



INFORMATION REPORT

TO: Mayor and Members General Issues Committee	WARD(S) AFFECTED: CITY WIDE
COMMITTEE DATE: December 12, 2011	
SUBJECT/REPORT NO: Hamilton Car Share Revolving Line of Credit and Corporate Membership (PW11081a) - (City Wide)	
SUBMITTED BY: Gerry Davis, CMA General Manager Public Works Department	PREPARED BY: Alan Kirkpatrick (905) 546-2424, Extension 4173 Peter Topalovic (905) 546-2424, Extension 5129
SIGNATURE:	Tony Tollis (905) 546-2424, Extension 4549

Council Direction:

Further to the General Issues Committee meeting of November 17, 2011, the following recommendations were considered:

- (a) That a loan in the form of a revolving line of credit with a maximum upset limit of \$150,000 at an interest rate of 4.0% in accordance with the City's External Loan Guideline for a term of ten (10) years be approved for Hamilton CarShare;
- (b) That a corporate carsharing membership program be implemented as a 2-year pilot project for use by designated City staff members from Public Works, Planning and Economic Development and Public Health Services. Staff will report back to the General Issues Committee at the end of the pilot;
- (c) That the Mayor and Clerk be authorized and directed to execute a Loan Agreement, security documentation, carsharing membership agreement and any ancillary documents required to give effect to recommendations (a) and (b), all in forms satisfactory to the City Solicitor.

General Issues Committee (GIC) requested that Hamilton Car Share's Financial Statements be reviewed and provided for consideration prior to proceeding with the proposed Line of Credit as identified in Report PW11081.

SUBJECT: Hamilton Car Share Revolving Line of Credit and Corporate Membership (PW11081a) - (City Wide) - Page 2 of 3

Information:

As requested, Hamilton Car Share has submitted copies of their Financial Statements for consideration. The Financial Statement material from Hamilton Car Share is attached as Appendix "A". Finance Department staff will be available at the Committee meeting to discuss this material with the Committee members.

Identified in report PW11081, staff recommended that the loans be secured by the vehicles that are being purchased. The loans would be set up similar to common automotive leases or financing which would schedule the payments to coincide with the value of the vehicle. In this way, should there be default of the loan, the City would take possession of the vehicles. As well the City would be named in their insurance policy. Should the vehicle be damaged beyond repair the insurance company would be obliged to check with us before releasing funds to the organization. Although this presents good protection for the City, it does not necessarily guarantee the loan if there is a bankruptcy.

RELEVANT POLICIES

The City of Hamilton has policies and plans in place that support Transportation Demand Management (TDM) initiatives including the concept of Car Sharing programs to reduce vehicles on City roads.

Hamilton Plans/Policies/Visions:

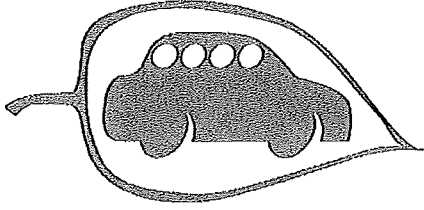
- Corporate Strategic Plan
- Public Works Strategic Plan
- City of Hamilton Official Plan
- Transportation Master Plan (TMP)
 - Supports a community-based, not-for-profit organization, providing an alternative form of transportation that compliments cycling, walking and transit usage to make the highest and best use of the transportation infrastructure.
- GRIDS
- Vision 2020
- Air Quality and Climate Change Strategic Plan
- Corporate Energy Policy
- Financial Sustainability
 - Effective and sustainable Growth Management
- Social Development
 - Residents in need have access to adequate support services
 - People participate in all aspects of community life without barriers or stigma
- Environmental Stewardship
 - Aspiring to the highest environmental standards
- Healthy Community
 - Plan and manage the built environment
 - An engaged citizenry

SUBJECT: Hamilton Car Share Revolving Line of Credit and Corporate Membership (PW11081a) - (City Wide) - Page 3 of 3

- Increased alternative transportation usage in areas such as transit, ridership, walking and cycling
- Skilled, Innovative & Respectful Organization
 - A culture of excellence
 - An enabling work environment - respectful culture, well-being and safety, effective communication
 - Council and SMT are recognized for their leadership and integrity
- Growing Our Economy
 - A skilled and creative labour pool that supports new employers

