

Final

Grandview-Woodland Area Council
c/o Britannia Community Centre
1661 Napier Street
Vancouver
BC V5L 4X4

City of Vancouver
453 West 12th Avenue
Vancouver
BC V5Y 1V4

Saturday 10 December 2011

Dear Karen Hoese (Rezoning Planner) and Brent Toderian (Director of Planning):

Re: Rezoning application – 1870 East 1st Avenue and 1723 Victoria Drive

This open letter from Grandview-Woodland Area Council (GWAC), the main community association of Grandview-Woodland, concerns a rezoning application that was filed on 20 June 2011 for a community housing project at the southwest corner of First Avenue and Victoria Drive in the Grandview-Woodland neighbourhood of Vancouver, with street addresses 1870 East 1st Avenue and 1723 Victoria Drive — see City of Vancouver (2011a) in the bibliography for more details. This letter will refer to the site as 1723 Victoria Drive because, judging from the site plan (City of Vancouver, 2011b), there will be no entrance onto First Avenue.

[The application is] to rezone 1870 East 1st Avenue and 1723 Victoria Drive from RT-5 (Two-Family Dwelling) District to CD-1 (Comprehensive Development) District. The proposal includes a 4-storey, 26-unit multiple dwelling building, with a floor area of approximately 20,258 sq. ft. (1,882 sq. m.). The multiple dwelling will provide supportive housing through an intentional community (co-housing) in which some residents will provide support to those residents in need of them. (City of Vancouver, 2011a)

Section 1 describes the 1723 Victoria Drive rezoning application in terms of its physical site (section 1.1), the partners in the application (1.2), proposed uses for the site (1.3), proposed rezoning and building design (1.4), financing (1.5), timelines (1.6), and community outreach by the applicant and City of Vancouver (1.7). Section 2 notes the elements of the proposal that GWAC supports. Section 3 points out some concerns about the proposal raised by people in Grandview-Woodland regarding the proposed density, design, economics of the project, and commercial use of the site, and also the lack of response to the first three concerns. Section 4 offers GWAC's perspective on the rezoning application. GWAC shares the concerns raised by the neighbourhood, described in section 3. GWAC requests that the applicant and City provide a full and timely picture of neighbourhood feedback about the rezoning application, ahead of publication of City staff's report. Section 5 contains some concluding remarks in which GWAC asks that the rezoning application partners respond to the concerns publically raised by the neighbourhood.

This letter is being cc'd to Johanna Suttor-Doerksen (Co:Here Housing Coordinator), Alice Sundberg (Housing and Community Development Services Consultant to Salsbury Community Society), and Mayor and Council.

The letter has been published on the GWAC website and can be accessed directly at the URL: www.vcn.bc.ca/gwac/1723Victoria/11-12-10GWAC_1723Victoria.pdf. It can also be reached from GWAC's web page about 1870 East 1st Avenue/1723 Victoria Drive: www.vcn.bc.ca/gwac/1723Victoria/index.html.

People reading this open letter may want to forward it to citizens of Grandview Woodland and people interested in non-market housing in the neighbourhood and Vancouver.

1. The 1723 Victoria Drive Rezoning Application

1.1. The Physical Site

A proposal has been made for a community housing project on three legal lots at the southwest corner of Victoria and First, with street addresses 1870 East 1st Avenue and 1723 Victoria Drive.



Site Plan (City of Vancouver, 2011b)



The three lots (Source: VanMap)

Two of the lots are named 1870 East 1st Avenue and one is named 1870 Victoria Drive. The image from VanMap above shows the three lots. (The extent of the lots is depicted in red.)

1.2. Development Partners

According to the Vision Statement at the City of Vancouver’s website for the rezoning application (Salsbury Community Society, n.d.-b), the housing initiative is a partnership between the Grandview Calvary Baptist Church, Salsbury Community Society, and Just Work Economic Initiative.

