



# University of Toronto TORONTO ONTARIO M5S 1A1

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OFFICE OF THE VICE-PROVOST, STUDENTS

TO: University Affairs Board

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DATE: March 16, 2004 for March 23, 2004

AGENDA ITEM: 4

## **ITEM IDENTIFICATION:**

Operating Plans for Hart House

## **JURISDICTIONAL INFORMATION:**

The Terms of Reference of the University Affairs Board provide that the Board is responsible for policy concerning student services and for overseeing their operations. Changes to the level of service offered, fees charged for the services and categories of users require the Board's approval. The Board receives annually from its assessors reports on matters within its areas of responsibility, including statements of current issues, opportunities and problems, along with recommendations for changes in policies, plans or priorities that would address such issues.

Pursuant to the terms of the *Memorandum of Agreement between The University of Toronto, The Students' Administrative Council, The Graduate Students' Union and The Association of Part-time Undergraduate Students for a Long-Term Protocol on the Increase or Introduction of Compulsory Non-tuition Related Fees* (the "Protocol"), approved by Governing Council on October 24, 1996, the Council on Student Services (or the relevant body within a division of the University) reviews in detail the annual operating plans, including budgets and proposed compulsory non-academic incidental fees, and offers its advice to University Affairs Board on these plans.

The Board is also responsible for policy affecting the operation of the service ancillaries and for the operating plans for the ancillaries. The plans describe the services and programs proposed to be offered within the financial parameters set by the University's operating budget and financial policies and include each ancillary's annual operating budget. Specifically, the plans outline changes to programs and levels of service, categories of users, accessibility, and compulsory or optional fees.

Hart House is both a service ancillary and a student service.

**PREVIOUS ACTION TAKEN:**

The Operating Plans for Hart House for the current fiscal year were approved by the University Affairs Board on April 29, 2003.

The 2004-05 Operating Plans for Hart House have been approved by the Hart House Board of Stewards and the Service Ancillaries Review Group (SARG).

At its meeting held on March 2, 2004, the Council on Student Services (COSS) approved the following resolution:

That the 2004-2005 operating plans and budget for Hart House, as described in the February 4, 2004 memorandum from Margaret Hancock, Warden of Hart House, be approved; and

That the sessional fee for a full-time student on the St. George campus be increased to \$60.31 and the sessional fee for a part-time student on the St. George campus be increased to \$12.06, the sessional fee for a full-time student at UTM and UTSC be increased to \$1.84, the sessional fee for a part-time student at UTM and UTSC be increased to \$0.37, all of which represent an increase of 3.5%.

The vote on the resolution was as follows:

- In favour: 14 (including 7 students);
- Opposed: 2 (including 2 students);
- Abstentions: 1 (including 1 student).

**HIGHLIGHTS:**

The experience of this past year and plans for the coming year are summarized in the attached material from the Warden of Hart House, Margaret Hancock.

**FINANCIAL AND/OR PLANNING IMPLICATIONS:**

The degree to which Hart House anticipates achieving the objectives of the long-range budget guidelines is summarized in the "2004-2005 Operating Plans for Service Ancillaries."

**RECOMMENDATION:**

It is recommended that the University Affairs Board approve:

THAT the 2004-2005 Operating Plans and Budget for Hart House, as described in the attached documentation be approved; and

THAT the sessional fee for a full-time student on the St. George campus be increased to \$60.31 and the sessional fee for a part-time student on the St. George campus be

increased to \$12.06, the sessional fee for a full-time student at UTM and UTSC be increased to \$1.84, the sessional fee for a part-time student at UTM and UTSC be increased to \$0.37, all of which represent an increase of 3.5%.

## **Overview of Mission, Programmes, and Services**

Hart House is the social, cultural, recreational athletics and informal education centre for the University of Toronto. The more than 66,000 students now enrolled at the University are all members of Hart House as well as the more than 3,000 faculty, staff and alumni who join as senior members. The House also welcomes thousands of people from the wider community to numerous events on an annual basis. More than 6,000 people are in the House every day, participating in the thousands of meetings, activities, events and celebrations which are organized annually by Hart House's 32 clubs and committees. Hart House continues to strive to fulfill its mission to be a welcoming and inclusive home on campus for all its members, providing excellent programmes and services while balancing the budget and preserving the building.