Provincial Policies:

- Regional Transportation Plan - BIG MOVE
- MoveOntario 2020
- Places to Grow



Hamilton CarShare

APPENDIX A
REPORT PW11081a

19 Bold St.
Hamilton, ON L8P 1T3
tel: 905-543-4411
fax: 519-579-2195
info@hamiltoncarshare.ca
www.hamiltoncarshare.ca

Audited Financial Statements 2010-2011

and

Memo regarding the Audited Financial Statements

of

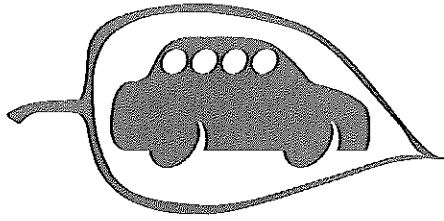
Hamilton CarShare

also doing business as

Grand River CarShare

and incorporated as

The People's Car Co-operative Inc.



Hamilton CarShare

19 Bold St.
Hamilton, ON L8P 1T3
tel: 905-543-4411
fax: 519-579-2195
info@hamiltoncarshare.ca
www.hamiltoncarshare.ca

Memo

Date: Nov. 24, 2011
To: Hamilton General Issues Committee
From: Hamilton CarShare
Re: Audited Financial Statements

To provide context and to aid in the reading of the Audited Financial Statements of Hamilton CarShare (also doing business as Grand River CarShare, and incorporated as The People's Car Co-operative Inc.), the following is submitted:

1. The first and perhaps most important thing to note is: membership loans paid by members to the co-operative are recorded as liability instead of equity, due to the co-operative being incorporated "without share capital". For further details please refer to the auditor's note on page 7 of the financial statements: *"Because the organization is incorporated 'without share capital' the Member Investments are included as Long-term debt instead of Equity."* In any other type of corporation, membership investment is recorded as equity and appears as a positive figure.
2. The co-operative is currently in a positive cash-flow situation.
3. The co-operative's net loss recorded for the 2010-11 fiscal year was not a cash loss - in fact the co-operative had a positive cash flow for the fiscal year. The net loss is approximately equal to the co-operative's vehicle depreciation expenses, which are a non-cash expense.
4. The net loss recorded in the 2009-2010 fiscal year was due in large part to the expenses associated with launching the co-operative's carsharing service in Hamilton. While expenses went up in this fiscal year, revenue also increased accordingly.
5. The co-operative is regularly repaying the principal on its other municipal lines of credit. Interest payments to date on these lines of credit have resulted in over \$25,000 in revenue earned by the municipalities. The co-operative has an internal repayment plan established to meet the repayment deadline of April 30, 2014.
6. The co-operative pays its bills on time, and has perfect repayment history on loans from our credit union, and on lines of credit from other municipalities.

John M Lindsay PROFESSIONAL CORPORATION
Chartered Accountant

**GRAND RIVER CARSHARE,
INCORPORATED AS THE PEOPLE'S
CAR COOPERATIVE INC.**

FINANCIAL STATEMENTS

FOR THE YEAR ENDED APRIL 30, 2011

228 Frederick St., Kitchener, Ont., N2H 2M8 Tel: (519) 746-4401 Fax: (519) 883-1023
Email: john@millerandcompany.ca

**GRAND RIVER CARSHARE, INCORPORATED AS
THE PEOPLE'S CAR COOPERATIVE INC.**

FINANCIAL STATEMENTS

FOR THE YEAR ENDED APRIL 30, 2011

INDEX	Page
Independent Auditors' Report	1
Financial Statements	
Balance Sheet	2
Statement of Income and Net Assets (deficit)	3
Statement of Cash Flows	4
Notes to Financial Statements	5 - 10
Supplemental Financial Information	
Schedule of Vehicle Costs	11
Schedule of Expenses	12

INDEPENDENT AUDITORS' REPORT

To the Members of
Grand River CarShare, incorporated as The People's Car Cooperative Inc.

