

Overview of Mission, Programs, and Services

Hart House is a multi-faceted hub at the University where students, faculty, staff and alumni engage in social, cultural and informal education, as well as recreational athletics. Hart House also welcomes thousands of people from the wider community to numerous events (theatre performances, art shows, workshops, conferences, weddings) on an annual basis. Students come to Hart House to work out, to eat lunch, study in the library, be part of one of 32 student-led clubs and committees, to attend a jazz concert, wait for the UTM shuttle, hold a meeting, attend a meeting, play billiards, attend a debate or book reading, etc., etc. Hart House is open 365 days per year from early morning until late evening, and continues to fulfill its mission as a welcoming and inclusive space on campus, providing excellent programs and services while balancing the budget and preserving the building.

Largely informed by the May 2007 Hart House Review, a new four year plan is under discussion among Hart House's senior managerial team that will set a broad agenda of equity programming, greater collaboration with academic divisions, and seek to create meaningful linkages to students who are not currently involved at Hart House. We are pleased to report that more campus-recognized student groups are using the House for meetings and events. We continue to seek ways to include students from the east and west campuses in the House, by providing special events and facilitating participation in activities which are unique to Hart House such as Hart House Theatre, the Farm and the arts programs. As well, Hart House is a bridge between the campus and the city, welcoming the general public to numerous events, providing food services, and renting space in the facility for events sponsored by the wider community. As an example, in September 2007, Hart House was a key location at Nuit Blanche, with over a dozen different exhibitions, curated by the Director and Curator of our Art Gallery, Barbara Fischer. It is hard to estimate the number of people at Hart House during this 12 hour period, but certainly tens of thousands! \.

B. Operating Plan and Experience for 2007-08

We will achieve our budget for 2007-08 with a forecasted surplus of \$357,000, before commitments but after transfers from the University in support of Hart House Theatre.

Hart House Theatre continues to grow financially each year. Revenues for the 2007-08 Season are expected to be \$49,000 greater than 2006-07, and next year it is budgeted to increase again by another \$90,000. The theatre is successfully changing its economy from a rental facility to a producing theatre with box office sales increasing each season by close to 50%. The university will continue to support the theatre until the end of the 2008-09 fiscal year.

Deferred and major maintenance is anticipated to be \$401,000 this year compared to a budget of \$446,000. The catering department is exceeding its budget this year, contributing significant revenue to the House. Since the renovation to the Gallery Grill and the addition of the bar, the Grill is now also operating with a small profit.

Due to unsustainable financial losses throughout its 51 year history, a decision was reached jointly by the Finance Committee, the House Committee and the Board of Stewards to terminate the in-house food service operation in the Arbor Room and to seek an independent provider. The in-house operation was terminated on June 30, 2006. After renovations to the space, an

independent food service provider began operations in February 2007. Fiscal year 2007-08 is the first full year of operations of Sammy's Student Exchange in the Arbor Room. MacLean's Magazine rated it with 4 ½ stars and commented that it was one of the best student food places on any Canadian campus. Hart House is now receiving \$78,000 in rental income by means of a licensing agreement with Sammy's. There are still on-going salary and benefit costs for 2 full time staff members required by the contracting out provisions of the CUPE and USWA collective agreements.

C. Operating Plan for 2008/09

The 2008/09 budget has been reviewed and recommended by the Hart House Finance Committee and approved by the Board of Stewards. It represents a fiscally prudent approach to providing programming and services to meet increasing demands, being responsive to new initiatives, maintaining the quality of programs and services while intensifying the use of space and preserving the building while providing excellent stewardship for Hart House's finances. Our budget goals for 2008/09 are to achieve a budget in a surplus position and be sustainable in future years. The budget balances programming objectives including operating Hart House Theatre on a permanent basis, developing new revenue streams to reduce dependency on student fees, investing adequately in capital assets, investing consistently in deferred and major maintenance and maintaining a reasonable level of unrestricted net assets. The 2008/09 budget achieves the goal for the next fiscal year, showing annual operating net revenue of \$201,000.

