

Comparison of Original Business Case and Revised Operating Model

Revenue:

Revenue Source	Original Business Case	Updated Operating Model	Key Differences
<i>Administrative Office:</i>	22 monthly, \$300 rate, 100% utilization (\$79,200/yr)	300 m2, \$75 rate, 100% utilization (\$270,000)	Doubled in size, resulting in higher revenue projection. Africa Centre identified as anchor tenant. Significant revenue growth projection. High rental rate projection.
<i>Multipurpose Rooms:</i>	3 hourly, \$36 rate, 75% utilization (\$155,520/yr)	20 days/month, \$500 rate, 85% utilization (\$102,000)	Reduced revenue expectations. Rate increased.
<i>Event Space:</i>	2 hourly, \$93 rate, 50% utilization (\$178,560/yr)	4 events/month, \$1,500, 80% utilization (\$57,600)	Drop in number of events and revenue projections.
<i>Teaching Kitchen:</i>	1 hourly, \$100 rate, 50% utilization (\$96,000/yr)	80 hours/month, \$100 rate, 85% utilization (\$81,600)	Reduced revenue expectations.
<i>Resource Centre:</i>	1 hourly, \$36 rate, 50% utilization (\$34,560/yr)	80 hours/month, \$36 rate, 85% utilization, (\$29,376)	Reduced revenue expectations.
<i>Gymnasium:</i>	1 hourly, \$50 rate, 75% utilization (\$72,000/yr)	80 hours/month \$100 rate, 85% utilization, (\$81,600)	Increased rental rate and revenue projections.
<i>Commercial Space Rent</i>	4 monthly, \$2,000 rate, 100% utilization (\$96,000/yr)	4 units, \$3000 rate, 75% utilization, (\$108,000)	Vacancy rate included. Rental rate projections may be high.
<i>Information Hub:</i>	1 hourly, \$36 rate, 50% utilization (\$34,560/yr)	40 hours/month, \$36 rate, 85% util. (\$14,688)	Reduced revenue expectations.
<i>Low-Income Housing:</i>	8 monthly, \$1,000 rate, 100% utilization (\$96,000/yr)	8 units, \$1,324, 75% utilization rate (\$95,328)	Weighted average rate in line with Maximum Allowable Rental Rates for 2/3 bdrm units - should Africa Centre apply for AHIP.
<i>Daycare Centre Rent</i>	1 monthly, \$3,150 rate, 100% utilization (\$37,800/yr)	60 m2, \$100 rate, 100% utilization, (\$72,000)	Reduced size, Africa Centre as anchor tenant and increased revenue.
<i>AMCC Restaurant Rent:</i>	1 monthly, \$2,000 rate, 100% utilization (\$24,000/yr)	50 m2, \$300 rate, 90% utilization, (\$162,000)	Significantly increased revenue projections, rental rate projections may be too high.
AMCC Rental Revenues:	\$904,200	\$1,074,192	\$169,992
<i>AMCC Exterior Revenues:</i>	\$21,600	\$14,850	-\$6,750
<i>AMCC Fundraising Revenues:</i>	\$150,000	\$275,000	\$125,000
<i>Income from Endowment:</i>	Not Included	\$100,000	\$100,000
Total Annual Revenue:	\$1,075,800	\$1,464,042	\$388,242

Operating Expenses:

Expense Category / Role	Original Business Case	Updated Operating Model	Key Differences
<i>Executive Director</i>	1 position, \$120,000	Not Included	The Executive Director position and its associated salary were removed from the updated budget.
<i>Program Administrator</i>	1 position, \$90,000	1 position, \$80,000	\$10,000 lower salary
<i>Maintenance & Janitorial</i>	2 positions, \$80,000 rate (\$160,000 total)	2 per year, \$80,000 rate (\$160,000 total)	No change.
<i>Events/Rentals Administrator</i>	1 position, \$80,000	1 position, \$80,000	No change.
<i>Teaching Kitchen Manager</i>	1 position, \$80,000	1 position, \$80,000	No change.
<i>Africa Centre Support Allocation</i>	Not Included	1 position, \$80,000	New \$80,000 support role.
Total Staff Expenses	\$530,000	\$490,000	-\$40,000
<i>Utilities & Supplies (below grade)</i>	2000 m2, \$55 rate (\$110,000 total)	2000 m2, \$55 rate (\$110,000 total)	No change.
<i>Utilities & Supplies (above grade)</i>	4161 m2, \$85 rate (\$353,685 total)	4161 m2, \$85 rate (\$353,685 total)	No change.
<i>Misc Expenses</i>	Not included	\$150,000	New miscellaneous expenses and maintainance and repair budget.
<i>Offices Expenses</i>	\$9,000	Not included	Removed office expenses
Total Operations Expenses	\$481,685	\$613,686	\$132,001
Financing Charges	Not included	\$345,665	4% interest on the anticipated private lending for 10% of the project cost (\$5.4M).
Total Annual Expenses	\$1,020,685	\$1,449,350	\$428,665