The Grandview Calvary Baptist Church (www.gcbchurch.ca), which has been part of Grandview-Woodland since 1908, owns the land and also owns a number of other buildings in East Vancouver.

The Salsbury Community Society (or SCS for short), formed in 1997, is “an offshoot of the faith community of Grandview Calvary Baptist Church” and provides “locally-rooted initiatives committed to the welcome and support of vulnerable people in the radical tradition of Christ” (www.salsburycommunitysociety.ca/index.php).

According to the Vision Statement, “Salsbury Community Society ... has 13 years experience managing housing projects in the Grandview Woodlands neighbourhood both for refugee claimants and low-income individuals and families in a community setting.”

SCS also runs the Co:Here Housing Initiative:

Currently, Co:Here supports three intentional community homes. These are single-family dwelling homes in which a variety of people share life together, seeking to create a place of welcome and friendship to the poor, marginalized, and those who normally don’t have a place of welcome in the neighbourhood. Anywhere from five to eleven people live in these houses, which are located within a few blocks of Grandview Calvary Baptist Church. (www.salsburycommunitysociety.ca/cohere/index.html).

According to the Vision Statement,

Just Work Economic Initiative (www.justwork.ca) provides employment for people facing major challenges and barriers. Just Work has three employment opportunities: catering, renovations and pottery. Just Work will help residents explore employment opportunities.

1.3. Proposed Uses

According to the one-page Design Rationale document on the City of Vancouver website (NSDA Architects, (n.d.-a):

This project is intended to help to address the desperate need for low income housing in the Grandview Woodlands neighbourhood. It will also provide an incremental increase in economic activity and help reinforce the existing community culture of neighbourliness and support.

According to the Vision Statement document (Salsbury Community Society, n.d.-b, p. 4):

Target Population

The project seeks to particularly focus on those who have limited low income levels and struggle with homelessness and poverty, but who don't have the complications of severe addictions or mental illness. This include people on social assistance, the under-employed, working poor, elderly, those on a fixed income, those who currently have no housing, cannot afford the housing that they are in, or are having difficulty finding adequate housing.

According to an Overview document on the SCS website (Salsbury Community Society, n.d.-a, p. 1):

Salsbury Community Society, on behalf of Grandview Calvary Baptist Church, is putting forward a re-zoning application to the City of Vancouver in order to build 26 units of housing for mixed-income individuals and families.

The Co:Here Housing Project will provide:

- A mixed income housing community with 18-20 apartments for low-income residents, and 6-8 units to be occupied by an intentional community of support, made up of people desiring to live alongside and support low-income residents in day to day life.
- A four storey wood-frame building with 26 self-contained units, and approx. 2,400 square feet of outside and garden space
- Underground parking for residents as well as the church

And according to the one-page Rationale document on the City of Vancouver website (NSDA Architects, n.d.-a):

The main floor is the focus for the communal indoor and outdoor activities. Proposed uses include dining and living spaces, a quiet room, a community kitchen, a guest suite, a computer room, and administration spaces. The upper three floors contain twenty-six units organized into sub-groups of four or five. There is a mix of studios and one and two bedroom units. To increase affordability, the majority of the units are studios, four of which are accessible. The ends of the corridors on each upper level serve as small social and meeting spaces complete with outdoor balconies. Each social space has a stacked washer dryer, bulletin boards and places for seating.

The large south facing outdoor area provides both an outdoor gathering space and a garden space for intensive urban agriculture.

1.4. Proposed Rezoning and Building Design

The application is to rezone from RT-5 (Two-Family Dwelling) District to CD-1 (Comprehensive Development) District. According to the one-page Design Rationale document on the City of Vancouver website (NSDA Architects, (n.d.-a):

Current Zoning

The site is currently zoned RT-5. This zone permits multiple residential uses up to an FSR of 0.75, a maximum height of 10.7m (35 ft) and a maximum site coverage of 45%. To achieve the goals of the Society and address the need for low-income rental housing in the City of Vancouver, the site will require rezoning to allow additional density and height.

