-18 fiscal year.

As stated above, by the start of this budget on July 1, 2017, we expect the Capital Reserve balance to be approximately \$2.3M and we propose to add a total of \$673,092 during 2017-18. However, the PDP is expected to commence next spring and we are budgeting nearly \$1.2M on the PDP to be spent by June 30, 2018. The balance of the PDP will occur in 2018-19, and we currently estimate that at least \$1.0M will be required to complete the PDP. With a projected Capital Reserve balance of \$1,548,031 on June 30, 2018, completion of the PDP would leave us with \$548,031 (before new contributions) for regular capital expenditures in 2018-19. Our ongoing challenge will be to build up a healthy balance in the reserves while continuing to maintain and improve the building.

A Building Condition Assessment (BCA) was completed over the summer of 2016. The final BCA report did not identify any major shortcomings in our home's condition thankfully, so there are no large expensive projects expected over the next five years other than the PDP. The Finance Committee and Board will be reviewing the BCA cash flow projections along with the End of Operating Agreement impacts over the next fiscal year.

We have been informed by our auditor that with the End of Operating Agreement on March 31, 2018 (including the six-month extension), Hugh Garner will have to comply with Generally Accepted Accounting Principles (GAAP). This will require us to change how we report capital expenses as well as keep more detailed records/data to calculate the required depreciation of assets. This will increase the workload on our staff and revised procedures will need to be reviewed by the Board of Directors as well as our auditor.

Table 1
Capital Reserve - interim #s

2016 - 2017

Fund Balance at June 30, 2016 (from Audit)	\$ 2,088,383
Add:	
Contribution from operations 2016-2017	\$ 455,723
Projected reserve fund investment interest (1.75% on \$2,000,000 rounded)	35,000
Projected operating surplus year ended June 30, 2017	84,367
	<u>575,090</u>
	2,663,473
Deduct: Projected expenses to June 30, 2017	<u>329,707</u>
Projected capital reserve fund balance at June 30, 2017	\$ 2,333,766

2017-2018

CMHC required reserve contribution minimum	\$ 21,525
Add: Operations contribution 2017-2018	445,591
Add: Operations extra contribution 2017-2018	205,976
	<u>673,092</u>
Add: Projected interest on reserve fund balance (1.50% on \$1,000,000 as placeholder)	15,000
	<u>688,092</u>
	3,021,858
Deduct: Projected expenses to June 30, 2018	1,473,827
Projected capital reserve fund balance at June 30, 2018	<u>\$ 1,548,031</u>

Table 2
Operating Reserve

Fund Balance at June 30, 2016 (Accumulated Surplus from Audit)	\$ 374,402
Add:	
Contribution from operations 2017-2018	0
Projected operating reserve fund balance at June 30, 2018	<u>374,402</u>

Spending Plan		2016-2017 Proposed Budget	2016-2017 Projected Actuals	Variance	Current 2016-2017 Notes
	Ref				
Structural Components					
BCA -Podium Deck Remediation	3	\$1,700,000	\$72,000	\$1,628,000	allowance for Ph1 of Podium deck work - rescheduled for 2017-2018
Building Exterior					
Juliet Balcony Railings					
Roof Anchors	4	\$2,000	\$2,050	-\$50	periodic replacement as per BCA
Exterior Doors	5	\$2,100	\$2,255	-\$155	1-2 exterior door(s)
Building Interior					
Unit Doors - external	6	\$3,000	\$2,440	\$560	replace 3 unit doors
Appliance replacement	7	\$20,000	\$20,000	\$0	replace 17 "pairs" of appliances @ \$1,288
Kitchen Renovations	8	\$75,600	\$84,641	-\$9,041	renovate 10 kitchens @ \$7560
Bathroom Renovations	9	\$54,000	\$86,624	-\$32,624	allows 10 bathrooms @ \$5,800
Other Unit Improvements/ Replacements	10	\$12,000	\$10,045	\$1,955	allowance for changes ie. closet modifications & stair carpet
Elevator Systems					
Elevator Pit Equipment	11	\$0	\$0	\$0	nothing anticipated
Accessibility Modifications					
Unit Upgrades	12	\$2,000	\$2,277	-\$277	allowance for accessibility modifications
Electrical Systems					
In suite and common area electrical	14	\$15,000	\$15,000	\$0	replacement of heaters & upgrading panels BCA item 51 panel upgrades
Power Distribution System	15	\$0	\$0	\$0	
Fire Safety & Security					
Electronic Lock System - additions (a)	16	\$0	\$0	\$0	
Electronic Lock System - additions (b)	17	\$0	\$0	\$0	
Additional Exterior Lighting	18	\$12,000	\$12,000	\$0	improving exterior lighting
Party Room Patio Door - fire code	19	\$14,000	\$15,375	-\$1,375	placeholder til Quote
Mechanical & Plumbing					
Domestic water piping repair allowance	20	\$10,000	\$5,000	\$5,000	Riser valves & pinhole pipe replacement
Dom Hot Water Boilers	21			\$0	
Domestic HotWater Tank relined ***	22				
Other Capital Elements					
Energy Performance Monitoring	23	\$1,700	\$0	\$1,700	monitoring & reports re:lighting upgrades
Amenities - 8th floor Equipment	24	\$0		\$0	
Cleaning equipment	25			\$0	
Fire Alarm System - Circuit Board	26			\$6,199	Emergency replacement of fire panel circuit board
Contingency - (allowing for overages)	27	\$10,000	\$0	\$10,000	wiggle room
	28	\$1,933,400	\$329,707	\$1,603,693	2016 - 2017 notes
		2016-2017 Proposed Budget	2016-2017 Projected Actuals	Variance	