2004/05 is the third year of our second 5 Year Plan which was developed in a broadly consultative process with members and staff. It builds on the solid foundation of the House's current activities, stretching and pushing the House in new ways with creative activities flowing from five guiding principles. The strategic plan is reviewed and adjusted annually to be responsive to experience and emerging opportunities. The annual operating plans are based on this multi-year strategic plan. A campus-wide survey of how students use the House and their satisfaction with it will be completed by the end of 2003-04. This will update the original survey done in April 2000 which discovered that almost half of the students on the St. George campus identified as users of the House while many non-users thought that they did not have time to do anything except study. The survey information will affect future planning for activities and operating plans.

### **B. Prior Year's Operating Plan and Experience**

The 2003/04 budgeted deficit was \$261,000 before commitments and transfers while the forecast for 2003/04 indicates a more favourable position with a deficit of \$224,000. Several factors affected this outcome. Student fee revenue exceeds budget by \$107,000. This is offset by deferred and major maintenance expenditures being over budget by \$81,000 due in part to taking advantage of the elevator construction to perform maintenance on the drainage system which was originally scheduled for 2004/05.

Hart House assumed the management of Hart House Theatre on a trial basis on May 1, 2001. The relationship is successful both programmatically and administratively. The theatre has achieved a modest surplus in each of its first two years.

The Arbor Room summer revenue was affected negatively by the SARS epidemic. While its performance is improving because of fall/winter meal plan revenue, it is not expected to break even this year. Based on a review by a consultant, several measures to improve its performance have been undertaken. Close monitoring of the performance of the Arbor Room continues. Net revenue from Catering exceeds budget in spite of a drop in activity in the summer.

The Accessibility Project to install an elevator to reach all 5 floors of Hart House is currently under construction and will be completed in the spring of 2004. Funding has been raised from a variety of sources including a large grant from the Cultural Spaces Canada programme. Once the elevator is operational in 2004-05, the depreciation expense on the elevator will be offset by the amortization of the deferred capital revenue. Therefore, the construction of the elevator will have minimal impact on the financial operations of the House.

### **C. Operating Plan for 2004/05**

The 2004/05 budget has been reviewed and recommended by the Finance Committee and approved by the Board of Stewards. It represents a fiscally prudent approach to providing programming to meet the demands of increased enrollment, being responsive to new initiatives and preserving the building while providing excellent stewardship for Hart House's finances. After two years of planned deficits, we were determined to balance the budget for 2004/05 and for the foreseeable future. Our budget goals are to construct a sustainable financial model for Hart House which includes Hart House Theatre on a permanent basis, develops new revenue streams to reduce dependency on student members' fees, invests adequately in capital assets, invests consistently in deferred and major maintenance and maintains a reasonable level of unrestricted net assets. The 2004/05 budget achieves these goals, showing modest annual operating net revenue of \$20,000 as a result of tight budgeting.

Recognizing that student and senior member fees need to be kept at rates which take into account inflation, the demands of increased enrollment and the timely preservation of the building, realistic assumptions about revenue from 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). Last year, two approaches to fees were considered: one which had a large increase in one year followed by smaller increases in the two subsequent years with the pattern repeating over ten years; and another which raised fees at a smooth consistent rate over several years. The smooth approach was favoured over the choppy one based on feedback from student and senior members, consideration of the limitations on student fee increases due to the COSS (Council on Student Services) Memorandum of Agreement (attached – see sections 3 and 4) and consideration of the limitations on senior member fee increases in order to remain competitive within the market. In addition, annual increases to the student fee are necessary to offset the drop-off in temporary fees which result from the formula of the COSS protocol. The 2003/04 budget predicted steady fee increases of 3.5% for the next several years. This year's proposed fee increase is consistent with that forecast.

Two new revenue streams are included in the 2004/05 budget: U of T Tix @ Hart House, a campus box office business run by the Theatre; and a full service bar and communal dining area in the Gallery Grill lounge. Both initiatives will provide new and useful services to the campus community while offsetting operating costs for normal operations and enhancing the services provided by the Theatre and Gallery Grill.

We are anticipating some increase in revenue through room rentals because the elevator will be in use in 2004-05.

The Board of Stewards approved the permanent integration of the Theatre into Hart House at its October 2003 meeting, based on a full review of the first two successful years.