Proposed Density and Height

In recent years there has been a shift towards encouraging higher density on major arterial roads. However, many arterials do not have the zoning in place that supports the desired higher densities. This is being addressed by the City of Vancouver through neighbourhood visioning programs. Amendments to neighbourhood planning guidelines are currently being assessed and modified throughout the City of

Vancouver.

The Society is requesting a CD-1 zoning that allows multiple residential and associated amenity spaces with an FSR of 1.5, a maximum height of 15.1m (49.5ft), an average height of 13.7m (45ft), and a site coverage of 43%.

According to the one-page Rationale document on the City of Vancouver website (NSDA Architects, n.d.-a)

Planning

The main pedestrian entry is on the Victoria Drive (east) side of the building. Parking access and servicing is off the lane on the west side.

From the same document:

Site Planning

The building is oriented in an east-west direction and located as close to the north of the property as is permitted by Planning. This creates and shields a large open space to the south that is designed to be an active urban garden. Site coverage of only 43% helps to maximize the open space available for the garden and minimizes view blockage and overlook to the properties to the south.

Also: “The project will be registered with the CAGBC and designed to the standards required to achieve LEED Gold NC 2009” (Ibid.).



Image from Salsbury Community Society (n.d.-b, p. 1)

Above and below are images from various rezoning application documents that show the proposed building in relation to neighbouring buildings. The four images below are from the architects’ own Street Context document.



View from northwest (NSDA Architects, n.d.-c, p. 04)



View from southwest (NSDA Architects, n.d.-c, p. 04)



West side of 1700 block of Victoria Drive (NSDA Architects, n.d.-c, p. 03)



South side of 1800 block of East 1st Avenue (NSDA Architects, n.d.-c, p. 03)

1.5. Proposed Financing

The Vision Statement document (Salsbury Community Society, n.d.-b, pp. 7-8) contains a section on financial feasibility as follows:

The financial feasibility of Co:Here Housing Apartments relies on a successful fundraising campaign by the SCS. The fundraising goal is to raise 100% of the capital required to design and construct the housing development. Current projections of total capital costs are approximately \$6.8 million. The fundraising strategy will build on and leverage the committed financial contributions from GCBC and the Hawthorne Foundation (a total of \$ 2.5 Mio).

The preliminary operating budget for the project estimates revenues to include affordable rents (approximately 30% of income, or shelter component of Income Assistance), office rents and usage charges for the building’s main floor and underground storage. Operating cost projections of approximately \$320 per unit/ month are based on the actual operating costs of social housing of similar size in the area and do not include debt service costs. The estimated annual surplus of \$28,000 per year would support a mortgage of \$350,000 but the society intends to raise the full amount of capital to build the project and not have to borrow a mortgage.

Large donations will contribute approximately \$3 million in the form of long-term investments and grants. It is expected that the City of Vancouver will reduce or waive the development levy for the project, estimated at \$300,000. Smaller donations will make up the balance of the funds raised in SCS’s capital campaign.

An appendix of this letter contains a proposed operating budget for the project from 2 July 2011.

1.6. Proposed Timelines

A Draft Project Development Timeline is given in the Vision Statement for the project (Ibid, pp. 8-9), which is reproduced below.

ACTIVITY	START	COMPLETE
Prepare and submit rezoning application	March 8, 2011	May 30, 2011
Processing of rezoning application resulting in Public Hearing at Council for approval of rezoning (this may be delayed due to the municipal election in November)	May 30/11	Jan 15/12

Ongoing during processing: Erect sign on site; Letter to neighbours from COV advising of rezoning application; Revisions of architectural plans based on feedback from various COV departments; Open house for neighbours; Design Panel review	May 30/11	December 15/11
Development Permit drawings and application	Jan 21/12	Mar 1/12
Development Permit application processing and approval	Mar 2/12	June 1/12
Working drawings	May 15/12	August 31/12
Tendering for general contractor	Sept 1/12	Oct 15/12
Building Permit application and approval	Sept 2/12	Oct 31, 2012

The project was approved by a vote of eight to zero by the Urban Design Panel at its 2 November 2011 meeting (<http://vancouver.ca/commsvcs/planning/udp/2011/Minutes/Oct19.html#1>).