Spending Plan		2017-2018 Proposed Budget	Proposed 2017-2018 Notes
Structural Components			
BCA -Podium Deck Remediation	3	\$1,186,943	BCA items 150+151+154+156 Ph1 of Podium deck work condo to reimburse portion
Building Exterior			
Juliet Balcony Railings		\$7,890	BCA item 35 inspect & repair
Roof Anchors	4	\$0	BCA item 6 no work scheduled
Exterior Doors	5	\$0	BCA item 4 no work anticipated
Building Interior			
Unit Doors - external	6	\$3,000	BCA item 96 Unit Entry Doors def \$87,827
Appliance replacement	7	\$22,000	move up 20 pairs appliances @ \$1,100
Kitchen Renovations	8	\$115,000	BCA item 102 Kitchen reno ph4 +\$36,203
Bathroom Renovations	9	\$90,000	BCA item 89 Bathroom reno ph4 +\$33,266
Other Unit Improvements/ Replacements	10	\$5,498	BCA item 116 Closet doors
Elevator Systems			
Elevator Pit Equipment	11	\$9,456	BCA item 58 clean repair & waterproof
Accessibility Modifications			
Unit Upgrades	12		
Electrical Systems			
In suite and common area electrical	14	\$5,325	BCA item 49 unit lighting upgrades
Power Distribution System	15	\$10,506	BCA item 55 Power Distribution
Fire Safety & Security			
Electronic Lock System - additions (a)	16		
Electronic Lock System - additions (b)	17		
Additional Exterior Lighting	18		
Party Room Patio Door - fire code	19		
Mechanical & Plumbing			
Domestic water piping repair allowance	20		
Dom Hot Water Boilers	21	\$0	BCA item 139 Boiler overhaul \$10,506 pushed
Domestic HotWater Tank relined ***	22	\$6,304	BCA item 141 Storage tank relined
Other Capital Elements			
Energy Performance Monitoring	23		
Amenities - 8th floor Equipment	24	\$0	BCA item 62 - \$10,506 pushed out
Cleaning equipment	25	\$3,500	steamer & cordless vacuum recommended
Fire Alarm System - Circuit Board	26		
Contingency - (allowing for overages)	27	\$8,405	wiggle room
	28	\$1,473,827	2017 - 2018 notes
		2017-2018 Proposed Budget	





2017-2018 Operating Budget

Zits



Schedule 1: Housing Charge and Cable Costs

The tables on page 17 show the following:

Schedule 1 (top)	Monthly housing charges with no proposed increase
Schedule 1 (middle)	Revenue from housing charges 2017-2018
Schedule 1 (bottom)	Combined monthly housing and cable charges by unit size

Proposed Housing Charges

The Board is proposing that the housing charge increase is 0.0%.

Cable Costs

The Co-op has a five year contract with Rogers Cable which expires on September 30, 2020. It should be noted that after March 31, 2018 when we no longer receive federal grants, our HST status changes. HST changes will impact our cable charges for each unit in the next fiscal year.

Sources of Housing Charge Revenue

Again, we have a section at the bottom of the page that was introduced a couple of years ago. It gives a breakdown of where our Housing Charge Revenue comes from. The numbers in this section reflect an average month during the 2017-2018 year.

We currently receive two blocks of funding from Canada Mortgage and Housing Corp (CMHC) as well as funds from the City of Toronto to provide reduced housing charges for some households. Funds from the City of Toronto's Municipal Rent Supplement program will continue next year in 2018-2019. Both the CMHC-RGI Pool and the CMHC-OCHAP fund stop March 31st 2018 i.e. this fiscal year. The Members' Payments line includes the portions paid by the members of the Co-op.

Vacancy Loss is budgeted at \$10,000 annually to allow for un-occupied units and maintenance work triggered by move-outs and relocations.

Changes due to the End of the Operating Agreement were outlined earlier in the *Budget Highlights* section and the last paragraph on page 12.