The integration of Hart House Theatre into Hart House is going very well. From September 2002 to May 2003, there were 45,000 people in the audience of whom 21,000 were students. On or backstage there were 1300 U of T students and 45 different U of T groups or departments. The Theatre was booked for 230 of a possible 273 days. Student productions in various media fill the calendar and the integration of human, financial and physical resources is resulting in efficiencies and enhancements to all the programmes of the House. The development campaign to build an endowment is well begun. Support from the University continues for the Theatre on a decreasing basis as the interest income from the Theatre Endowment Fund is brought into revenue. The budget reflects the impact of the new business venture, U of Tix @Hart House.

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.

With the exception of one new position to support the new business venture, U of Tix @Hart House, staffing levels remain the same as in 2003-04. Additional wait staff and service staff hours are included to accommodate the planned increased revenue in the Hospitality Departments; but this cost is variable and will only be expended if necessary to support additional business.

The updated engineering survey and new architectural survey of the deferred and major maintenance needs of the House provide us with a 15-year plan (2000-2015) for the continuous preservation and improvement of the building. The surveys are the basis on which the deferred and major maintenance expenditures are projected. In the next 5 years, the plan requires significant expenditures on major items which will deplete the reserve fund. In subsequent years, as shown in the ten year forecast, the requirements for expenditures diminish to more manageable levels, making it possible to continue to have balanced budgets for all but 2 years when required expenses are high and to begin to replenish the reserve funds in that period. In order to take into account the needs of the building, balancing the disruption of repairs with ongoing programming, having a realistic work plan for repairs and smoothing expenses, the projects have been categorized into "A", "B" and "C" lists (Schedule 6). Only the "A" list items were used in the 2004-05 operating plan. The plan to construct a new farm house which was started in 2002/03 will be completed in 2004/05. It will be internally financed.

#### **D. Categories of Users, Accessibility**

The Hart House Constitution states:

Hart House is an association of members. There are two kinds of members of the House – the U of T Student Members, and Senior Members. The Senior Member is a person who elects to join Hart House. The U of T Student – whether full or part-time, graduate or undergraduate – is a Hart House member automatically.

Hart House continues to widen participation in its services and programmes by encouraging activities and events that are attractive to the diverse student and senior member population. Hart House is a centre of campus life, with approximately 6000 people using the House each day. More than cultural 1000 events are organized annually by the 32 Hart House clubs and committees. In addition, many major campus events are held in the House. 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 art programme. 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.

The House is open 365 days per year from early in the morning until midnight or late evening. In terms of physical accessibility, the completion of the elevator in June 2004 will make approximately 85% of the House accessible. A special committee will make recommendations on further ways to improve the accessibility of the House. Future plans for deferred and major maintenance and special projects will be designed to continue to improve the accessibility of the House.

#### **E. Current Long Range Financial Plan**

The long-range planning assumptions are set out at the bottom of Schedule 1 and are in accordance with enrollment, investment yield, and inflation factors recommended by the University of Toronto's Financial Services Department. 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 and ten-year forecast indicates a series of operating surpluses with the exception of 2 years in the 10 year forecast due to higher than usual expenditures for deferred & major maintenance. 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 adds an increasing annual operating contingency expense for deferred and major maintenance projects.

As a result of operating surpluses before commitments and transfers, the existing cash surplus slowly improves over the five-year financial plan. With respect to the net asset position, an operating fund reserve is being established in 2004-05 to set aside funds to cover unexpected contingencies. The fund is set at 10% of total budgeted revenue from all sources. Accordingly, the unrestricted net assets are decreased by the new operating fund reserve. Overall, total restricted and unrestricted net assets improve steadily over the five-year period.

#### **F. Capital Plan for 2004-05.**

The capital budget is set at \$700,000. It includes \$300,000 for the acquisition of capital equipment, \$150,000 for building improvements to the fabric of the House over and above the deferred and major maintenance expenditures and \$250,000 for the construction of the new farm house.



## HART HOUSE CONSOLIDATED OPERATING BUDGET AND 10-YEAR FORECAST

(\$ 000's)