The on-going longer term signals concern. Recognizing that student and senior member fees need to be kept at rates which take into account inflation, the demands of enrollment and the timely preservation of the building, realistic assumptions about student and senior member fees have been made which we think will be acceptable to these constituencies (see schedules 4, 4.1, 5, 5.1). For 2008/09, the net student fee increase (after removal of the temporary fee increase from 2005/06) is proposed to be 2.0%. Annual increases to the student fee are necessary to cover inflationary increases in expenditures, particularly salaries and utility costs that make up more than half of our expenditures. For the past several years, our operating plans have predicted steady fee increases of 3.5%, less any claw backs for temporary increases as required by the COSS protocol. This year's proposed fee increase is consistent with that practice. For senior members, there has been some attrition as the athletics facility has become more heavily used by students in recent years. The Senior fee must be competitive in relation to the market for fitness facilities and so it does not necessarily increase at the same rate each year.

We are anticipating some increase in catering revenue and room rental revenue as a result of improved room utilization and a targeted marketing programme. We offer reduced room rental prices for University of Toronto clients while charging market rates for external clients.

The operation of Hart House Theatre is going very well. Student productions are increasingly successful. The integration of human, financial and physical resources is resulting in efficiencies and enhancements to all the programs of the House. UofTtix (our campus box office) is planning new growth over the next several years. With the addition of all Varsity sporting events and Convocation Hall to its roster and the continued growth in other areas such as conferences and lectures, this new revenue stream is expected to increase by approximately 33% next year. Online sales continue to grow, making up more to 50% of all advance sales.

The budget for programming for the clubs and committees has been maintained at its current level and is planned to increase by the 2% inflation factor in each subsequent year. To identify significant external project funds being generated for special exhibitions at the art gallery, the categories of revenue and expenditure have been used (deferred project revenue and programming projects). With the goal of increasing student involvement in Hart House, a budget provision has been made which is aimed at providing financial support for student initiatives across the campus.

Staffing levels will be increased by 5 FTEs from 2007-08 to support increased business volumes and enhanced communications and marketing to students and alumni. The change in the operation of the Arbor Room has a positive impact on the budget beginning in 2007-08 and extending into the near future. There will no longer be an operating loss and there will be revenue from the new provider.

The current 15-year plan (2000-2015) for the continuous improvement and preservation of the building is the basis of expenditure for the budget year. The current engineering study is being updated in 2007-08. It will include the theatre which was not part of the House when the original study was undertaken.

D. Capital Plan for 2008-09

The capital budget is set at \$1,300,000. It includes \$375,000 for the acquisition of capital equipment, \$100,000 for improvements to the Theatre entrance way and \$460,000 for building improvements to the fabric of the House over and above the deferred and major maintenance expenditures. The Theatre improvements are funded by contributions to the internally restricted Theatre Renovations Fund. In addition, \$250,000 of the building improvements is being funded by the internally restricted Art Gallery Fund.

E. Current Long Range Financial Plan

The long-range planning assumptions are set out on a separate schedule and are in accordance with investment yield, and inflation factors recommended by the University of Toronto's Financial Services Department. Enrolment projections are provided by Planning and Budgets. Based on student and senior member feedback, we think that the proposed fee increases are realistic and will be acceptable to both student and senior members.

The five-year financial plan indicates a series of operating deficits commencing in 2009/10 budget year. Ongoing challenges include the fact that the rate of increase for salaries, wages and benefits and utility costs is significantly greater than the stated inflation factor upon which fees are based; senior member fees are market-driven and need to be competitive; and Hart House facilities are operating close to capacity. Deferred and major maintenance expenditures are planned for the next 15 years and reviewed frequently with the Finance Committee of the House to minimize volatility in expenditures due to unforeseen events while enabling the programming in the House to continue. The long-range budget for deferred and major maintenance is indexed for inflation.

As a result of operating deficits before commitments, the existing cash position decreases significantly over the next five years. With respect to the net asset position, an operating fund reserve was established in 2004-05 to cover unexpected contingencies. The fund is set at 10% of total budgeted revenue from all sources. Starting in 2009-10, the unrestricted net assets are in a negative position. As a result of our large amount of deferred and major maintenance expenditures in the budget year and in the future periods, we will be depleting our D &MM reserve fund by 2012-13. However, overall, total restricted and unrestricted net assets increase slightly over the five-year period as a result of contributions to Theatre and Club and Committee endowment funds and the increase in the operating fund reserve.