Schedule 1 - Proposed Housing Charges

0.00%

Unit Size	No. of Units	2016-2017 Housing Charges	Dollar Value of Increase	2017-2018 Housing Charges	% Increase
1 Bedroom	78	\$ 912	\$ -	912	0.00%
2 Bedroom	48	\$ 1,068	\$ -	1068	0.00%
2 Bedroom with yard	6	\$ 1,123	\$ -	1123	0.00%
2 Bedroom with yard + 1 1/2 baths	2	\$ 1,146	\$ -	1146	0.00%
3 Bedroom	24	\$ 1,277	\$ -	1277	0.00%
3 Bedroom with yard	22	\$ 1,354	\$ -	1354	0.00%
4 Bedroom	1	\$ 1,492	\$ -	1492	0.00%

Unit Size	No. of Units	2017-2018 Housing Charges	2017-2018 Revenue
1 Bedroom Apartment	78	\$ 912	\$ 853,632
2 Bedroom Apartment	48	\$ 1,068	\$ 615,168
2 Bedroom with yard	6	\$ 1,123	\$ 80,856
2 Bedroom with yard + 1 1/2 baths	2	\$ 1,146	\$ 27,504
3 Bedroom Apartment	24	\$ 1,277	\$ 367,776
3 Bedroom with yard	22	\$ 1,354	\$ 357,456
4 Bedroom	1	\$ 1,492	\$ 17,904
	181	Annual Revenue	\$ 2,320,296

	Per unit/mth	Total Per Unit
2017-2018 Housing Charges	Cable Charge*	2017-2018 Housing Charges
\$ 912	\$46	\$ 958
\$ 1,068	\$46	\$ 1,114
\$ 1,123	\$46	\$ 1,169
\$ 1,146	\$46	\$ 1,192
\$ 1,277	\$46	\$ 1,323
\$ 1,354	\$46	\$ 1,400
\$ 1,492	\$46	\$ 1,538

Cable Charges
are stable
at \$46 per
month

HC increase of 0.00%

Sources of Housing Charge Revenue					
2,320,296		Average Monthly			Annually
Annual Budget	78.01%	\$150,844.94	Members' Payments		\$1,810,139
2017-2018	4.01%	\$7,763.06	CMHC - RGI Pool	*	\$93,157
	12.80%	\$24,750	CMHC - OCHAP funds	*	\$297,000
	5.17%	\$10,000	Municipal Rent Sup		\$120,000
\$193,358	100.00%	\$193,358	total		2,320,296
Monthly					

* 9 months

Schedule 2A: Administration Expenses

1. Administrative Personnel:

The Co-op has a Collective Agreement with the Unifor Union of Canada, which represents the Co-op's employees. The current Collective Agreement expires August 31, 2018.

The budget allows for a cost-of-living (COLA) adjustment for all employees. The estimated allocations for Mandatory Payroll Costs, and Benefits, are directly related to salaries and so change accordingly. RSP expenses are directly related to length of service and increase on specific employee anniversaries.

There is an increase in Overtime in anticipation of the Podium Deck project to be undertaken and the End of the Operating Agreement and for the work that will be required to implement GAAP (Generally Accepted Accounting Principles) changes due to the EOA (End of Operating Agreement).

Staff training- covers various courses attended by staff as well as mandatory training (Some legislation requires ongoing training e.g. prevention of violence in the workplace as well as Human Rights). Costs for one staff member attending the CHFC Annual General Meeting are also budgeted for. The 2017 meeting will be in Niagara Falls. The 2018 AGM is in Victoria.

2. Office Expenses:

While actual costs will not exactly equal the budget, overall the totals won't change significantly.

Computer Systems – the proposed budget covers licenses for administrative software.

Going Digital – to have "tablets" embedded into Board work and the co-op as a whole requires improved digital infrastructure starting with: wi-fi signal strength management in different areas of the building; @hughgarner email accounts for all members; and electronic message boards for committees. Savings are expected with reduced printing costs.

Other Common Area Expenses – miscellaneous common area costs, in 2016-2017 included upgrades to the laundry room and the bench for the donated piano.

Other Office Expenses – includes approximately \$2,750 to replace the reception desk, plus routine expenses for shredding and kitchen supplies. Only office cabinets were purchased in 2015-2016.

3. Professional Services :

Bookkeeping – support when software upgrades are implemented.

Legal General – these costs are difficult to predict as they are based on unanticipated events.

Legal Labour – for labour related costs, possible issues such as arbitrations, etc. arising from the Collective Agreement and its renewal.

Other Professional Services

This category includes consulting services for Human Resources as well as support in our preparation for the end of the Operating Agreement, and website assistance.

