2003/04 ANNUAL OPERATING PLAN

HART HOUSE CONSOLIDATED OPERATING BUDGET AND 5-YEAR FORECAST (\$ 000's)

,	2001/02	2002/03	2002/03	2003/04	2004/05	2005/06	2006/07	2007/08
	ACTUAL	BUDGET	FORECAST	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Revenue								
Student fees	4,719	4,778	4,769	5,096	5,555	5,823	5,997	5,999
Athletics renovation fee	Included	427	427	-	-	-	-	-
Accessibility project funding	(66)	(66)	(67)	-	-	-	-	-
Senior member fees	1,096	1,034	1,100	1,150	1,190	1,232	1,275	1,301
Food, interest and general	4,082	3,848	4,093	4,278	4,340	4,425	4,516	4,611
Deferred revenue	21	48	38	58	91	91	91	91
Theatre Endowment Income	-	-	-	-	50	75	100	100
Unrestricted Donations & Grants	84	222	160	140	165	190	215	240
	9,936	10,291	10,520	10,722	11,391	11,836	12,194	12,341
Expenses	.,		.,.	- ,	,	,	, -	,-
Salaries, wages, benefits & fees	5,175	5,270	5,229	5,594	5,835	6,085	6,286	6,494
Current pension savings	(119)	-,	-,	-	-		-	-
Professional fees	328	287	419	322	328	335	342	349
Publicity	110	169	174	184	188	191	195	199
Data processing & software	35	72	65	75	67	68	69	71
General office	473	386	508	578	590	601	613	626
Laundry, supplies & garbage	331	309	317	350	357	364	371	379
Cost of Goods Sold	1.147	1.059	1.091	1.163	1.186	1,210	1,234	1.259
Insurance	53	1,039	58	60	61	62	64	65
	670	684	697	712		741		771
Utilities					726		756	
Clubs & Committees' Programmes	353	400	425	480	480	480	480	480
Hart House Theatre production costs	25	45	35	45	21	21	22	22
0 " 1	8,581	8,746	9,018	9,563	9,838	10,160	10,432	10,713
Capital renewal:								
Annual maintenance	304	400	579	414	422	431	439	448
Deferred & major maint engineering	311	776	1,000	336	289	533	475	90
Deferred & major maint architectural	-	-	100	198	312	125	106	-
Depreciation	590	707	529	502	547	572	597	622
Expendable equipment	135	119	115	109	111	113	116	118
Interest on renovation mortgage	35	28	14	23	42	38	34	30
	1,375	2,030	2,337	1,582	1,723	1,812	1,767	1,308
Central overhead	79	78	79	79	81	82	84	86
	10,035	10,854	11,434	11,224	11,642	12,054	12,283	12,107
Operating result before								
commitments & transfers	(99)	(563)	(914)	(502)	(251)	(218)	(89)	235
 Transfer from U of T for Theatre 	236	218	236	241	- 1	- 1	-	-
	137	(345)	(678)	(261)	(251)	(218)	(89)	235
Less:Increase/(decrease) in		. ,				1 1		
Unappropriated equity from								
- Investment in capital assets	269	(199)	339	833	22	21	20	19
- Interest on renovation	(35)	`(14)	(14)	-	-	-	_	-
- Deferred & major maint.	`89	(368)	(684)	(110)	(169)	(52)	17	369
Operating result after		(/	(/	(- 7	(/	(- /		
commitments & transfers	(186)	236	(319)	(984)	(104)	(187)	(127)	(153)
	(100)		(/	(00.7)	(101)	(101)	(/	(100)
General Inflation forecast (% of prior)				102.0%	102.0%	102.0%	102.0%	102.0%
Enrollment increase forecast (% of prior)				106.4%	105.3%	102.5%	100.8%	99.4%
Student fee rate forecast (% of prior)				103.5%	103.5%	103.5%	103.5%	102.0%
` . ,	Cobodulo 2							
Investment yield forecast (% of invested cash - see	Scriedule 3,			4.0%	4.0%	4.0%	4.0%	4.0%
Senior Member fees rate forecast (% of prior year)				103.5%	103.5%	103.5%	103.5%	102.0%
General Increase in salaries, wages and benefits				104.3%	104.3%	104.3%	103.3%	103.3%
(% of prior year - cost of living and step increase)								