GWAC understands that the rezoning application is unlikely to go to public hearing before March 2012.

1.7. Community Outreach by the Applicant and City of Vancouver

SCS had reached out into the community. Alice Sundberg (Housing and Community Development Services Consultant to Salsbury Community Society) spoke about the Co:Here proposal at the 1 November 2010 and 8 August 2011 GWAC meetings. Johanna Suttor-Doerksen (Co:Here Housing Coordinator, Salsbury Community Society) and Garth Ramsey (architect) spoke about the Co:Here proposal at the 12 September 2011 GWAC meeting.

Neighbourhood Advisory Committee meetings have been held at the Grandview Calvary Baptist Church on Thursday 29 September, Wednesday 26 October, and Tuesday 15 November 2011. The next one is scheduled for Tuesday 13 December.

There was an Open House about the project on Tuesday 4 October 2011.

2. What GWAC Supports about the Proposal

GWAC is supportive of more non-market social housing in Grandview-Woodland and SCS's desire to provide supportive housing in the neighbourhood that is neither simply "social housing" nor "affordable rental housing" in this location, provided the concerns of the community and GWAC, described in the next sections, are addressed.

3. Concerns Raised by People in Grandview-Woodland about the Proposal

Residents have raised concerns about the proposal at GWAC meetings and Neighbourhood Advisory Committee meetings at the Grandview Calvary Baptist Church. Four of those concerns are listed below.

3.1. Concerns about the Proposed Density

According to the one-page Design Rationale document on the City of Vancouver website (NSDA Architects, (n.d.-a):

Current Zoning

The site is currently zoned RT-5. This zone permits multiple residential uses up to an FSR of 0.75, a maximum height of 10.7m (35 ft) and a maximum site coverage of 45%.

Proposed Density and Height

The Society is requesting a CD-1 zoning that allows multiple residential and associated amenity spaces with an FSR of 1.5, a maximum height of 15.1m (49.5ft), an average height of 13.7m (45ft), and a site coverage of 43%.

The main concern expressed by people in Grandview-Woodland is the size of the proposed building in relation to neighbouring buildings. The four images from the architects' Street Context document (NSDA Architects, n.d.-c) in section 1.4 of this letter (Proposed Rezoning and Building Design) illustrate this concern. Note in each image the size of the proposed building in relation to adjacent buildings, especially in relation to buildings on the west and east sides of 1700 block of Victoria Drive. Two images — West side of 1700 block of Victoria Drive (NSDA Architects, n.d.-c, p. 03) and view from northwest (NSDA Architects, n.d.-c, p. 04) — illustrate the height issue in particular.

The additional density would generate additional vehicular traffic and will also have a significant impact on the limited on-street parking in the immediate vicinity of the site. The four homes directly opposite the site currently rely on the limited parking available on Victoria Drive because they are situated on short lots with no rear lane. The people in these homes will experience significant impacts.

3.2. Concerns about the Proposed Design

A second concern is the form of design of the proposed building, which is also out of character with surrounding residential buildings. The design does not reflect the heritage style of the surrounding homes or of the neighbourhood in general. The five images in section 1.4 of this letter illustrate this concern.

3.3. Concerns about the Economics of the Project

Questions have been raised about the economics of the project. As noted earlier, the Vision Statement document (Salsbury Community Society, n.d.-b, pp. 7-8) contains a section on financial feasibility as follows:

The financial feasibility of Co:Here Housing Apartments relies on a successful fundraising campaign by the SCS. The fundraising goal is to raise 100% of the capital required to design and construct the housing development. Current projections of total capital costs are approximately \$6.8 million. The fundraising strategy will build on and leverage the committed financial contributions from GCBC and the Hawthorne Foundation (a total of \$ 2.5 Mio).