2017-2018 Budget Proposal

Schedule 2A - Administration

<i>Expenditure Category</i>	<i>Ref</i>	<i>2016-2017 Budget</i>	<i>2016-2017 Projected Actuals</i>	<i>Variance</i>	<i>2017-2018 Proposed Budget</i>	<i>Increase Over 2016-2017 Budget</i>	<i>Increase Over Projected Actuals</i>
ADMINISTRATIVE PERSONNEL							
Administrative Salaries	1	\$186,974	\$186,974	\$0	190,713	2.0%	2.0%
Administrative Overtime	2	\$8,000	\$4,000	(\$4,000)	9,500	18.8%	137.5%
Mandatory Payroll Costs	3	\$12,428	\$11,650	(\$778)	11,862	-4.6%	1.8%
Benefits	4	\$31,431	\$30,000	(\$1,431)	31,131	-1.0%	3.8%
R.S.P.	5	\$11,679	\$11,700	\$21	11,903	1.9%	1.7%
Temporary Staff	6	\$500	\$2,000	\$1,500	2,500	400.0%	25.0%
Staff/Bill 168 Training	7	\$4,200	\$4,200	\$0	4,200	0.0%	0.0%
Sub-total	8	\$255,212	\$250,524	(\$4,688)	261,809	2.6%	4.5%
OFFICE EXPENSES							
Advertising	9	\$500	\$500	\$0	500	0.0%	0.0%
Computer Systems & Supplies	10	\$4,400	\$4,400	\$0	4,400	0.0%	0.0%
Credit Checks	11	\$200	\$200	\$0	200	0.0%	0.0%
Credit Union Charges	12	\$1,200	\$1,200	\$0	1,400	16.7%	16.7%
Going Digital	13				4,000	na	na
Office Equipment Service	14	\$1,200	\$1,200	\$0	1,200	0.0%	0.0%
Office Supplies	15	\$4,000	\$4,200	\$200	4,000	0.0%	-4.8%
Photocopying	16	\$8,200	\$10,000	\$1,800	8,200	0.0%	-18.0%
Postage & Delivery	17	\$900	\$650	(\$250)	900	0.0%	38.5%
Telecommunications	18	\$4,000	\$3,500	(\$500)	4,000	0.0%	14.3%
Travel	19	\$500	\$150	(\$350)	500	0.0%	233.3%
Other Common Area Exp	20	\$3,900	\$4,100	\$200	3,900	0.0%	-4.9%
Other Office Expenses	21	\$1,000	\$1,000	\$0	3,750	275.0%	275.0%
Sub-total	22	\$30,000	\$31,100	\$1,100	36,950	23.2%	18.8%
PROFESSIONAL SERVICES							
Bookkeeping	23	\$1,000	\$500	(\$500)	1,000	0.0%	100.0%
Audit	24	\$12,500	\$12,500	\$0	13,500	8.0%	8.0%
Legal -- General	24	\$20,000	\$10,000	(\$10,000)	20,000	0.0%	100.0%
Legal -- Labour	25	\$10,000	\$15,000	\$5,000	10,000	0.0%	-33.3%
Other Professional Services	26	\$20,000	\$6,000	(\$14,000)	20,000	0.0%	233.3%
Sub-total	27	\$63,500	\$44,000	(\$19,500)	64,500	1.6%	46.6%
Total for Schedule 2A	28	\$348,712	\$325,624	(\$23,088)	363,259	4.2%	11.6%

Schedule 2B: Administration Expenses

1. Committee Expenses:

The budget for most committees is \$200 to allow for refreshments at some of the committee meetings and/or an end-of-year social. Some committees have activity lines in addition to the \$200 allocation.

Aging-in-Place- proposes \$300 for a seniors' luncheon and \$300 for an estate planning workshop.

The Board of Directors meets bi-weekly for most of the year. The Board receives annual training and planning from the Co-op Housing Federation of Toronto and this expense comes out of the Board budget line.

The Computer Group - \$2,440 includes \$1,300 for common area internet service and \$1,140 for computer materials and support.

Gardening: \$2,500 for general garden maintenance, roof annuals, podium annuals, member education & engagement, and refreshments for event participants.

Green committee- \$1,000 for workshops, education & events as well as a bike raffle.

Newsletter- provides for paper and photocopying costs for producing the newsletter.

On Call – this line was increased last year, due to the frequency of meeting and the size of their group.

Social Events - The Social Committee has planned activities that include: Halloween, Holiday Party, First Nations Day, Chinese New Year celebration and movie night.

Welcoming - This group provides welcoming packages for new members as well as orientation meetings. The budget includes \$200 for an activity for national Co-op Week during the third week of October.

2017 Working Group – Provision to allow for workshops or meeting facilitation.

2017 Celebration Group – The planning group is planning a July 1st Celebration, a Mortgage Burning event and educational projects for a total of \$1,700.

The **Committee Training** budget line allows for courses and other training committee members may require in their committee roles.

2. Other Administrative Expenses:

Donations - \$3,586 allows for a standing commitment of \$1,086 to Rooftops Canada, and \$2,500 for allocations to community groups and initiatives.

Members' Meetings – Increased for a slightly higher food budget, also allows for nominal charges if external chairing skills are needed for future meetings.

CHFC AGM/Conference - The conference will be in Niagara Falls this year and Victoria B.C. next year.

Member Education - allows for attendance at local workshops and training events.

Membership Dues: Allowing for an average of 1.75% increases year over year.

Miscellaneous Member Expense - Allows for any member costs not provided for elsewhere in the budget.