HART HOUSE CONSOLIDATED OPERATING BUDGET AND 10-YEAR FORECAST (\$ 000's)

(\$000\$)	2003/04	2004/05	2005/06	2006/07	2007/08	2008/09	2009/10	2011/12	2010/11	2011/12
Povenue	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Revenue Student fees	5,096	5,555	5,823	5,997	5,999	6,032	6,063	6,184	6,308	6,434
Athletics renovation fee	5,096	5,555	5,623	5,997	5,999	6,032	6,063	0,104	6,306	0,434
	-	-	-	-	-	-	-	-	-	-
Accessibility project funding	1.150	1.190	4 000	4 075	4 204	4 207	4 252	4 200	4 400	1.436
Senior member fees		,	1,232	1,275	1,301	1,327	1,353 4.797	1,380	1,408 4.991	
Food, interest and general Deferred revenue	4,278	4,340 91	4,425 91	4,516 91	4,611 91	4,703	4,797	4,893 83	4,991	5,091 83
Theatre Endowment Income	58	50	75	100	100	83 100	100	100	100	100
Unrestricted Donations & Grants	140	165	190	215	240	275	300	325	350	375
Office Donations & Grants	10,722	11,391	11,836	12,194	12,341	12,520	12,696	12,966	13,240	13,519
Expenses	10,722	11,391	11,030	12,194	12,341	12,520	12,090	12,900	13,240	13,519
Salaries, wages, benefits & fees	5,594	5.835	6,085	6,286	6,494	6.708	6.929	7,158	7,394	7.638
Professional fees	322	328	335	342	349	356	363	370	377	385
Publicity	184	188	191	195	199	203	207	211	216	220
Data processing & software	75	67	68	69	71	72	73	75	76	78
General office	578	590	601	613	626	638	651	664	677	691
Laundry, supplies & garbage	350	357	364	371	379	386	394	402	410	418
Supplies	350	357	304	3/1	3/9	300	394	402	410	410
Cost of Goods Sold	1,163	1.186	1,210	1,234	1,259	1,284	1,310	1,336	1,363	1,390
Garbage	1,103	1,100	1,210	1,234	1,239	1,204	1,310	1,330	1,303	1,390
Insurance	60	61	62	64	65	66	- 68	69	70	72
Utilities	712	726	741	756	771	786	802	818	834	851
	480	480	480	480	480	505	505	505	505	505
Clubs & Committees' Programmes Hart House Theatre production costs	460	21	21	22	22	23	23	24	24	24
Capital renewal:	43	21	21	22	22	23	23	24	24	24
Annual maintenance	414	422	431	439	448	457	457	466	476	485
	136	289	533	439 475	90	50	35	180	646	99
Deferred & major maint engineering	398	312	125	106	90	108	112	125	106	108
Deferred & major maint architectural Depreciation	502	547	572	597	622	667	712	757	802	847
The second secon	109	111	113	116	118	120	123	125	128	130
Expendable equipment	23	42	38	34	30	26	21	125	128	130
Interest on renovation mortgage	11,145	11,561	11,972	12.199	12,021	12,456	12,785	13,301	14,115	13,947
Central overhead	79	81	82	12,199	12,021	12,456	12,765	91	93	13,947
Central overnead	11,224	11,642	12,054	12,283	12,107	12,543	12,874	13,392	14,208	14,042
Operating result before	11,224	11,042	12,004	12,203	12,107	12,040	12,074	13,392	14,200	14,042
commitments & transfers	(502)	(251)	(218)	(89)	235	(23)	(178)	(426)	(968)	(523)
- Transfer from U of T for Theatre	241	(251)	(210)	(69)	233	(23)	(170)	(420)	(900)	(523)
- Hansier Horn O of Flor Theatre	(261)	(251)	(218)	(89)	235	(23)	(178)	(426)	(968)	(523)
Less:Increase/(decrease) in	(201)	(231)	(210)	(69)	233	(23)	(170)	(420)	(906)	(323)
Appropriated equity										
	833	22	21	20	19	(0.4)	(129)	(174)	(210)	(264)
Investment in capital assets Interest on renovation	033	22	21	20	19	(84)	(129)	(174)	(219)	(204)
- Interest of removation - Deferred & major maint.	(110)	(169)	(52)	17	369	310	330	182	(255)	300
Operating result after	(110)	(169)	(52)	17	309	310	330	102	(255)	300
commitments & transfers	(984)	(104)	(187)	(127)	(153)	(249)	(379)	(434)	(494)	(559)
Communents & transfers	(904)	(104)	(107)	(121)	(100)	(249)	(319)	(434)	(494)	(559)
Canaral Inflation forecast (9/ of prior)	102.00/	102.00/	102.00/	102.00/	102.00/	100.00/	100.00/	102.000/	100 000/	102.000/
General Inflation forecast (% of prior)	102.0%	102.0%	102.0%	102.0%	102.0%	102.0%	102.0%		102.00%	102.00%
Enrollment increase forecast (% of prior)	106.4%	105.3%	102.5%	100.8%	99.4%	100.0%	100.0%		100.00%	100.00%
Student fee rate forecast (% of prior)	103.5%	103.5%	103.5%	103.5%	102.0%	102.0%	102.0%		102.00%	102.00%
Investment yield forecast (% of invested cash - see Schedule 3)	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%		4.0%	4.0%
Senior Member fees rate forecast (% of prior year)	103.5%	103.5%	103.5%	103.5%	102.0%	102.0%	102.0%		102.0%	102.0%
General Increase in salaries, wages and benefits	104.3%	104.3%	104.3%	103.3%	103.3%	103.3%	103.3%	103.3%	103.3%	103.3%
(% of prior year - cost of living and step increase)										