	2004/05 BUDGET	2005/06 BUDGET	2006/07 BUDGET	2007/08 BUDGET	2008/09 BUDGET	2009/10 BUDGET	2010/11 BUDGET	2011/12 BUDGET	2012/13 BUDGET	2013/14 BUDGET
<b>Revenue</b>										
Student fees	5,654	6,029	6,282	6,377	6,428	6,527	6,627	6,826	7,031	7,242
Senior member fees	1,162	1,203	1,245	1,288	1,327	1,367	1,408	1,450	1,494	1,538
Food, interest and general	4,705	4,782	4,899	5,024	5,136	5,239	5,343	5,450	5,559	5,671
Deferred revenue	92	100	100	100	100	100	100	100	100	100
Theatre Endowment Income	11	50	75	100	100	100	100	100	100	100
Unrestricted Donations & Grants	104	129	154	179	204	275	300	325	350	375
	11,728	12,293	12,755	13,068	13,295	13,607	13,878	14,251	14,633	15,025
<b>Expenses</b>										
Salaries, wages, benefits & fees	5,897	6,133	6,378	6,633	6,899	7,126	7,361	7,604	7,855	8,115
Professional fees	380	388	395	403	411	420	428	437	445	454
Publicity	176	180	183	187	191	194	198	202	206	210
Data processing & software	82	94	96	97	99	101	103	105	108	110
General office	527	538	548	559	570	582	593	605	617	630
Laundry, supplies & garbage	377	385	392	400	408	416	425	433	442	451
Cost of Goods Sold	1,320	1,346	1,373	1,401	1,429	1,457	1,487	1,516	1,547	1,578
Insurance	74	75	77	79	80	82	83	85	87	88
Utilities	851	868	885	903	921	940	958	978	997	1,017
Clubs & Committees' Programmes	480	490	499	509	520	530	541	551	562	574
Hart House Theatre production costs	22	22	23	23	24	24	25	25	26	26
Capital renewal:										
Annual maintenance	384	392	400	408	416	449	458	467	476	486
Deferred & major maint.- engineering	443	416	368	366	282	50	35	180	646	99
Deferred & major maint.- architectural	208	200	150	150	-	108	112	125	106	108
Depreciation	547	572	597	622	647	692	717	742	767	792
Expendable equipment	121	123	126	128	131	134	136	139	142	145
	11,891	12,223	12,493	12,871	13,030	13,307	13,663	14,198	15,032	14,884
Central overhead	61	62	63	65	66	67	69	70	71	73
	11,952	12,285	12,557	12,936	13,096	13,375	13,732	14,268	15,103	14,957
<b>Operating result before commitments &amp; transfers</b>	(224)	8	198	132	199	233	146	(17)	(470)	68
- Transfer from U of T for Theatre	244	199	178	106	34	-	-	-	-	-
	20	207	376	239	233	233	146	(17)	(470)	68
General Inflation forecast (% of prior)	102.0%	102.0%	102.0%	102.0%	102.0%	102.0%	102.0%	102.0%	102.0%	102.00%
Enrollment increase forecast (% of prior)	106.0%	103.0%	100.7%	99.4%	99.2%	100.0%	100.0%	100.00%	100.00%	100.00%
Student fee rate forecast (% of prior)	103.5%	103.5%	103.5%	103.5%	103.0%	103.0%	103.0%	103.0%	103.0%	103.0%
Investment yield forecast (% of invested cash - see Schedule 3)	3.5%	3.7%	3.8%	4.0%	4.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Senior Member fees rate forecast (% of prior year)	103.5%	103.5%	103.5%	103.5%	103.0%	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)	104.0%	104.0%	104.0%	104.0%	104.0%	103.3%	103.3%	103.3%	103.3%	103.3%

**HART HOUSE**  
**2004/05 ANNUAL OPERATING PLAN**

Schedule 2

**CONSOLIDATED**  
**STATEMENT OF NET ASSETS**  
( \$000's )

	2002/03 ACTUAL	2003/04 BUDGET	2003/04 FORECAST	2004/05 BUDGET	2005/06 BUDGET	2006/07 BUDGET	2007/08 BUDGET	2008/09 BUDGET
<b>UNAPPROPRIATED NET ASSETS</b>								
- Unrestricted accumulated net assets								
Operating result after commitments and transfers	\$ 119	(985)	(18)	(1,006)	259	433	301	123
Restatement of prior periods (accounting changes)	(34)	-	-	146	-	-	-	-
Transfer to Operating Fund Reserve	-	-	-	(1,197)	(52)	(44)	(24)	(16)
Bal., begin. of year	2,221	1,903	2,306	2,288	231	438	827	1,104
Balance, end of year	\$ 2,306	918	2,288	231	438	827	1,104	1,211
<b>APPROPRIATED NET ASSETS</b>								
- Operating Fund Reserve (10% of revenue)								
Increase/(decrease) in commitment	\$ -	-	-	1,197	52	44	24	16
Balance, beginning of year	-	-	-	-	1,197	1,249	1,293	1,317
Balance, end of year	\$ -	-	-	1,197	1,249	1,293	1,317	1,333
<b>APPROPRIATED NET ASSETS</b>								
-Reserve for Def. & Major Maintenance								
Increase/(decrease) in commitment	\$ (611)	(110)	(191)	(141)	-	-	-	177
Balance, beginning of year	1,143	459	532	341	200	200	200	200
Balance, end of year	\$ 532	349	341	200	200	200	200	377
<b>APPROPRIATED NET ASSETS</b>								
-Other internally restricted net assets								
Increase/(decrease) in commitment	\$ 29	(4)	-	(165)	(19)	(19)	(19)	(19)