We have audited the accompanying financial statements of **Grand River CarShare, incorporated as The People's Car Cooperative Inc.** which comprise the balance sheet as at April 30, 2011 and the statements of income and net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Basis for Qualified Opinion

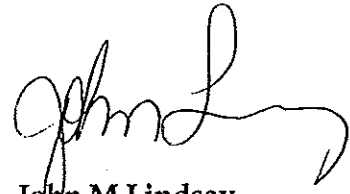
In common with many non-profit organizations, the organization derives revenue from fees, car rentals and other services, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the organization. We were not able to determine whether any adjustments might be necessary to revenues, losses from operations and net assets.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position

of Grand River CarShare, incorporated as The People's Car Cooperative Inc. as at April 30, 2011, its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Kitchener, Ontario
September 11, 2011



John M Lindsay
Chartered Accountant
Licensed Public Accountant

GRAND RIVER CARSHARE, INCORPORATED AS THE PEOPLE'S CAR COOPERATIVE INC.

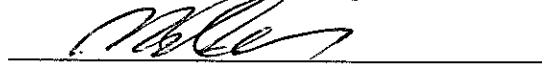
BALANCE SHEET

As at 30 April	2011	2010
	\$	\$
ASSETS		
Current		
Cash	9,921	704
Barter cash	2,325	4,720
Investments	10	10
Accounts receivable (Note 6)	33,299	38,850
Grants receivable	3,800	5,508
Prepaid expenses and deposits	978	672
	<u>50,333</u>	<u>50,464</u>
Property, plant and equipment (Note 4)	<u>91,961</u>	<u>112,597</u>
TOTAL ASSETS	<u>142,294</u>	<u>163,061</u>
LIABILITIES		
Current		
Accounts payable and accrued charges	29,298	20,026
Employee deductions payable	3,446	2,586
Deferred revenue (Note 3)	9,729	-
Current portion of long-term debt (Note 5)	10,117	32,498
	<u>52,590</u>	<u>55,110</u>
Debenture interest	1,518	1,967
Long-term debt (Note 5)	<u>281,245</u>	<u>264,888</u>
TOTAL LIABILITIES	<u>335,353</u>	<u>321,965</u>
Commitments and contingencies (None)	-	-
EQUITY		
Net Assets	<u>(193,059)</u>	<u>(158,904)</u>
	<u>(193,059)</u>	<u>(158,904)</u>
TOTAL LIABILITIES AND EQUITY	<u>142,294</u>	<u>163,061</u>

The accompanying notes are an integral part of the financial statements
 On behalf of the Board



Director



Director

Michael Draker

**GRAND RIVER CARSHARE, INCORPORATED AS THE PEOPLE'S
CAR COOPERATIVE INC.**

STATEMENT OF INCOME AND NET ASSETS

Year ended 30 April	2011		2010	
	\$	%	\$	%
Revenue				
Car usage fees	214,826	71.0	165,672	65.7
Grant revenue	27,970	9.3	40,815	16.2
Membership and application fees	55,652	18.4	38,569	15.3
Other income	3,912	1.3	7,049	2.8
	<u>302,360</u>	<u>100.0</u>	<u>252,105</u>	<u>100.0</u>
Expenses				
Administration <i>Schedule-p12</i>	150,298	49.7	125,469	49.8
Vehicle costs <i>Schedule-p11</i>	153,314	50.7	138,950	55.1
Interest	194	0.1	774	0.3
Interest on long-term debt	4,333	1.4	6,773	2.7
Project consulting fees	7,500	2.5	-	-
Marketing <i>Schedule-p12</i>	20,876	6.9	22,778	9.0
Total expenses	<u>336,515</u>	<u>111.3</u>	<u>294,744</u>	<u>116.9</u>
Earnings (Loss) from operations	<u>(34,155)</u>	<u>(11.3)</u>	<u>(42,639)</u>	<u>(16.9)</u>
Gain on disposal of vehicle	<u>-</u>	<u>-</u>	<u>675</u>	<u>0.3</u>
Loss	<u>(34,155)</u>	<u>(11.3)</u>	<u>(41,965)</u>	<u>(16.6)</u>
Net Assets, beginning of year	<u>(158,904)</u>		<u>(116,939)</u>	
Net Assets, end of year	<u>(193,059)</u>		<u>(158,904)</u>	