To address the long term budget issues we are undertaking a strategic review. We will be focusing on operational effectiveness within departments and across the House. As well, we are undertaking a review and updating of the original D &MM engineering study with a view of having better cost estimates of D &MM expenditures (both capitalized and expensed) going forward to the future periods. With the University of Toronto's subsidization of the Theatre ending in April, 2009, all of our fundraising efforts over the next two years will be directed to the Theatre. This comes at a potential loss of fundraising opportunities for the building and the program. Renewed attention will be directed to increasing endowment income for these areas in 2010. Success here would have a resultant benefit of offsetting the above concerns.

HART HOUSE**CONSOLIDATED OPERATING BUDGET AND 5-YEAR FORECAST**

(\$ 000's)

Third Draft Version

	2006/07 ACTUAL	2007/08 BUDGET	2007/08 FORECAST	2008/09 BUDGET	2009/10 BUDGET	2010/11 BUDGET	2011/12 BUDGET	2012/13 BUDGET
Revenue								
Student fees	5,957	6,177	6,324	6,529	6,687	6,854	6,987	7,159
Senior member fees	1,105	1,077	1,072	1,093	1,126	1,160	1,194	1,230
Food, interest and general	4,532	4,732	4,618	4,977	4,981	5,070	5,145	5,206
Deferred revenue	76	75	16	110	110	110	110	110
Deferred project revenue	122	125	151	60	60	60	60	60
Endowment income	34	37	49	50	151	175	179	183
Unrestricted donations & grants	169	153	42	42	46	51	56	61
	11,995	12,376	12,272	12,861	13,161	13,479	13,731	14,010
Expenses								
Salaries, wages, benefits & fees	6,465	6,737	6,606	7,226	7,572	7,951	8,348	8,766
Professional fees	292	263	326	402	300	306	312	318
Publicity	152	185	182	185	189	192	196	200
Data processing & software	62	142	120	149	162	165	169	172
General office	583	523	570	663	661	674	688	702
Laundry, supplies & garbage	323	346	337	341	348	355	362	369
Cost of Goods Sold	925	930	814	923	941	960	979	999
Insurance	98	105	105	108	110	112	115	117
Utilities	798	880	883	931	950	969	988	1,008
Clubs & Committees' Programmes (net)	402	500	400	400	408	416	424	433
Programming projects	122	125	151	60	60	60	60	60
Hart House Theatre production costs	29	40	37	38	39	40	40	41
	10,251	10,779	10,544	11,442	11,756	12,218	12,699	13,202
Capital renewal:								
Annual maintenance	392	427	429	450	459	468	478	487
Deferred & major maintenance	251	446	401	199	366	399	433	466
Depreciation	509	480	555	559	622	687	732	777
Expendable equipment	144	134	119	140	143	146	149	152
	1,296	1,487	1,504	1,348	1,590	1,700	1,791	1,882
Central overhead	71	90	82	85	87	88	90	92
	11,618	12,356	12,130	12,875	13,433	14,006	14,581	15,176
Operating result before commitments & transfers								
- Transfer from U of T for Theatre support	377	20	142	(14)	(272)	(527)	(849)	(1,166)
- Transfer from U of T for Theatre utilities	146	139	215	215	-	-	-	-
	78	77	-	-	-	-	-	-
Excess (Deficiency) of Revenue over Expenses	601	236	357	201	(272)	(527)	(849)	(1,166)

2008/09 ANNUAL OPERATING PLAN

HART HOUSE

CONSOLIDATED OPERATING BUDGET AND 5-YEAR FORECAST

ASSUMPTIONS

	2008/09 BUDGET	2009/10 BUDGET	2010/11 BUDGET	2011/12 BUDGET	2012/13 BUDGET
General Inflation forecast (% of prior)	102.0%	102.0%	102.0%	102.0%	102.0%
Enrollment increase forecast (% of prior)	101.3%	100.4%	100.5%	99.9%	100.5%
Student fee rate forecast (% of prior)	102.0%	102.0%	102.0%	102.0%	102.0%
Investment yield forecast (% of invested cash - see Schedule 3)	4.3%	4.3%	4.3%	4.3%	4.3%
Senior Member fees rate forecast (% of prior year)	103.0%	103.0%	103.0%	103.0%	103.0%
General Increase in salaries, wages and benefits (% of prior year - cost of living and step increase)	105.0%	105.0%	105.0%	105.0%	105.0%