**HART HOUSE**  
**2004/05 ANNUAL OPERATING PLAN**

Schedule 2

**CONSOLIDATED**  
**STATEMENT OF NET ASSETS**  
( \$000's )

	<b>2002/03 ACTUAL</b>	<b>2003/04 BUDGET</b>	<b>2003/04 FORECAST</b>	<b>2004/05 BUDGET</b>	<b>2005/06 BUDGET</b>	<b>2006/07 BUDGET</b>	<b>2007/08 BUDGET</b>	<b>2008/09 BUDGET</b>
Balance, beginning of year	586	684	615	615	450	430	411	392
Balance, end of year	\$ 615	680	615	450	430	411	392	374
<b>APPROPRIATED NET ASSETS</b>								
- Investment in capital assets								
Increase/(decrease) in commitment	\$ 151	833	(15)	1,167	(52)	(57)	(62)	(67)
Balance, beginning of year	1,197	1,536	1,348	1,333	2,500	2,448	2,391	2,329
Balance, end of year	\$ 1,348	2,369	1,333	2,500	2,448	2,391	2,329	2,262
<b>ENDOWMENT FUND</b>								
-House Theatre Endowment Fund								
Increase/(decrease) in commitment	\$ 280	440	116	180	410	502	522	43
Balance, beginning of year	186	776	466	582	762	1,172	1,674	2,196
Balance, end of year	\$ 466	1,216	582	762	1,172	1,674	2,196	2,239
<b>TOTAL NET ASSETS</b>								
- Total restricted and unrestricted net assets								
Increase/(decrease) in Total Net Assets	\$ (116)	174	(108)	1,378	650	903	766	273
Balance, beginning of year	5,383	5,358	5,267	5,159	5,340	5,938	6,796	7,539
Balance, end of year	\$ 5,267	5,532	5,159	6,537	5,990	6,840	7,563	7,812