The accompanying notes are an integral part of the financial statements

**GRAND RIVER CARSHARE, INCORPORATED AS THE PEOPLE'S
CAR COOPERATIVE INC.**

STATEMENT OF CASH FLOWS

Year ended 30 April	2011	2010
	\$	\$
SOURCES (USES) OF CASH:		
Operating activities		
Loss	(34,155)	(41,965)
<i>Items not involving cash</i>		
Amortization	<u>35,837</u>	<u>30,481</u>
	1,682	(11,484)
Changes in non-cash working capital items		
Decrease (increase) in accounts receivable	5,551	(375)
(Increase) in prepaid expenses	(306)	(103)
Decrease (increase) in other current assets	1,708	(5,508)
Increase in accounts payable and accrued charges	9,268	4,117
Increase (decrease) in deferred revenue	9,729	(7,186)
Increase in other liabilities	<u>861</u>	<u>1,471</u>
Cash provided by (used in) operating activities	<u>28,493</u>	<u>(19,068)</u>
Investing activities		
Purchase of capital assets	<u>(15,200)</u>	<u>(79,068)</u>
Cash used in investing activities	<u>(15,200)</u>	<u>(79,068)</u>
Financing activities		
Increase (decrease) in long-term debt	<u>(6,471)</u>	<u>92,656</u>
Cash provided by (used in) financing activities	<u>(6,471)</u>	<u>92,656</u>
Net increase (decrease) in cash	6,822	(5,480)
Cash, beginning of year	<u>5,424</u>	<u>10,903</u>
Cash, end of year	<u>12,246</u>	<u>5,423</u>
Represented by:		
Cash	9,921	704
Barter cash	<u>2,325</u>	<u>4,720</u>
	<u>12,246</u>	<u>5,424</u>
Supplementary financial information:		
Interest paid	<u>\$ 6,761</u>	<u>\$ 8,505</u>

The accompanying notes are an integral part of the financial statements

GRAND RIVER CARSHARE, INCORPORATED AS THE PEOPLE'S CAR COOPERATIVE INC.

NOTES TO THE FINANCIAL STATEMENTS

Year ended April 30, 2011

1. Purpose of the organization

The Grand River CarShare, incorporated as The People's Car Cooperative Inc. is an incorporated co-operative without share capital and its purpose is to promote environmentally sound alternative transportation for the people of Waterloo Region.

The organization raises money by accepting loans from, or issuing other forms of debt (debentures) to, members and non-members

2. Significant accounting policies

The financial statements are prepared on the basis of generally accepted accounting principles, the most significant of which are described below:

Use of estimates

The preparation of financial statements in conformity with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expense during the year. Actual results could differ from those estimates. The most significant estimate is the estimated useful life of fixed assets.

Revenue recognition

The organization follows the Deferral Method of accounting for contributions. Restricted contributions are recognized as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Grants are recognized as revenue proportionately over the fiscal year to which they relate.

Member fees are recognized as revenue in the fiscal year to which they relate.

Property, plant and equipment

Property, plant and equipment are recorded at cost. Amortization is provided annually on bases designed to amortize the assets over their estimated useful lives, as follows:

Equipment	20% declining balance
Vehicles	30% declining balance

**GRAND RIVER CARSHARE, INCORPORATED AS THE PEOPLE'S
CAR COOPERATIVE INC.**

NOTES TO THE FINANCIAL STATEMENTS

Year ended April 30, 2011

2. Significant accounting policies (continued)

Leases

Leases are classified as either capital or operating leases. Leases that transfer substantially all of the benefits and inherent risks of ownership of property to the Company are accounted for as capital leases. At the time a capital lease is entered into, an asset is recorded together with its related long term obligation to reflect the acquisition and financing. Equipment recorded under capital leases is amortized on the same basis as described above. Rental payments under operating leases are expensed as incurred.

Comparative figures

Certain reclassifications for the year ended April 30, 2010 have been made for the purpose of comparability.

3. Deferred revenue

	2011	2010
	\$	\$
Amount received relating to the following year	<u>9,729</u>	<u>-</u>
Balance end of the year	<u>9,729</u>	<u>-</u>

4. Property, plant and equipment

	Cost	Accumulated Amortization	2011 Net Carrying Amount	2010 Net Carrying Amount
	\$	\$	\$	\$
Equipment	4,170	2,267	1,903	2,102
Vehicles	<u>193,197</u>	<u>103,139</u>	<u>90,058</u>	<u>110,496</u>
	<u>197,367</u>	<u>105,406</u>	<u>91,961</u>	<u>112,598</u>

Amortization expense for the year amounted to \$35,837 (\$30,481 for 2010).