HART HOUSE 2003/04 ANNUAL OPERATING PLAN

CONSOLIDATED STATEMENT OF EQUITY

STATEMENT OF EQUITY (\$000's)	2001/02 ACTUAL	2002/03 BUDGET	2002/03 FORECAST	2003/04 BUDGET	2004/05 BUDGET	2005/06 BUDGET	2006/07 BUDGET	2007/08 BUDGET
UNAPPROPRIATED EQUITY (DEFICIT) - Unrestricted accumulated net assets								
Operating result after commitments and transfers	\$ (186)	236	(319)	(984)	(104)	(187)	(127)	(153)
Restatement of prior periods (accounting changes)	6	-	-	-	-	-	-	-
Bal., begin. of year	2,402	1,772	2,222	1,903	919	815	628	501
Balance, end of year	\$ 2,222	2,008	1,903	919	815	628	501	349
APPROPRIATED EQUITY -Reserve for Def. & Major Maintenance								
Increase/(decrease) in commitment	\$ 89	(368)	(684)	(110)	(169)	(52)	17	369
Balance, beginning of year	1,054	951	1,143	459	349	180	129	146
Balance, end of year	\$ 1,143	583	459	349	180	129	146	515
APPROPRIATED EQUITY - Investment in capital assets								
Increase/(decrease) in commitment	\$ 269	(199)	339	833	22	21	20	19
Balance, beginning of year	928	1,098	1,197	1,536	2,369	2,391	2,412	2,432
Balance, end of year	\$ 1,197	899	1,536	2,369	2,391	2,412	2,432	2,451
ENDOWMENT FUND -House Theatre Endowment Fund								
Increase/(decrease) in commitment	\$ 186	-	590	440	399	490	509	5
Balance, beginning of year		-	186	776	1,216	1,615	2,104	2,613
Balance, end of year	\$ 186	-	776	1,216	1,615	2,104	2,613	2,618
TOTAL NET ASSETS - Total restricted and unrestricted net equity								
Increase/(decrease) in Total Net Assets	\$ 319	(279)	24	175	140	264	412	231
Balance, beginning of year	5,015	4,407	5,334	5,358	5,519	5,659	5,923	6,335
Balance, end of year	\$ 5,334	4,128	5,358	5,533	5,659	5,923	6,335	6,567