**HART HOUSE**  
**CONSOLIDATED 5-YEAR CASH FLOW, CASH REQUIREMENTS, AND INVESTMENT FORECAST**  
(\$'000's)

	2002/03 ACTUAL	2003/04 BUDGET	2003/04 FORECAST	2004/05 BUDGET	2005/06 BUDGET	2006/07 BUDGET	2007/08 BUDGET	2008/09 BUDGET
<b>CASH FLOW FORECAST</b>								
Operating result before commitments & transfers	(591)	(502)	(469)	(224)	8	198	132	199
Add non-cash items:								
Amortization of capital contributions	(36)	(58)	(36)	(92)	(100)	(100)	(100)	(100)
Depreciation	547	502	407	547	572	597	622	647
Less capital expenditures	(422)	(800)	(356)	(700)	(420)	(440)	(460)	(480)
Less elevator construction	(98)	(1,200)	(922)	-				
Add funding transfer for Hart House Theatre	245	241	245	244	199	178	106	34
Add mortgage financing	-	750	-	-	-	-	-	-
Add donations (contributions) for capital purchase	139	355	835	-	-	-	-	-
Less Loan principal payment	(257)	(27)	-	-	-	-	-	-
Net change in non-cash working capital balances related to operations	1,078	-	-	-	-	-	-	-
<b>Increase/(decrease) in cash</b>	<b>605</b>	<b>(739)</b>	<b>(296)</b>	<b>(225)</b>	<b>259</b>	<b>433</b>	<b>301</b>	<b>300</b>
Cash position, begin of year	4,456	3,579	5,061	4,765	4,540	4,799	5,232	5,533
<b>CASH POSITION, END OF YEAR</b>	<b>5,061</b>	<b>2,840</b>	<b>4,765</b>	<b>4,540</b>	<b>4,799</b>	<b>5,232</b>	<b>5,533</b>	<b>5,833</b>
<b>CASH REQUIREMENTS FORECAST</b>								
Internally restricted funds, excluding DMM	615	609	580	609	639	671	705	740
Reserve for Deferred & Major Maintenance	532	349	341	200	200	200	200	377
Cash reserve for general operations	350	350	350	1,197	1,249	1,293	1,317	1,340
Total cash required	1,497	1,308	1,271	2,006	2,088	2,164	2,222	2,457
<b>CASH SURPLUS/(SHORTFALL)</b>	<b>3,564</b>	<b>1,532</b>	<b>3,494</b>	<b>2,534</b>	<b>2,710</b>	<b>3,068</b>	<b>3,311</b>	<b>3,376</b>
<b>INVESTED CASH FORECAST</b>								
Cash surplus (shortfall) per above		1,532	3,494	2,534	2,710	3,068	3,311	3,376
Add: Reserve for Deferred & Major Maintenance		349	341	200	200	200	200	377
Add: 50% of internally restricted funds		305	290	305	320	336	352	370
	<u>3,564</u>	<u>2,185</u>	<u>4,125</u>	<u>3,039</u>	<u>3,230</u>	<u>3,603</u>	<u>3,863</u>	<u>4,123</u>
Add balance from prior year-end		3,564	3,564	4,125	3,039	3,230	3,603	3,863
		5,749	7,689	7,164	6,269	6,834	7,467	7,986
Divide by 2 for average balance		<u>2</u>						
<b>AVERAGE INVESTED CASH</b>		<u><b>2,875</b></u>	<u><b>3,845</b></u>	<u><b>3,582</b></u>	<u><b>3,134</b></u>	<u><b>3,417</b></u>	<u><b>3,733</b></u>	<u><b>3,993</b></u>
						3,496	3,434	3,487

**HART HOUSE**  
**2004/05 ANNUAL OPERATING PLAN**

Schedule 4

**HART HOUSE**  
**STUDENT FEE SCHEDULE**

	Sessional Fees (1)	Proposed Change \$ (2)	Student Fees 04/05 (3) =(1+2)	% Change (4) = (2)/(1)
St. George Full time	58.27	2.04	60.31	3.5%
St. George Part time (= 20% St. George Full time)	11.65	0.41	12.06	3.5%
UTSc & UTM Full time	1.78	0.06	1.84	3.4%
UTSc & UTM Part time (= 20% of UTSc & UTM full time)	0.36	0.01	0.37	2.8%

**HART HOUSE**  
**2004/05 ANNUAL OPERATING PLAN**

Schedule 4.1

**HART HOUSE**  
**STUDENT FEE SCHEDULE**

Year 2004 - 05	Student Fees 04/05	Projected Summer Enrolment 04/05	Projected Enrolment 04/05	Student Fees Summer Session	Student Fees Fall Session	Student Fees Winter Session	Student Fees Total 04/05
St. George Full time	\$ 60.31	5,600	40,609	\$ 338,000	\$ 2,449,000	\$ 2,449,000	\$ 5,236,000
St. George Part time (= 20% St. George Full time)	\$ 12.06	6,500	11,488	78,000	139,000	139,000	356,000
UTM Full time	\$ 1.84	975	7,052	2,000	13,000	13,000	28,000
UTSc Full time	\$ 1.84	1,300	7,026	2,000	13,000	13,000	28,000
UTM Part time (= 20% of UTM full time)	\$ 0.37	2,075	2,512	1,000	1,000	1,000	3,000
UTSc Part time (= 20% of UTSc full time)	\$ 0.37	2,000	2,271	1,000	1,000	1,000	3,000
		<u>18,450</u>	<u>70,958</u>	<u>\$ 422,000</u>	<u>\$ 2,616,000</u>	<u>\$ 2,616,000</u>	<u>\$ 5,654,000</u>
Year 2003 - 04	Student Fees 03/04	Projected Summer Enrolment 03/04	Projected Enrolment 03/04	Student Fees Summer Session	Student Fees Fall Session	Student Fees Winter Session	Student Fees Total 03/04
St. George Full time	\$ 58.27	5,423	38,552	\$ 316,000	\$ 2,246,000	\$ 2,246,000	\$ 4,808,000
St. George Part time (= 20% St. George Full time)	\$ 11.65	6,238	11,527	73,000	134,000	134,000	341,000
UTM Full time	\$ 1.78	931	6,316	2,000	11,000	11,000	24,000
UTSc Full time	\$ 1.78	1,222	6,309	2,000	11,000	11,000	24,000
UTM Part time (= 20% of UTM full time)	\$ 0.36	1,973	2,257	1,000	1,000	1,000	3,000
UTSc Part time (= 20% of UTSc full time)	\$ 0.36	1,908	2,004	1,000	1,000	1,000	3,000
		<u>17,695</u>	<u>66,965</u>	<u>\$ 395,000</u>	<u>\$ 2,404,000</u>	<u>\$ 2,404,000</u>	<u>\$ 5,203,000</u>
						Budgeted revenue 2003/04	<u>\$5,096,000</u>
						Difference	<u>\$ 107,000</u>
						Difference %	<u>2.10%</u>