**GRAND RIVER CARSHARE, INCORPORATED AS THE PEOPLE'S
CAR COOPERATIVE INC.**

NOTES TO THE FINANCIAL STATEMENTS

Year ended April 30, 2011

5. Long-term debt

Because the organization is incorporated 'without share capital' the Member Investments are included as Long-term debt instead of Equity

	2011 \$	2010 \$
<u>Member Investments</u>		
Member Investments due back to all members when they decide to quit or leave.	132,270	116,663
Non secured debentures interest at 5% per annum, matured in fall 2010. An amount of \$3,000 plus interest was redeemed at the option of the owners and the remainder re-invested.	-	12,000
Non secured debentures interest at 5% per annum, shall mature in fall 2011 and are redeemable at option of owner.	23,500	23,500
Non secured debentures interest at 3.5% per annum, shall mature in fall 2012 and are redeemable at option of owner.	21,500	21,500
Non secured debentures interest at 3.5% per annum, shall mature in fall 2013 and are redeemable at option of owner.	<u>31,700</u>	<u>-</u>
<u>Total member investments</u>	<u>208,970</u>	<u>173,663</u>
<u>Third party long-term debt</u>		
<u>Loan</u>		
Loan outstanding to Region of Waterloo interest payable at 4.5% per annum, due April 30, 2014, secured by General Security Agreement and Promissory note.	17,356	17,356
<u>Lines of Credit</u>		

**GRAND RIVER CARSHARE, INCORPORATED AS THE PEOPLE'S
CAR COOPERATIVE INC.**

NOTES TO THE FINANCIAL STATEMENTS

Year ended April 30, 2011

1. City of Kitchener

Revolving credit facility in the amount of \$30,000. Interest is calculated at a rate equal to the City's short term investment yield and is adjusted quarterly. The term of the agreement expires on April 30, 2014. A short-term interest rate of 1% per annum, compounded monthly, on the outstanding principal and overdue interest was charged from May to December 2010 and 1.39% per annum from January to April 2011 in the fiscal year ended April 30, 2011.

30,000 30,000

2. City of Waterloo

Line of credit in the amount of \$30,000 at an interest rate of 4.5% per annum, compounded monthly, on the outstanding principal and overdue interest with a fixed term ending on April 30, 2014.

11,530 30,000

Vehicle Loans

Loan I

7.8% loan, repayable in \$300 monthly blended interest and principal payments due March 28, 2011

- 2,228

Loan II

Loan III

7.75 % loan, repayable in \$225 monthly blended interest and principal payments due August 02, 2010

- 238

Loan IV

7.8 % loan, repayable in \$300 monthly blended interest and principal payments due March 28, 2011

- 2,228

Loan V - Note #(10)

5% loan, repayable in \$378 monthly blended interest and principal payments due October, 2013.

9,959 14,515

Loan VI

7.55 % loan, repayable in \$220 monthly blended interest

3,624 5,896

**GRAND RIVER CARSHARE, INCORPORATED AS THE PEOPLE'S
CAR COOPERATIVE INC.**

NOTES TO THE FINANCIAL STATEMENTS

Year ended April 30, 2011

5. Long-term debt (continued)

and principal payments due October, 2012

Loan VII

6.5% loan, repayable in \$340 monthly blended interest and principal payments due December 2, 2013	9,923	13,240
---	-------	--------

Loan VIII

3.25% loan, repayable in \$223 monthly blended interest and principal payments due October, 2013	-	8,022
---	---	-------

<u>Total third party long-term debt</u>	291,362	297,386
--	----------------	----------------

Less: amounts due within one year	(10,117)	(32,498)
	281,245	264,888

Principal repayments over the term to maturity are as follows:

2012	\$ 10,117
2013	9,186
2014	4,203
Subsequent	267,856
	\$ 291,362

6. Accounts Receivable

	2011	2010
	\$	\$
Member billings	39,908	47,813
Non invoiced receivables	-	452
Other receivables	400	-
Allowance for doubtful accounts	(7,009)	(9,415)
	33,299	38,850

The allowance for doubtful accounts represents member billings receivable estimated to be doubtful.