HART HOUSE STUDENT FEE SCHEDULE

	Base Fees	Proposed	Student Fee	%	Accessibility	Total Fees
	02/03 (1)	Change \$ (2)	03/04 (3) =(1+2)	Change $(4) = (2)/(1)$	Project Funding (5)	03/04 (6) =(1+2+5)
	(.,	(-)	(0) (1.12)	(') (-) (')	(3)	(5) (1.2.5)
St. George Full time						
Core fee	112.59	3.94	116.53	3.5%	=	116.53
Athletics renovation project fee	10.09	(10.09)	-	-100.0%	-	-
	122.68	(6.15)	\$116.53	-5.0%	\$0.00	\$116.53
St. George Part time (= 30% St. George Full time)						
Core fee	33.78	1.18	34.96	3.5%	-	34.96
Athletics renovation project fee	3.02	(3.02)	-	-100.0%	-	-
	36.80	(1.84)	\$34.96	-5.0%	\$0.00	\$34.96
		·				
St. George Summer (= prior year St. George Part time)						
Core fee	32.64	1.14	33.78	3.5%	-	33.78
Athletics renovation project fee	2.92	(2.92)	=	-100.0%	=	=
	35.56	(1.78)	\$33.78	-5.0%	\$0.00	\$33.78
UTSc & UTM Full time						
Core fee	3.43	0.12	3.55	3.5%	=	3.55
Athletics renovation project fee	0.29	(0.29)		-100.0%		
	\$3.59	(0.17)	\$3.55	-4.7%	\$0.00	\$3.55
UTSc & UTM Part time						
Core fee	1.06	0.04	1.10	3.8%	-	1.10
Athletics renovation project fee	0.09	(0.09)		-100.0%		
	\$1.11	(0.05)	\$1.10	-4.5%	\$0.00	\$1.10
				· · · · · · · · · · · · · · · · · · ·		

HART HOUSE 2003/04 ANNUAL OPERATING PLAN

HART HOUSE ENROLMENT STATISTICS AND STUDENT FEE REVENUE CALCULATION

		Projected 02/03	Projected 03/04	Projected Increase (Decrease)	% Increase (Decrease)
N.B. Enrolment values are	projected, not actual				
Undergraduate & Graduate	Full time	36,026	37,294	1,268	3.52%
Undergraduate & Graduate	Part time	11,340	11,347	7	0.06%
UTM UTSc UTSc & UTM	Full time Full time Part time	5,284 4,697 3,660	6,268 6,300 4,247	984 1,603 587	18.62% 34.13% 16.04%
Summer	Part time	8,941	9,000	59	0.66%
		69,948	74,456	4,508	6.44%
Core student levy (see Sch Athletics renovation fee (se Total Revenue calculated	e Schedule 4 for rates)	\$4,769,000 \$427,000 \$5,196,000	\$5,096,000 \$0 \$5,096,000		
Accessibility Project Fund	ding				
Core student fee portion Athletics renovation fee por Total Accessibility Project		\$62,000 \$5,000 \$67,000	\$0 \$0 \$0		
Net Student Fee Revenue	•				
Core student levy (see Sch Athletics renovation fee (se Total Revenue calculated	e Schedule 4 for rates)	\$4,707,000 \$422,000 \$5,129,000	\$5,096,000 \$0 \$5,096,000		
Budgeted revenue		\$5,139,000			
Difference		(\$10,000)			
Difference %		-0.19%			