Schedule 2B - Administration

<i>Expenditure Category</i>	<i>Ref</i>	<i>2016-2017 Budget</i>	<i>2016-2017 Projected Actuals</i>	<i>Variance</i>	<i>2017-2018 Proposed Budget</i>	<i>Increase Over 2016-2017 Budget</i>	<i>Increase Over 2016-2017 Projected Actuals</i>
COMMITTEE EXPENSE							
Aging-In-Place Committee	1	\$200	\$200	\$0	200	0.0%	0.0%
Aging-In-Place Events	2	\$600	\$500	(\$100)	600	0.0%	20.0%
Board of Directors	3	\$4,000	\$4,000	\$0	4,500	12.5%	12.5%
By-Laws Review	4	\$200	\$200	\$0	200	0.0%	0.0%
Computer Group	5	\$200	\$200	\$0	200	0.0%	0.0%
Computer Projects	6	\$3,340	\$3,340	\$0	2,440	-26.9%	-26.9%
Donations Committee	7	\$200	\$200	\$0	200	0.0%	0.0%
Finance Committee	8	\$200	\$200	\$0	200	0.0%	0.0%
Gardening Committee	9	\$200	\$200	\$0	200	0.0%	0.0%
Gardening Projects	10	\$2,500	\$2,500	\$0	2,500	0.0%	0.0%
Green Committee	11	\$200	\$200	\$0	200	0.0%	0.0%
Green Com - Projects	12	\$1,000	\$1,000	\$0	1,000	0.0%	0.0%
Member Relations Committee	13	\$200	\$200	\$0	200	0.0%	0.0%
Membership Committee	14	\$200	\$200	\$0	200	0.0%	0.0%
Newsletter Committee	15	\$200	\$200	\$0	200	0.0%	0.0%
Newsletter Production	16	\$200	\$200	\$0	250	25.0%	25.0%
On Call Committee	17	\$300	\$300	\$0	300	0.0%	0.0%
Safety and Security	18	\$200	\$200	\$0	200	0.0%	0.0%
Social Committee	19	\$200	\$200	\$0	200	0.0%	0.0%
Social Events	20	\$4,500	\$4,500	\$0	4,500	0.0%	0.0%
Welcoming Team	21	\$200	\$200	\$0	200	0.0%	0.0%
New Member Orientation	22	\$300	\$100	(\$200)	300	0.0%	200.0%
2017 Working Group	23	\$200	\$200	\$0	200	0.0%	0.0%
2017 WG Activities	24	\$400	\$400	\$0	200	-50.0%	-50.0%
2017 Celebration Group	25	\$0	\$0	\$0	200	na	na
2017 Celebration Activities	26	\$0	\$0	\$0	1,700	na	na
Committee Training	27	\$2,000	\$1,000	(\$1,000)	2,000	0.0%	100.0%
Sub-Total	28	\$21,940	\$20,640	(\$1,300)	23,290	6.2%	12.8%
OTHER ADMINISTRATIVE EXPENSES							
Child Care	29	\$1,200	\$900	(\$300)	1,200	0.0%	33.3%
Donations	30	\$3,586	\$3,586	\$0	3,586	0.0%	0.0%
Members Meetings	31	\$4,000	\$4,400	\$400	4,000	0.0%	-9.1%
CHFC AGM/Conference	32	\$7,500	\$7,500	\$0	7,500	0.0%	0.0%
Member Education	33	\$2,000	\$2,000	\$0	2,000	0.0%	0.0%
Member Events	34	\$450	\$450	\$0	450	0.0%	0.0%
Membership Dues	35	\$17,525	\$17,525	(\$0)	17,832	1.7%	1.8%
Misc Member Expense	36	\$4,000	\$4,000	\$0	4,000	0.0%	0.0%
Sub-total	37	\$40,261	\$40,361	\$100	40,568	0.8%	0.5%
Schedule 2A	37	\$348,712	\$325,624	(\$23,088)	363,259	4.2%	11.6%
Schedule 2B	38	\$62,201	\$61,001	(\$1,200)	63,858	2.7%	4.7%
Grand Total for Schedule 2		\$410,913	\$386,625	(\$24,288)	427,117	3.9%	10.5%

Schedule 3A: Maintenance Expenses

1. Maintenance Personnel:

The Co-op has a Collective Agreement with the Unifor Union of Canada, which represents the Co-op's employees. The current Collective Agreement expires August 31, 2018. The budget allows for a cost-of-living (COLA) adjustment for all employees. The estimated allocations for Benefits, RSP Contribution and Mandatory Payroll costs are directly related to salaries and so change accordingly. Since staff anniversary dates of hiring determine when they move up the pay scale, this affects the total budgeted amount. This category also includes On Call Mandatory Payroll Deductions - The employer's portion of Employment Insurance Deductions or Canada Pension Plan deductions, as required.

RSP expenses are directly related to length of service and increase on specific employee anniversaries.

Maintenance Overtime – time used for maintenance emergencies.

Temporary Staff/casual – will allow for continued maintenance service while staff are on vacation and special projects are underway.

On Call Honoraria - OnCall Committee members receive an honorarium per shift worked.

Staff training covers various courses attended by staff as well legislated training. Past training was in regard to Bill 168 – An Act to prevent violence in the work place and First Aid.

2. Maintenance Administration :

Maintenance Consulting –the cost for consultants to assist in planning the next stages of work around the Co-op. \$9,000 is planned to carry out unit inspections to compliment the information from the Building Condition Assessment which looked at Capital items.

Maintenance Admin – includes work order forms and the maintenance cell phone.

3. Material & Supplies

Appliance Parts – parts are being ordered as existing appliances are ageing.

Building Materials – this category covers various building materials not generally used in member units.

Electrical Supplies – this line allows for general electrical supplies and for energy-efficient part replacement (bulbs, ballasts etc.).

Paint – Units – Units are primed on move-out as needed and new members are allocated paint on move in. Existing members can receive paint for re-painting their units as per the Maintenance By-law. We allow for the EcoFee as well as more costly anti-fungal bathroom paint.