HART HOUSE
2008/09 ANNUAL OPERATING PLAN

CONSOLIDATED
STATEMENT OF EQUITY
(\$000's)

	2006/07 ACTUAL	2007/08 BUDGET	2007/08 FORECAST	2008/09 BUDGET	2009/10 BUDGET	2010/11 BUDGET	2011/12 BUDGET	2012/13 BUDGET
UNRESTRICTED NET ASSETS								
- Unrestricted accumulated net assets								
Operating result after commitments and transfers	\$ 641	(161)	549	(447)	(278)	(463)	(734)	(1,001)
Transfers to other Internally Restricted Funds	(99)	-	(400)	-	-	-	-	-
Transfers to Operating Fund Reserve	4	(41)	4	(94)	(8)	(32)	(25)	(28)
Bal., begin. of year	75	474	621	774	233	(53)	(547)	(1,306)
Balance, end of year	\$ 621	272	774	233	(53)	(547)	(1,306)	(2,335)
APPROPRIATED EQUITY								
- Operating Fund Reserve (10% of revenue)								
Increase/(decrease) in commitment	\$ (4)	41	(4)	94	8	32	25	28
Balance, beginning of year	1,222	1,218	1,218	1,214	1,308	1,316	1,348	1,373
Balance, end of year	\$ 1,218	1,259	1,214	1,308	1,316	1,348	1,373	1,401
APPROPRIATED EQUITY								
-Reserve for Def. & Major Maintenance								
Increase/(decrease) in commitment	\$ (106)	2	275	(203)	(85)	(127)	(169)	(211)
Balance, beginning of year	484	318	378	653	450	365	238	69
Balance, end of year	\$ 378	320	653	450	365	238	69	(142)
APPROPRIATED EQUITY								
-Other internally restricted net assets								
Increase/(decrease) in commitment	\$ 100	(250)	127	(250)	(200)	(19)	(19)	(19)
Balance, beginning of year	683	660	783	910	660	460	440	422
Balance, end of year	\$ 783	410	910	660	460	440	422	403
APPROPRIATED EQUITY								
- Investment in capital assets								

**HART HOUSE
2008/09 ANNUAL OPERATING PLAN**

**CONSOLIDATED
STATEMENT OF EQUITY
(\$000's)**

	2006/07 ACTUAL	2007/08 BUDGET	2007/08 FORECAST	2008/09 BUDGET	2009/10 BUDGET	2010/11 BUDGET	2011/12 BUDGET	2012/13 BUDGET
Increase/(decrease) in commitment	\$ 66	395	(217)	851	91	63	54	46
Balance, beginning of year	2,272	2,158	2,338	2,121	2,972	3,063	3,126	3,180
Balance, end of year	\$ 2,338	2,553	2,121	2,972	3,063	3,126	3,180	3,226
ENDOWMENT FUND								
-Club & Committee Endowment Fund								
Increase/(decrease) in commitment	\$ 1	50	105	50	51	51	51	51
Balance, beginning of year	4	109	5	110	160	211	262	313
Balance, end of year	\$ 5	159	110	160	211	262	313	364
ENDOWMENT FUND								
-House Theatre Endowment Fund								
Increase/(decrease) in commitment	\$ 144	50	50	2,000	1,000	100	100	100
Balance, beginning of year	836	839	980	1,030	3,030	4,030	4,130	4,230
Balance, end of year	\$ 980	889	1,030	3,030	4,030	4,130	4,230	4,330
TOTAL NET ASSETS								
- Total restricted and unrestricted net assets								
Increase/(decrease) in Total Net Assets	\$ 755	86	489	2,001	579	(395)	(717)	(1,034)
Balance, beginning of year	5,583	5,783	6,338	6,827	8,828	9,407	9,012	8,295
Balance, end of year	\$ 6,338	5,869	6,827	8,828	9,407	9,012	8,295	7,262

HART HOUSE

CONSOLIDATED 5-YEAR CASH FLOW, CASH REQUIREMENTS, AND INVESTMENT FORECAST

(\$000's)