2003-04 ANNUAL OPERATING PLAN

HART HOUSE SCHEDULE OF SENIOR MEMBER AND OTHER FEES

			2002/03		2003/04		Change
<u>ATHLETICS</u>							
Regular Fee	Monthly Annually	\$ \$	58.00 658.00	\$ \$	60.00 682.00	\$ \$	2.00 24.00
<u>Discounted Fees</u>							
Spouse of Student Member or Senior Member	Monthly Annually	\$ \$	44.25 502.00	\$ \$	46.00 520.00	\$ \$	1.75 18.00
Class of 03	Monthly Annually	\$ \$	29.00 329.00	\$ \$	30.00 342.00	\$ \$	1.00 13.00
Member over 60	Monthly Annually	\$ \$	44.25 502.00	\$ \$	46.00 520.00	\$ \$	1.75 18.00
Faculty or Staff	Monthly Annually	\$ \$	41.50 471.00	\$ \$	43.00 488.00	\$ \$	1.50 17.00
Visiting Student	4 months	\$	140.00	\$	145.00	\$	5.00
One Month Member	Monthly	\$	80.00	\$	80.00	\$	-
CLUBS & COMMITTEES							
Regular Fee	Annually	\$	140.00	\$	145.00	\$	5.00
Special Fees							
Spouse of Student Member or Senior Member	Annually	\$	140.00	\$	145.00	\$	5.00
Member over 60	Annually	\$	91.25	\$	94.50	\$	3.25
Faculty or Staff	Annually	\$	140.00	\$	145.00	\$	5.00
Visiting Student		\$	140.00	\$	145.00	\$	5.00
ATHLETICS PLUS	Monthly Annually	\$ \$	78.00 864.00 Split 50-5		81.00 895.00 vith Dept. of	\$ \$ Ath	3.00 31.00 letics
JOINT PLAN	Annually	\$	220.00	\$	228.00	\$	8.00

HART HOUSE CALCULATION OF SENIOR MEMBER FEES REVENUE

				2003/04 Projecte	d	02/03 project	1			Revenue			
Privilege	Discour	nt	# of Members	# of Members	Total	Total	Monthly		Annual	(net of GST	Discount		
<u>Level</u>	<u>Code</u>	<u>Description</u>	<u>Annual</u>	<u>Monthly</u>	# of Members	# of Members	Fee (w GS	<u>T)</u> <u>F</u>	Fee (w GST)	& shared portion)	factor	_ <u>B</u>	<u>UDGET</u>
Athletics	60	Over 60 years of age	68	87	155	111	\$ 46.0			\$77,928.97			
	97	Class of 03	21	155	176		\$ 30.0		•	\$58,861.68			
	AF	Affiliated Student	45	-	45	7	\$ -	\$		\$7,696.26			
	MS	Spouse of Senior Member	31	115	146	100	\$ 46.0	- *		\$74,392.52			
	GS	Graduate of Another Univ	9	60	69	148	\$ 60.0		,	\$46,110.28			
	MR	Regular	114	582	696	699	\$ 60.0			\$464,287.85			
	SF	Staff & Faculty	7	32	39	49	\$ 43.0			\$18,624.30			
	SS	Spouse of a Student Member	-	-	-	-	\$ 46.0			\$0.00			
	SM	Special Membership	1	11	12	8	\$ 60.0			\$8,039.25			
	VF	Visiting student (Fall)	27	-	27	28	\$ -	\$		\$3,658.88			
		Post-doctoral Fellow	3	15	18	24	\$ 46.0			\$9,196.26			
		One Month Member	-	8	8	5	\$ 80.0	0 \$	5 -	\$7,177.57			
Athletics	Dlue	Athletics Plus	18	6	24	25	\$ 81.0	n Φ	895.00	\$10,253.27			
Atmetics	rius	Atmetics Flus	10	U	24	25	φ 61.0	υ φ	p 095.00 _	\$786,227.10	5.2%	\$	745,000
										\$700,227.10	J.Z /0	φ	745,000
Clubs & C	Committe	es											
	60	Over 60 years of age	40	-	40	41		\$	94.50	\$3,532.71			
	97	Class of 2T2	-	-	-	-		\$	145.00	\$0.00			
	GO	Grad of Another University	-	-	-	-		\$	145.00	\$0.00			
	MR	Regular	190	-	190	208		\$	145.00	\$25,747.66			
	MS	Spouse of Student/Senior Member	-	-	-	-		\$	145.00	\$0.00			
	SF	Staff & Faculty	-	-	-	-		\$	145.00	\$0.00			
	SM	Special Membership	4	-	4	1		\$	\$ 145.00	\$542.06			
									-	\$29,822.43	-3.3%	\$	30,800
Total Mer	nbers				1,649	1,671				\$816,049.53	4.9%	\$	775,800
Joint plar	1		1,479	21	1,500	1,500		\$	\$ 228.00	\$368,848.60	-1.4%	\$	374,000
							_						
						3,171	<u>-</u>					\$	1,149,800