Plumbing Supplies – some plumbing is done in-house, so an allowance is included for the required supplies also used to reduce plumbing invoices.

Ice Melter & Sand – required for snow and ice clearing around the building. Variances in weather have a big impact so we are holding this line after an increase last year.

Units General Materials – various materials that don't fit into the above categories for unit repairs.

2017-2018 Budget Proposal

Schedule 3A - Maintenance

Expenditure Category	Ref	2016-2017 Budget	2016-2017 Projected Actuals	Variance	2017-2018 Proposed Budget	Increase Over 2016-2017 Budget	Increase Over 2016-2017 Projected Actuals
MAINTENANCE PERSONNEL							
Maintenance Salaries	1	\$128,786	\$130,286	\$1,500	131,359	2.0%	0.8%
Maintenance Overtime	2	\$4,500	\$4,500	\$0	4,500	0.0%	0.0%
Mandatory Payroll Costs	3	\$11,536	\$10,770	(\$766)	10,989	-4.7%	2.0%
Benefits	4	\$18,829	\$16,032	(\$2,797)	21,023	11.7%	31.1%
R.R.S.P.	5	\$9,782	\$9,390	(\$392)	10,092	3.2%	7.5%
Clothing Allowance	6	\$600	\$300	(\$300)	600	0.0%	100.0%
Temporary Staff/casual	7	\$5,500	\$3,000	(\$2,500)	5,500	0.0%	83.3%
On Call Honoraria	8	\$24,500	\$24,500	\$0	24,500	0.0%	0.0%
Staff/Bill 168 Training	9	\$1,750	\$600	(\$1,150)	1,750	0.0%	191.7%
Sub-Total	10	\$205,783	\$199,378	(\$6,405)	210,313	2.2%	5.5%
MAINTENANCE ADMIN.							
Maintenance Consulting	13	\$5,000	\$5,000	\$0	14,000	180.0%	180.0%
Mtce. Admin. Supplies	14	\$1,000	\$1,000	\$0	1,000	0.0%	0.0%
Sub-total	15	\$6,000	\$6,000	\$0	15,000	150.0%	150.0%
MATERIALS AND SUPPLIES							
Appliance Parts	18	\$400	\$400	\$0	400	0.0%	0.0%
Building Materials	19	\$2,000	\$2,000	\$0	2,000	0.0%	0.0%
Cleaning Supplies	20	\$5,000	\$5,000	\$0	5,500	10.0%	10.0%
Electrical Supplies	21	\$4,500	\$5,000	\$500	4,500	0.0%	-10.0%
Gardening Supplies	22	\$300	\$300	\$0	300	0.0%	0.0%
Glass Supplies	23	\$0	\$0	\$0	0	NA	NA
Paint - Units	24	\$10,000	\$10,000	\$0	10,000	0.0%	0.0%
Plumbing Supplies	25	\$6,000	\$6,000	\$0	6,000	0.0%	0.0%
Ice Melter & Sand	26	\$2,000	\$2,000	\$0	2,000	0.0%	0.0%
Units- General Materials	27	\$4,000	\$4,000	\$0	4,000	0.0%	0.0%
Sub-total	28	\$34,200	\$34,700	\$500	34,700	1.5%	0.0%
Schedule 3A	30	\$245,983	\$240,078	(\$5,905)	260,013	5.7%	8.3%

Between Friends



Schedule 3B: Maintenance Expenses

1. Outside Services:

Anchor System Service – 2017-2018 allows for basic testing.

Boiler Servicing – We have a service contract for regular maintenance of the boiler as well as funds for repair. \$6,639 is needed to drain and inspect the hot water tank.

Cleaning Services – Costs due to moveouts.

Compactor Service – to carry out maintenance work on the garbage compactor system

Compactor Bin Servicing – maintenance costs for the bins which we now own.

Drywall – includes drywall repairs in units and common areas.

Electrical contractor – general repairs and licensing and inspection fees charged by Electrical Safety Authority (ESA).

Emergency Generator - covers semi-annual inspections, the annual Loadbank test, the Megger Test (5yr) and materials.

Flooring – provides for sanding and refinishing floors, particularly in vacant units.

Gardens & Grounds – no funds were budgeted for the current year due to the anticipated PDP schedule. We now anticipate some expenses for short term maintenance of trees and safety until they are removed in the spring of 2018.

Make-Up Air System – current year will be substantially over-budget due in part to some non-routine repairs. We do not expect to the same level of spending next year.

Painting Service- \$15,000 for painting of original unit ceilings as the opportunity arises, unit turnover painting as needed including AODA requirements.

Pest Control – to integrate costs for in-suite treatments, monthly service to common areas, and any extraordinary work required.

Plumbing Service – these funds cover all plumbing and drain repairs; there are no funds earmarked in the Capital Budget.

Snow Clearing – a general snow clearing contract (allowing 5% increase) and our share of the cost of clearing the north side street (excluding our heated garage ramp) passed on by the Condo management (increased by 2.5%).

Welding – this line projects upgrading the old BikeUp room entrance with security screen to implement the fob system.

Window Cleaning – the 2017-18 year's work is planned using boatswain's chairs; we budgeted for the use of a swing-stage in the current year to allow for the roof anchor testing.