## HART HOUSE SCHEDULE OF SENIOR MEMBER AND OTHER FEES

		2003/04	2004/05	Change
<b><u>ATHLETICS</u></b>				
<u>Regular Fee</u>	Monthly	\$ 60.00	\$ 62.00	\$ 2.00
	Annually	\$ 682.00	\$ 706.00	\$ 24.00
<u>Discounted Fees</u>				
Spouse of Student Member or Senior Member	Monthly	\$ 46.00	\$ 47.75	\$ 1.75
	Annually	\$ 520.00	\$ 538.00	\$ 18.00
Class of 04	Monthly	\$ 30.00	\$ 31.00	\$ 1.00
	Annually	\$ 342.00	\$ 354.00	\$ 12.00
Member over 60	Monthly	\$ 46.00	\$ 47.75	\$ 1.75
	Annually	\$ 520.00	\$ 538.00	\$ 18.00
Faculty or Staff	Monthly	\$ 43.00	\$ 44.50	\$ 1.50
	Annually	\$ 488.00	\$ 505.00	\$ 17.00
Visiting Student	4 months	\$ 145.00	\$ 150.00	\$ 5.00
One Month Member	Monthly	\$ 80.00	\$ 83.00	\$ 3.00
<b><u>CLUBS &amp; COMMITTEES</u></b>				
<u>Regular Fee</u>	Annually	\$ 145.00	\$ 150.00	\$ 5.00
<u>Special Fees</u>				
Spouse of Student Member or Senior Member	Annually	\$ 145.00	\$ 150.00	\$ 5.00
	Annually	\$ 94.50	\$ 98.00	\$ 3.50
Faculty or Staff	Annually	\$ 145.00	\$ 150.00	\$ 5.00
Visiting Student		\$ 145.00	\$ 150.00	\$ 5.00
<b><u>ATHLETICS PLUS</u></b>				
	Monthly	\$ 81.00	\$ 84.00	\$ 3.00
	Annually	\$ 895.00	\$ 931.00	\$ 36.00
<b><u>JOINT PLAN</u></b>				
	Annually	\$ 228.00	\$ 236.00	\$ 8.00





2004/05 ANNUAL OPERATING PLAN

Schedule 7

**HART HOUSE  
CAPITAL BUDGET**

	2003/04 <u>Budget</u>	2003/04 <u>Forecast</u>	2004/05 <u>Budget</u>
FURNITURE & EQUIPMENT			
2002-03 budget (expenditure in 2004-05)	-	-	30,000
2002-03 Furniture & Equipment	300,000	216,900	-
2004-05 Furniture & Equipment	-	-	270,000
 New Farm house	 250,000	 1,000	 250,000
 BUILDING IMPROVEMENTS	 250,000	 137,800	 100,000
2002-03 budget (expenditure in 2004-05)			50,000
	<u>\$ 800,000</u>	<u>355,700</u>	<u>700,000</u>
 ACCESSIBILITY PROJECT			
Elevator Construction			
Cost elevator estimated			1,120,000
Less: funding provided by SACWAC (paid to F & S)			(100,000)
Less: amount paid in 2002-03			<u>(98,200)</u>
Net Costs upon completion in 2004-05			<u>921,800</u>
 Funding Available			
Reclassified Net Assets Fund II		145,900	
Accessibility fund Fund I		<u>167,000</u>	
On hand funds			312,900
 Cultural Spaces grant		495,000	
Less: amount paid in 2002-03		<u>(98,200)</u>	
			396,800
 Funding from President's Office			100,000
Donation from Hellyer Foundation			<u>25,000</u>
Funding available			<u>834,700</u>
 Funding required			<u>87,100</u>