CASH FLOW FORECAST

	2006/07 ACTUAL	2007/08 BUDGET	2007/08 FORECAST	2008/09 BUDGET	2009/10 BUDGET	2010/11 BUDGET	2011/12 BUDGET	2012/13 BUDGET
Operating result before commitments & transfers	378	20	142	(14)	(272)	(527)	(849)	(1,166)
Add non-cash items:								
Amortization of capital contributions	(76)	(75)	(16)	(110)	(110)	(110)	(110)	(110)
Depreciation	509	480	555	559	622	687	732	777
Less capital expenditures	(298)	(800)	(322)	(840)	(420)	(440)	(460)	(480)
Less capitalized Deferred & Major Maintenance	(294)	-	(22)	(460)	(183)	(200)	(216)	(233)
Less elevator construction	-	-	-	-	-	-	-	-
Add funding transfer for Hart House Theatre	146	139	215	215	-	-	-	-
Add funding transfer for Theatre Utilities	78	77	-	-	-	-	-	-
Add donations (contributions) for capital purchases	91	-	-	-	-	-	-	-
Net change in non-cash working capital balances related to operations	178	-	-	-	-	-	-	-
Increase/(decrease) in cash	712	(159)	552	(650)	(363)	(590)	(903)	(1,212)
Cash position, begin of year	3,478	3,707	4,190	4,742	4,092	3,729	3,140	2,237
CASH POSITION, END OF YEAR	4,190	3,548	4,742	4,092	3,729	3,140	2,237	1,025

CASH REQUIREMENTS FORECAST

Internally restricted funds, excluding DMM	783	410	910	660	460	440	422	443
Reserve for Deferred & Major Maintenance	378	320	653	450	365	238	69	(142)
Cash reserve for general operations	1,218	1,258	1,214	1,308	1,316	1,348	1,373	1,400
Total cash required	2,379	1,988	2,777	2,418	2,141	2,026	1,864	1,701
CASH SURPLUS/(SHORTFALL)	1,811	1,560	1,966	1,675	1,589	1,113	373	(676)

INVESTED CASH FORECAST

Cash surplus (shortfall) per above	1,560	1,560	1,966	1,675	1,589	1,113	373	(676)
Add: Reserve for Deferred & Major Maintenance	320	320	653	450	365	238	69	(142)
Add: 50% of internally restricted funds	205	205	455	330	230	220	211	221
	4,742	2,085	3,073	2,454	2,184	1,572	653	(597)
Add balance from prior year-end	2,160	2,160	2,160	3,073	2,454	2,184	1,572	653
	4,245	4,245	5,233	5,528	4,638	3,755	2,225	56
Divide by 2 for average balance	2	2	2	2	2	2	2	2
AVERAGE INVESTED CASH	2,123	2,123	2,617	2,764	2,319	1,878	1,076	28

HART HOUSE
2008/09 ANNUAL OPERATING PLAN

HART HOUSE
STUDENT FEE SCHEDULE

	Sessional Fees (1)	2005/06 Fee Drop Off (2)	2% Inflationary Increase (3)	1.5% Additional Increase (4)	Student Fees 08/09 (5) = (1+2+3+4)	% Change (5) = (3+4+2)/(1)
St. George Full time	65.00	(0.89)	1.28	0.91	66.30	2.0%
St. George Part time (= 20% St. George Full time)	13.00	(0.19)	0.26	0.19	13.26	2.0%
UTSc & UTM Full time	2.00	(0.03)	0.04	0.03	2.04	2.0%
UTSc & UTM Part time (= 20% of UTSc & UTM full time)	0.41	(0.01)	0.01	0.01	0.42	2.4% *

* Difference due to rounding.