Miscellaneous Maintenance Services – includes \$14,000 to repair and reseal the floors in the Compactor room to maintain health and safety standards.

2. Security:

Building Security – covers monitoring and repair costs.

Fire & Security Systems - the cost of monthly & annual inspections plus repairs to these systems. **Anticipates up to three fire truck charges annually, at \$1,400 per false alarm.** While there were no major replacements anticipated in the 2016-2017 budget year, the system CPU was replaced on an emergency basis (see Capital Budget).

3. Equipment:

Equipment Servicing – includes the maintenance of the garbage bin mover.

2017-2018 Budget Proposal
Schedule 3B - Maintenance

<i>Expenditure Category</i>		<i>2016-2017 Budget</i>	<i>2016-2017 Projected Actuals</i>	<i>Variance</i>	<i>2017-2018 Proposed Budget</i>	<i>Increase Over 2016-2017 Budget</i>	<i>Increase Over Projected Actuals</i>
	Ref						
OUTSIDE SERVICES							
Accessibility Modifications	1	500	500	0	500	0.0%	0.0%
Anchor System Service	2	18,000	18,000	0	400	-97.8%	-97.8%
Appliance Servicing	3	1,200	600	-600	1,200	0.0%	100.0%
Boiler & H2O Service	4	4,000	4,000	0	10,115	152.9%	152.9%
Carpentry	5	250	0	-250	0	-100.0%	NA
Carpet Cleaning	6	5,000	2,000	-3,000	3,700	-26.0%	85.0%
Cleaning Services	7	4,521	4,500	-21	4,560	0.9%	1.3%
Compactor Service	8	1,000	500	-500	1,000	0.0%	100.0%
Compactor Bin Servicing	9	1,000	500	-500	1,000	0.0%	100.0%
Drywall	10	12,000	6,000	-6,000	12,000	0.0%	100.0%
Electrical Contractor	11	13,000	13,000	0	13,000	0.0%	0.0%
Elevator Servicing	12	20,700	20,700	0	20,700	0.0%	0.0%
Emergency Generator	13	3,500	2,600	-900	6,000	71.4%	130.8%
Flooring	14	14,000	16,000	2,000	14,000	0.0%	-12.5%
Garden & Grounds Service	15	0	0	0	2,000	NA	NA
Glass Replacement	16	500	0	-500	0	-100.0%	NA
Green Roof Maintenance	17	1,000	1,200	200	1,000	0.0%	-16.7%
Makeup Air System	18	7,110	12,000	4,890	8,500	19.5%	-29.2%
Painting Service	19	15,000	13,000	-2,000	15,000	0.0%	15.4%
Pest Control	20	12,000	9,500	-2,500	12,000	0.0%	26.3%
Plumbing Service	21	30,000	30,000	0	30,000	0.0%	0.0%
Screen Contractor	22	1,000	1,000	0	1,000	0.0%	0.0%
Snow clearing	23	8,173	8,173	0	8,230	0.7%	0.7%
Welding	24	2,000	2,000	0	4,000	100.0%	100.0%
Window Cleaning	25	25,000	25,000	0	10,143	-59.4%	-59.4%
Misc. Maintenance Service	26	1,000	1,000	0	15,000	1400.0%	1400.0%
Sub-total	27	201,454	191,773	-9,681	195,048	-3.2%	1.7%
SECURITY							
Access Cards and Hardware	29	3,500	3,000	-500	3,500	0.0%	16.7%
Building Security	30	10,000	8,500	-1,500	10,000	0.0%	17.6%
Fire & Security Systems	31	12,000	16,000	4,000	13,000	8.3%	-18.8%
Pager and Cell Phone	32	700	550	-150	700	0.0%	27.3%
Vandalism	33	250	216	-34	250	0.0%	15.7%
Sub-total	34	26,450	28,266	1,816	27,450	3.8%	-2.9%
EQUIPMENT							
Equipment Parts	36	500	500	0	500	0.0%	0.0%
Equipment Servicing	37	1,780	1,500	-280	1,780	0.0%	18.7%
Tool & Equipment Purchase	38	2,500	2,500	0	2,500	0.0%	0.0%
Tool & Equipment Rental	39	150	0	-150	150	0.0%	NA
Sub-total	40	4,930	4,500	-430	4,930	0.0%	9.6%
Schedule 3A	41	245,983	240,078	-5,905	260,013	5.7%	8.3%
Schedule 3B	42	232,834	224,539	-8,295	227,428	-2.3%	1.3%
Grand Total for Schedule 3	43	478,817	464,617	-14,200	487,441	1.8%	4.9%