^{*} 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.

2002/04 ANNUAL OPERATING DLAN

10%

Contingency

HART HOUSE	2003/04 ANNUAL OPERATING PLAN					S	Schedule 6
	MAJOR MAINTENANCE PROJECTS	2002/03 <u>Budget</u>	2002/03 <u>Forecast</u>	2003/04 <u>Budget</u> A-List	2003/04 B-List	2003/04 C-List	2003/04 <u>Total</u>
Projects as set out in	DMM engineering study	-		-	-	-	-
New Engineering Stud	ty						
1 2 3 4 7 8 9 B - 1 B - 2 B - 3	Structure Roofs Walls Windows/Exterior Doors Mechanical Systems Electrical Elevators Farm Farm residence Barn	85,000 80,000 5,000 35,200 6,000 160,000 25,000	50,000 5,000 50,400 6,000 160,000 25,000	65,202 147,302 36,600 - 16,400	22,040	-	65,202 - 169,342 36,600 - 16,400
2 0	Total Engineering study	396,200	296,400	265,504	22,040	-	287,544
Architectural		80,000	213,600				
	Reconstruction of Front Entrance Steps Renewal of Finishes Resurfacing of running track Reconstruction of Camera Club Drainage System Renewal of 2nd and 3rd Floor Washrooms Replacement of Hood System in Main Kitchen Renewal of main kitchen counter units Replacement of Upper Gym Lighting Total Architectural	80,000	213,600	25,000 25,000 30,000 25,000 60,000 200,000 20,000 13,300 398,300	<u>-</u>	<u>-</u>	25,000 25,000 30,000 25,000 60,000 200,000 20,000 13,300 398,300
Additional D &MM pro	jects not covered in study	300,000	600,000	<u>-</u>			_
Carry over from prior		-	,	-	-	164,181	164,181
Less items carried over	er to future years Roof repairs Replacement of Hood System in Main Kitchen			(200,000) (200,000)	-	(164,181)	(164,181) (200,000) (364,181)
							485,844

776,200

1,110,000

463,804

22,040

48,584

534,428

HART HOUSE			
CAPITAL BUDGET	0000/00	0000/00	0000/04
	2002/03 Budget	2002/03 Forecast	2003/04 <u>Budget</u>
FURNITURE & EQUIPMENT 2001-02 budget (expenditure in 2002-03) 2002-03 Furniture & Equipment 2003-04 Furniture & Equipment	300,000	116,000 270,200	- 300,000
New Farm house	250,000	5,800	250,000
BUILDING IMPROVEMENTS	100,000	103,250	250,000
\$ <u></u>	650,000	495,250	800,000
ACCESSIBILITY PROJECT Elevator Construction Cost elevator estimated Less: funding provided by SACWAC (paid to F & Net Costs	S) .	100,000	1,300,000 (100,000) 1,200,000
Funding Available Reclassified Net Assets Fund II Accessibility fund Fund I On hand funds			179,200
Matching of student fees from Provost's office Reclassification of prior year's surplus (estimated Cultural Spaces grant)	-	67,000 53,800 500,000
Funding available			800,000
Funding required		- -	400,000

2003/04 ANNUAL OPERATING PLAN

Schedule 7