HART HOUSE
2008/09 ANNUAL OPERATING PLAN

Schedule 4.1

HART HOUSE
CALCULATION OF STUDENT FEES

Year 2008 - 09

	Student Fees 08/09	Projected Summer Enrolment 08/09	Projected Enrolment 08/09	Student Fees Summer Session	Student Fees Fall Session	Student Fees Winter Session	Student Fees Total 08/09
St. George Full time	\$ 66.30	3,871	44,503	\$ 257,000	\$ 2,951,000	\$ 2,951,000	\$ 6,159,000
St. George Part time (= 20% of full time)	\$ 13.26	7,706	6,842	102,000	91,000	91,000	284,000
UTM Full time	\$ 2.04	1,222	9,929	2,000	20,000	20,000	42,000
UTSc Full time	\$ 2.04	2,011	9,386	4,000	19,000	19,000	42,000
UTM Part time (= 20% of UTM full time)	\$ 0.42	2,924	919	1,000	-	-	1,000
UTSc Part time (= 20% of UTSc full time)	\$ 0.42	2,848	844	1,000	-	-	1,000
		<u>20,582</u>	<u>72,423</u>	<u>\$ 367,000</u>	<u>\$ 3,081,000</u>	<u>\$ 3,081,000</u>	<u>\$ 6,529,000</u>

Year 2007 - 08 Projection

	Student Fees 07/08	Actual Summer Enrolment 07/08	Projected Enrolment 07/08	Student Fees Summer Session	Student Fees Fall Session	Student Fees Winter Session	Student Fees Total 07/08
St. George Full time	\$ 65.00	3,999	43,916	\$ 259,900	\$ 2,854,500	\$ 2,854,500	\$ 5,968,900
St. George Part time (= 20% St. George Full time;	\$ 13.00	8,038	6,329	104,500	82,300	82,300	269,100
UTM Full time	\$ 2.00	1,235	9,667	2,500	19,300	19,300	41,100
UTSc Full time	\$ 2.00	2,023	9,303	4,000	18,600	18,600	41,200
UTM Part time (= 20% of UTM full time)	\$ 0.41	2,957	894	1,200	400	400	2,000
UTSc Part time (= 20% of UTSc full time)	\$ 0.41	2,865	872	1,200	400	400	2,000
		<u>21,117</u>	<u>70,981</u>	<u>\$ 373,300</u>	<u>\$ 2,975,500</u>	<u>\$ 2,975,500</u>	<u>\$ 6,324,300</u>

Budgeted revenue 2007/08

\$6,177,000

Difference

\$ 147,300

Difference %

2.38%

HART HOUSE

SCHEDULE OF SENIOR MEMBER AND OTHER FEES

		2007/08	2008/09	Change
<u>ATHLETICS</u>				
<u>Regular Fee</u>	Monthly	\$ 68.00	\$ 70.00	\$ 2.00
	Annually	\$ 782.00	\$ 805.00	\$ 23.00
<u>Discounted Fees</u>				
Spouse of Student Member or Senior Member	Monthly	\$ 53.00	\$ 55.00	\$ 2.00
	Annually	\$ 603.00	\$ 621.00	\$ 18.00
Class of 07	Monthly	\$ 34.00	\$ 35.00	\$ 1.00
	Annually	\$ 392.00	\$ 402.00	\$ 10.00
Member over 60	Monthly	\$ 53.00	\$ 55.00	\$ 2.00
	Annually	\$ 603.00	\$ 621.00	\$ 18.00
Faculty or Staff	Monthly	\$ 49.00	\$ 50.50	\$ 1.50
	Annually	\$ 561.00	\$ 578.00	\$ 17.00
Affiliated Students	Annually	\$ 211.00	\$ 217.00	\$ 6.00
Visiting Student	4 months	\$ 165.00	\$ 170.00	\$ 5.00
One Month Member	Monthly	\$ 92.00	\$ 95.00	\$ 3.00
<u>CLUBS & COMMITTEES</u>				
<u>Regular Fee</u>	Annually	\$ 165.00	\$ 170.00	\$ 5.00
<u>Special Fees</u>				
Spouse of Student Member or Senior Member	Annually	\$ 165.00	\$ 170.00	\$ 5.00
Member over 60	Annually	\$ 126.00	\$ 130.00	\$ 4.00
Faculty or Staff	Annually	\$ 165.00	\$ 170.00	\$ 5.00
Visiting Student	Annually	\$ 165.00	\$ 170.00	\$ 5.00
<u>ATHLETICS PLUS</u>				
	Monthly	\$ 93.00	\$ 96.00	\$ 3.00
	Annually	\$ 1,051.00	\$ 1,082.00	\$ 31.00
<u>JOINT PLAN</u>				
	Annually	\$ 260.00	\$ 268.00	\$ 8.00