The preliminary operating budget for the project estimates revenues to include affordable rents (approximately 30% of income, or shelter component of Income Assistance), office rents and usage charges for the building's main floor and underground storage. Operating cost projections of approximately \$320 per unit/ month are based on the actual operating costs of social housing of similar size in the area and do not include debt service costs. The estimated annual surplus of \$28,000 per year would support a mortgage of \$350,000 but the society intends to raise the full amount of capital to build the project and not have to borrow a mortgage.

Large donations will contribute approximately \$3 million in the form of long-term investments and grants. It is expected that the City of Vancouver will reduce or waive the development levy for the project, estimated at \$300,000. Smaller donations will make up the balance of the funds raised in SCS's capital campaign.

Note that the SCS is aiming to fundraise 100% of the estimated \$6.8 million required to design and construct the project. The SCS is expecting the City of Vancouver to reduce the estimated \$300,000 Development Cost Levy (DCL) for the project. If the SCS cannot fundraise 100% of the capital costs, then it will need to obtain a mortgage and make mortgage payments as part of its annual operating costs.

According to an Overview document on the SCS website (Salsbury Community Society, n.d.-a, p. 1), the housing will consist of "26 self-contained units" that will be "mixed income ... with 18-20 apartments for low-income residents, and 6-8 units to be occupied by an intentional community of support, made up of people desiring to live alongside and support low-income residents in day to day life."

According to the one-page Rationale document on the City of Vancouver website (NSDA Architects, n.d.-a), "The upper three floors contain twenty-six units organized into sub-groups of four or five. There is a mix of studios and one and two bedroom units. To increase affordability, the majority of the units are studios." The operating budget gives the mix as 18 studios, four 1-bedrooms, and four 2-bedrooms.

According to the operating budget, the project could support a mortgage of \$350,000 (assuming an interest rate of 5%, a 10-year term, and a 25-year amortization) if the rents were \$400/month for a studio, \$600/month for a 1-bedroom, and \$700/month for a 2-bedroom.

The project therefore assumes that it can fund itself and charge affordable rents (approximately 30% of income, or shelter component of Income Assistance) if the SCS can fundraise all but \$350,000 of the \$6.8 million estimated cost. In other words, it is assumed that the SCS will definitely fundraise \$6.45 million in order to provide affordable rents. If the SCS manages to fundraise less than \$6.45 million, then it will have to take on a larger mortgage, which means increasing the revenue component of the operating budget. Given that rents constitute 83.2% of the current estimated revenues, rents would need to go up, making them less affordable.

It is also unclear what will happen if the property is rezoned and SCS is unable to raise the necessary funds. Will SCS sell the site with the rezoning entitlement granted by the City to a third party who may choose to build a “for profit” rental housing facility? Such a facility could be completely inconsistent with the commitment that SCS has been making to the neighbourhood.

3.4. Concerns about the Proposed Commercial Uses

The proposed operating budget for the project, included in the appendix, lists annual revenues from various uses of the site: community space including kitchen rental (\$4,800/year), office space (\$12,000/year), and a guest suite ten days per month (\$4,200/year). These are all uses of the main (ground) floor: According to the one-page Rationale document on the City of Vancouver website (NSDA Architects, n.d.-a), “Proposed uses [of the main floor] include dining and living spaces, a quiet room, a community kitchen, a guest suite, a computer room, and administration spaces.”

On the face of it, the rezoning proposal would seem to be not exclusively for an increased number of residences on the site, but also for some commercial uses on-site. This issue was addressed at the 15 November 2011 meeting of the SCS Neighbourhood Advisory Committee. According to the minutes circulated since the meeting, the office will be rented only to SCS and Just Work Economic Initiative staff. The kitchen is intended to allow 10-15 people to prepare meals together. The SCS may want to occasionally make the kitchen available to people in the neighbourhood for one-off uses such as canning produce from local community gardens. Just Work has a catering business and SCS would like to make the kitchen available to them.