GRAND RIVER CARSHARE, INCORPORATED AS THE PEOPLE'S CAR COOPERATIVE INC.

NOTES TO THE FINANCIAL STATEMENTS

Year ended April 30, 2011

7. Operating leases

Premises

The minimum monthly lease payments on the organization's premises is \$200. The lease remains in effect until The People's Car Cooperative Inc or the lessor give 60 days notice.

8. Financial Instruments

The organization's financial instruments are comprised of cash, accounts receivable, grants receivable, investments, accounts payable and accrued charges, line of credit and long-term debt.

Credit Risk

The organization is exposed to credit risk on the accounts receivable from its customers. In order to reduce its credit risk, the organization monitors its receivable balance on an ongoing basis. The organization believes it does not have exposure to any particular customer.

Interest risk

The organization is exposed to interest risk on its line of credit with the City of Kitchener. The line of credit bears interest at rate equal to the City of Kitchener's short term investment yield adjusted quarterly. The organization has risk should interest rates rise.

Currency Risk

The organization does not transact in currencies other than the Canadian Dollar.

Fair Values

The carrying amount of cash, accounts receivable, accounts payable and accrued charges and line of credit approximates their fair value because of the short term maturities of these items. The carrying amounts of long term debt approximates its fair value because the interest rate is a market rate.

9. Accounting Standards

The Canadian Institute of Chartered Accountants (CICA) has adopted a new set of accounting standards for not for profit organizations. The standards will be effective for the years beginning May 1, 2012.

10. Subsequent events

Subsequent to the year end, one of the organization's automobiles was damaged beyond repair. The organization wrote off the automobile and incurred a loss of \$4,850.

**GRAND RIVER CARSHARE, INCORPORATED AS THE PEOPLE'S
CAR COOPERATIVE INC.**

SCHEDULE OF VEHICLE COSTS

Year ended 30 April	2011		2010	
	\$	%	\$	%
Vehicle costs				
Amortization	35,392	11.7	29,955	11.9
Fuel	29,694	9.8	23,705	9.4
Repairs and maintenance	23,147	7.7	28,353	11.2
Insurance	45,240	15.0	41,082	16.3
Interest	2,429	0.8	1,732	0.7
Other Vehicle Expenses	1,300	0.4	4,008	1.6
Driver abstracts	3,500	1.2	2,618	1.0
Road side service	2,250	0.7	1,457	0.6
Registrations	1,259	0.4	209	0.1
Parking	1,934	0.6	1,656	0.7
Lock boxes	-	-	921	0.4
Lock Box Keys	1,085	0.4	522	-
Vehicle Accessories	-	-	616	0.2
Taxi - members	528	0.2	404	0.2
ETR Charge	1,474	0.5	396	0.2
Credits given	4,082	1.4	1,316	0.5
Total vehicle expenses	153,314	50.7	138,950	55.1

**GRAND RIVER CARSHARE, INCORPORATED AS THE PEOPLE'S
CAR COOPERATIVE INC.**

SCHEDULE OF EXPENSES

Year ended 30 April	2011		2010	
	\$	%	\$	%
Administration expenses				
Amortization-office equipment	445	0.1	526	0.2
Bad debts	3,655	1.2	11,237	4.5
Credit card discounts	5,853	-	2,952	-
Insurance	1,504	0.5	1,846	0.7
Office	1,298	0.4	1,251	0.5
Member invoicing system	15,261	5.0	10,584	4.2
Miscellaneous	4,271	1.4	2,499	1.0
Board/Member development	602	0.2	627	0.2
Internet	409	0.1	456	0.2
Professional fees	10,961	3.6	5,901	2.3
Rent (Note 6)	8,467	2.8	1,000	0.4
Telephone and answering service	1,350	0.4	1,228	0.5
Wages and benefits	96,222	31.8	85,362	33.9
Total administrative expenses	150,298	49.7	125,469	49.8
Marketing expenses				
Pamphlet printing	5,622	1.9	2,803	1.1
Display and sandwich board	4,023	1.3	603	0.2
Advertising and promotion	1,346	0.4	7,866	3.1
Other marketing	9,885	3.3	1,506	0.6
Sponsorship-Rethink Waterloo	-	-	10,000	4.0
Total marketing expenses	20,876	6.9	22,778	9.0