Schedule 4: Municipal & Other Services Expense

1. **Cable T.V.-** the new bulk agreement is in place until 2020. This expense is covered by the monthly cable fee that is part of your housing charges. In April 2018 our HST rebate will be reduced due to the end of the subsidy extension. For the last quarter of the year we project that the cost of cable will be approximately \$890 higher. (2018-2019 = small rate increase)
2. **Garbage Levy** – Based on current levels of waste generated by the Co-op members and incorporates rate increases of 1% as published by the City.
3. **Third Party Pickups** - covers items to be picked up that would not normally be taken by the City of Toronto's truck. Includes some clean out of units.
4. **Electricity:** This is the electricity cost for common areas. The Province has announced a current rebate equal to the Provincial tax (8%). We anticipate rate increases of 7% year over year.
5. **Gas:** we are anticipating 5% increases year over year.
6. **Insurance (building & liability)-** Based on actual invoice for 2017 and allowing 3% increase January to June 2018.
7. **Parking Garage Expense** – Includes costs of annual taxes of \$6,628, hydro of \$26,980 (includes de-icing of ramp), and approximately \$6,500 for maintenance such as exhaust system, door maintenance, power washing, etc.
8. **Property Taxes-** Based on a rate increase of 2.0% for 2017 and 3% for 2018. The new Current Market Value Assessment increases the value of our property from \$20.8 million to \$30.9 million (almost 50%) over the next 4 years; this compounds the rate increases. We plan to appeal our valuation.
9. **Water and Sewage-** Based on actuals and 2017 projected increase of 5%.

Schedule 5: Allowances

1. **Contingency Allowance-** This line is used to allow room when a category goes over budget. You will not see expenses reported on this line.
2. **Bad Debt Allowance-** Each year the auditor sets aside an "allowance for doubtful accounts" (seen on the balance sheet, not in the budget) or for debts that will be hard to collect. The "bad debt allowance" here is budgeted for each year in case some new arrears occur that the co-op cannot collect. Arrears for a "moved out" member will be pursued through a collection agency before we incur an expense.

Schedule 6: Mortgage Expenses & Reserve Allocations

1. **The Co-op's mortgage** held by Canada Mortgage and Housing Corporation (CMHC) was renewed on October 1, 2012. Our last mortgage payment is October 2017. This line shows only 4 mortgage payments.

Operating Reserve – To meet CHFCanada's "best practices" recommendation we secured Agency permission in 2014 to build an Operating Reserve equal to two months' housing charges. These funds earn interest for operations and help manage cash flow. Last year, in anticipation of the Podium Deck Project we stopped increasing this Reserve to match two months housing charges and are leaving the value of the Operating Reserve at \$374,402.

2. **Capital Replacement Reserve** - \$673,092 includes \$21,525 required by CMHC as well as \$205,976 available due to the end of the mortgage payments.

2017-2018 Budget Proposal

Schedule 4 - Municipal & Other

<i>Expenditure Category</i>		<i>2016-2017 Budget</i>	<i>2016-2017 Projected Actuals</i>	<i>Variance</i>	<i>2017-2018 Proposed Budget</i>	<i>Increase Over 2016-2017 Budget</i>	<i>Increase Over Projected Actuals</i>
	<i>Ref</i>						
Cable TV	1	98,580	98,576	-4	99,470	0.9%	0.9%
Garbage Levy	2	8,043	10,022	1,979	10,122	25.9%	1.0%
Third Party Pickups	3	2,500	1,800	-700	2,400	-4.0%	33.3%
Electricity	4	79,667	77,355	-2,312	82,770	3.9%	7.0%
Gas	5	55,311	45,043	-10,268	48,872	-11.6%	8.5%
Insurance	6	32,776	32,605	-172	31,936	-2.6%	-2.1%
Parking Garage Expense	7	37,434	40,459	3,025	40,012	6.9%	-1.1%
Property Taxes	8	143,889	153,586	9,697	174,688	21.4%	13.7%
Vacant Unit Hydro	9	300	300	0	300	0.0%	0.0%
Water & Sewage	10	96,938	93,849	-3,089	98,541	1.7%	5.0%
GRAND TOTAL	12	555,438	553,596	-1,842	589,112	6.1%	6.4%

Schedule 5 - Allowances

<i>Expenditure Category</i>		<i>2015-2016 Budget</i>	<i>2015-2016 Projected Actuals</i>	<i>Variance</i>	<i>2017-2018 Proposed Budget</i>	<i>Increase Over 2015-2016 Budget</i>	<i>Increase Over Projected Actuals</i>
	<i>Ref</i>						
Contingency Allowance	13	13,000	0	-13,000	13,000	0.0%	N/A
Bad Debt Allowance	14	5,000	0	-5,000	5,000	0.0%	N/A
GRAND TOTAL	16	18,000	0	-18,000	18,000	0.0%	N/A

Schedule 6 - Mortgage, Loan & Reserves

<i>Expenditure Category</i>		<i>2015-2016 Budget</i>	<i>2015-2016 Projected Actuals</i>	<i>Variance</i>	<i>2017-2018 Proposed Budget</i>	<i>Increase Over 2015-2016 Budget</i>	<i>Increase Over Projected Actuals</i>
	<i>Ref</i>						
C.M.H.C. Mortgage	17	594,735	594,735	0	198,245	-66.7%	-66.7%
Operating Reserve	18	0	0	0	0	N/A	N/A
Capital Reserve	19	455,723	455,723	-0	673,092	47.70%	47.7%
GRAND TOTAL	21	1,050,458	1,050,458	0	871,337	-17.1%	-17.1%

Mother Goose and Grimm



TINA'S GROOVE

BY RINA PICCOLO



Rhymes With Orange