SCS personnel agreed at the meeting to write restrictions on the usage and rental of offices and other spaces into the by-laws and the legal agreement, and to restrict rental to just entities associated with the project, i.e., the Co:Here Housing Initiative, Salsbury Community Society, and Just Work.

4. GWAC’s Perspective on the Rezoning Application

4.1 GWAC Shares Many of the Concerns Raised by People in Grandview-Woodland

While GWAC is supportive of SCS’s desire to provide supportive housing in the neighbourhood that is neither simply “social housing” nor “affordable rental housing,” and believes that this is an appropriate use for this site, grave concerns remain about the density and building form proposed for the site.

The building form is completely out of context with the neighbouring buildings. The buildings around the site are predominately one and a half to two and a half storey turn of the century craftsman and Edwardian style homes intermixed with a few newer duplexes designed to fit in with the existing character of the neighbourhood. The contemporary building form is completely out of character with the surrounding context and at almost 50 feet in height, will completely dwarf the surrounding buildings.

With the proposed design, GWAC would encourage SCS and the architects to consider changing the design and roof lines to match those of adjacent houses on East 1st and across the street on Victoria Drive.

GWAC acknowledges that concerns about commercial uses of the site seem to have been addressed, and welcomes the restrictions on usage and rental of the office, kitchen and other common space on the main floor being written into the by-laws and the legal agreement for the site. GWAC wants to see the restrictions added because commercial uses are inconsistent with the surrounding residential uses and will add traffic congestion to an already very congested intersection. This will also exacerbate parking in an area with restricted on-street parking for which there is significant demand from existing area residents.

This success of this proposal is predicated on SCS being able to raise approximately \$6.8 million. No assurances have been offered that SCS will be able to secure these funds and there is no indication what SCS’s “plan B” will be for the site in the event that the site is rezoned and it is unable to secure the additional money required to support the facility.

4.2 GWAC Requests the Applicant and City Share Neighbourhood Feedback

GWAC would like a fuller picture of neighbourhood feedback about the rezoning application. To that end, it would request the City and applicant to provide feedback about correspondence received about the rezoning application and what citizens said at the 4 October Open House. GWAC realizes that this feedback will be included in the report that City staff are preparing about the application, but would like this feedback made available on the City's website as soon as is convenient and, in any case, well ahead of the release of staff's report.

5. Conclusion

GWAC would like to see SCS succeed in their efforts to add to the stock of supportive rental housing in the community. However, GWAC would also like to see the rezoning application partners respond to the concerns raised publically by the neighbourhood with regard to the proposed density, design, and economics of the project.

GWAC is concerned that if a full and timely picture of neighbourhood feedback is not given and if there is no response to the issues raised publically by people in the neighbourhood, then there will be a perception that the attempts at outreach (at GWAC meetings, the Neighbourhood Advisory Committee, and the Open House) will have not been to genuinely hear and respond to neighbourhood concerns. GWAC is also concerned about the long-term success of the project if such neighbourhood concerns weren't addressed.

Ultimately, it would be highly desirable if this project was a "win-win" for both the community as well as SCS, but the current proposal fails in this regard. GWAC would respectfully request that the applicant responds to the concerns raised in this letter and engages in a genuine and meaningful dialogue about the project.