2008/09 ANNUAL OPERATING PLAN

Schedule 5.1

HART HOUSE CALCULATION OF SENIOR MEMBER FEES REVENUE

Privilege Level	Discount Code	Description	2008/09 Projected			07/08 project		Monthly Fee (w GST)	Annual Fee (w GST)	Revenue (net of GST & shared portion)	Discount factor	BUDGET
			# of Members Annual	# of Members Monthly	Total # of Members	Total # of Members	Total # of Members					
Athletics	60	Over 60 years of age	50	100	150	155	\$	55.00	\$	\$91,835.58		
	97	Class of 08	20	140	160	182	\$	35.00	\$	\$63,128.84		
	AF	Affiliated Student	10	-	10	4	\$	-	\$	\$2,066.67		
	MS	Spouse of Senior Member	30	80	110	116	\$	55.00	\$	\$67,554.18		
	GS	Graduate of Another Univ	10	50	60	50	\$	70.00	\$	\$47,289.31		
	MR	Regular	40	450	490	461	\$	70.00	\$	\$387,270.44		
	SF	Staff & Faculty	-	35	35	46	\$	50.50	\$	\$20,009.43		
	SS	Spouse of a Student Member	-	-	-	-	\$	55.00	\$	\$0.00		
	SM	Special Membership	1	6	7	-	\$	70.00	\$	\$5,521.38		
	VF	Visiting student (Fall)	20	-	20	16	\$	-	\$	\$3,238.10		
		Post-doctoral Fellow	5	20	25	28	\$	55.00	\$	\$15,409.97		
		One Month Member	-	3	3	5	\$	95.00	\$	\$3,226.42		
Athletics Plus			18	6	24	21	\$	96.00	\$	\$12,534.66	9.6%	\$ 650,000
Clubs & Committees	60	Over 60 years of age	53	-	53	49			\$	\$6,561.90		
	97	Class of 0T8	-	-	-	-			\$	\$0.00		
	GO	Grad of Another University	-	-	-	-			\$	\$0.00		
	MR	Regular	175	-	175	201			\$	\$28,333.33		
	MS	Spouse of Student/Senior Member	-	-	-	-			\$	\$0.00		
	SF	Staff & Faculty	-	-	-	-			\$	\$0.00		
	SM	Special Membership	4	-	4	1			\$	\$647.62	29.7%	\$ 25,000
										\$35,542.86		
Total Members			1,390	21	1,326	1,335				\$754,627.83	10.6%	\$ 675,000
Joint plan					1,411	1,403			\$	\$412,469.53	-1.4%	\$ 418,200
						2,738						\$ 1,093,200

* Budget amount has been discounted since increases take effect as members renew throughout the year and to allow for fewer members due to turnover and a slower summer period.
A more significant discount is applied to the Joint Plan because of continued uncertainty surrounding its status and future.

2008/09 ANNUAL OPERATING PLAN

HART HOUSE

DEFERRED & MAJOR MAINTENANCE PROJECTS

Schedule 6

		2007/08 <u>Budget</u>	2007/08 <u>Forecast</u>	2008/09 <u>Total</u>
Projects as set out in DMM engineering study		-	401,000	199,000
1	Structure	-	-	-
2	Roofs	-	-	-
3	Walls	-	-	-
4	Windows/Exterior Doors	20,000	-	-
7	Mechanical Systems	5,000	-	-
8	Electrical	26,000	-	-
9	Elevators	-	-	-
B - 1	Farm	160,000	-	-
B - 2	Farm residence	-	-	-
B - 3	Barn	-	-	-
Total Engineering study		<u>211,000</u>	<u>401,000</u>	<u>199,000</u>
Architectural				
Replacement of range hood in Main Kitchen		-	-	-
Renovation to Music Room, N & S Dining room		-	-	-
Renewal of finishes		25,000	-	-
Resurfacing of running track		30,000	-	-
New carpet in Theatre		-	-	-
Life Safety Improvements		40,000	-	-
Renovation of 3rd floor washrooms		69,900	-	-
Renewal of 2nd Floor Washrooms		70,000	-	-
Total Architectural		<u>234,900</u>	<u>-</u>	<u>-</u>
Additional D &MM projects not covered in study		-	-	-
Carry over from prior years		-	-	-
Less items carried over to future years		-	-	-
		<u>-</u>	<u>-</u>	<u>-</u>
		<u>-</u>	<u>-</u>	<u>-</u>
		445,900	401,000	199,000
Contingency		-	-	-
Deferred & Major Maintenance Expensed to Operations		<u>445,900</u>	<u>401,000</u>	<u>199,000</u>
		<u>\$</u>	<u></u>	<u></u>