Sincerely,

The Directors of Grandview-Woodland Area Council (GWAC)

(Tom Durrie, Dan Fass, John Flipse, Nati Herron, Eileen Mosca, Craig Ollenberger Richard Penneway, Petronella Vander Valk)

GWAC website: www.vcn.bc.ca/gwac

GWAC web page about 1870 East 1st Avenue/1723 Victoria Drive: www.vcn.bc.ca/gwac/1723Victoria/index.html

URL for this letter: www.vcn.bc.ca/gwac/1723Victoria/11-12-10GWAC_1723Victoria.pdf

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Salsbury Community Society (n.d.-a). Overview: CoHere Housing Community.
www.salsburycommunitysociety.ca/cohere/CoHere_Housing_Community_Overview4.pdf

Salsbury Community Society (n.d.-b). Vision Statement: Co:Here Housing – Growing Community Together. A Partnership between Salsbury Community Society, Grandview Calvary Baptist Church, Just Work Economic Initiative. www.salsburycommunitysociety.ca/cohere/CoHere_Housing_Vision_Statement.pdf

Cc: Johanna Suttor-Doerksen (Co:Here Housing Coordinator, Salsbury Community Society), Alice Sundberg (Housing and Community Development Services Consultant to Salsbury Community Society), Mayor and Council

Appendix: Operating Budget for 1870 East 1st Avenue/1723 Victoria Drive (2 July 2011)

OPERATING BUDGET

July 2/11

PROJECT: SALSBURY CO:HERE APARTMENTS

REVENUE

Rents	Units	Av Rent	Per Month	Annual	
Studio apartments	18	400.00	7,200.00	86,400.00	
1 Bedroom	4	600.00	2,400.00	28,800.00	
2 Bedroom	4	700.00	2,800.00	33,600.00	
Total Residential	26		12,400.00	148,800.00	
Storage Lockers	26	10.00	260.00	3,120.00	
Storage area (Just Work)	1	500.00	500.00	6,000.00	
Other: Rental of Community space		400.00	400.00	4,800.00	Includes Kitchen
Other: Offices	2	500.00	1,000.00	12,000.00	
Other: Guest Suite	1	35.00 [sic]	350.00	4,200.00	10 days per month
Totals			14,910.00	178,920.00	

EXPENSES

	PUPM	Per Month	Annual	Notes
Property Tax	64.10	1,666.67	20,000.00	
Insurance	17.63	458.33	5,500.00	
Utilities	—	—		
a) Electric CA	25.64	666.67	8,000.00	Offices, common areas
b) Electric Units (incl heat)	35.00	910.00	10,920.00	
c) Gas Heat	—	—		
d) Water/Sewer	14.42	375.00	4,500.00	
e) Garbage	11.22	291.67	3,500.00	
SUB-TOTAL	86.28	2,243.33	26,920.00	
Maintenance				
a) Building Repairs	32.05	833.33	10,000.00	Will increase by year 5

b) Ground Maintenance	8.01	208.33	2,500.00	Comm garden separate Elevator, entry phone,
c) Service Contracts	13.78	358.33	4,300.00	fire safety, security
d) Supplies	7.69	200.00	2,400.00	Janitorial supplies
SUB-TOTAL	6,134.00	1,600.00	19,200.00	
Administration	—			
a) Overhead	7.69	200.00	2,400.00	Telephone, supplies, internet
b) Bldg/Maint Manager	64.4	1674.40	20,092.80	15 hrs/wk + MERC @12%
c) Community Support Worker	96.15	2500.00	30,000.00	0.6 FTE
SUB-TOTAL	7.69	200.00	52,492.80	
Other				
a) Marketing	—	—		
b) Audit Fees	8.01	208.33	2,500.00	
c) Replacement Reserves	50.00	50.00	1,300.00	15,600.00 \$150,000 after 10 years
d) Vacancy Reserves	0.05	23.85	620.00	7,440.00 5% vacancy rate
e) Contingency	—	—		
SUB-TOTAL	81.86	2,128.33	25,540.00	
	—			
TOTAL OPERATING EXPENSES	319.10	1,296.67	149,652.80	
	—			
Surplus/Deficit	254.36	6,513.33	29,267.20	
Available for Debt Service DCR 1.2	231.24	6,012.12	24,389.33	
	—			
Mortgage Amount supported	—		350,000.00	5%, 10 yr term, 25 yr am