10%

Deferred & Major Maintenance Expensed to Operations

HART HOUSE
CAPITAL BUDGET

2008/09 ANNUAL OPERATING PLAN

Schedule 7

FURNITURE & EQUIPMENT		2007/08	2007/08	2008/09
		<u>Budget</u>	<u>Forecast</u>	<u>Budget</u>
2007-08 Furniture & Equipment		48,000	110,000	-
2008-09 Furniture & Equipment		292,000	-	375,000
Theatre Entrance Way		300,000	-	100,000
BUILDING IMPROVEMENTS				
2008-09 Building Improvements		110,000	190,000	115,000
Capitalized Deferred & Major Maintenance		-	22,000	460,000
Art Gallery Renovations		50,000	-	250,000
		<u>\$ 800,000</u>	<u>322,000</u>	<u>1,300,000</u>
Funding				
Unrestricted net assets				950,000
Art Gallery Internally Restricted Funds				250,000
Theatre Renovations Fund				100,000
				<u>1,300,000</u>

HART HOUSE
CALCULATION OF INFLATION RATES - COSS FEES PROTOCOL APPENDIX
(\$ 000's)

2008-09 budgeted salary expenditure base			
Budgeted full-time salaries excluding benefits, before increase		\$	4,328,100
Average ATB increase/decrease for staff members			
OR rate stipulated in long-term budget assumption			
for 2008-09 (3% + 2%) - full-time salaries		5.00%	
Average benefit cost rate, full time salaries		<u>23.50%</u>	
SUB-TOTAL, INDEXED SALARY AND BENEFIT COSTS FULL-TIME STAFF		\$	5,612,500
2008-09 budgeted salary expenditure base			
Part-time wages excluding benefits, before increase		1,418,800	
Average ATB increase/decrease for staff members			
OR rate stipulated in long-term budget assumption			
for 2008-09 (3%) - full-time salaries		3.00%	
Average benefit cost rate, part-time wages		<u>15.75%</u>	
SUB-TOTAL, INDEXED WAGES AND BENEFIT COSTS PART-TIME STAFF		\$	1,691,500
Indexed salary and benefits expenditure costs		\$	7,304,000
Add an estimate of severance costs (2008-09)		\$	-
Subtract the amount of net revenue from other sources of revenue			
2007-08 budget (i.e. non-student fee revenue)			
Total revenue		12,591,000	
Less student fees - base		(6,177,000)	
Less student fees - clubs & committees		<u>(30,000)</u>	
		\$	(6,384,000)
Add the non-salary expenditure base (2007-08 budget)			
Total budgeted expenses		12,355,000	
Less: budgeted salaries, wages and benefits		<u>(6,739,000)</u>	
		\$	5,616,000
Add occupancy costs (2008-09 budget)			-
Reduce the amount by the proportion of non-student use, where no user fees			-
Reduce by amount by the proportion attributed to Erindale and Scarborough,			
OR fees expected to be paid by Erindale and Scarborough students			
(2008-09 population at 2007-08 rates)		<u>(88,300)</u>	
Difference		\$	6,447,700
Divide difference by the 2008-09 projected enrollment, giving part-time enrollment			
the "established weight"		<u>48,578</u>	
Result = indexed fee (with UTI increase)		<u>\$</u>	<u>66.37</u>
2007-08-fee augmented by the CPI increase (2%)	2007-08 base fees =	65.00	
		<u>\$</u>	<u>65.39</u>
Proposed 2008/09 fee increase		<u>\$</u>	<u>66.30</u>
Proposed 2008-09 fee increase: (Refer to Schedule 4)			
Base fees	\$	65.00	
2005-06 fee reduction	\$	(0.89)	
CPI increase 2%		1.28	
Proposed increase 1 1/2%		<u>0.91</u>	
	<u>\$</u>	<u>66.30</u>	