

# HART HOUSE: 2019/2020 OPERATING PLAN & BUDGET



MARCH 4, 2019 - UAB

# 2019/2020 Budget Approval Process

## Key Budget Approval Dates:

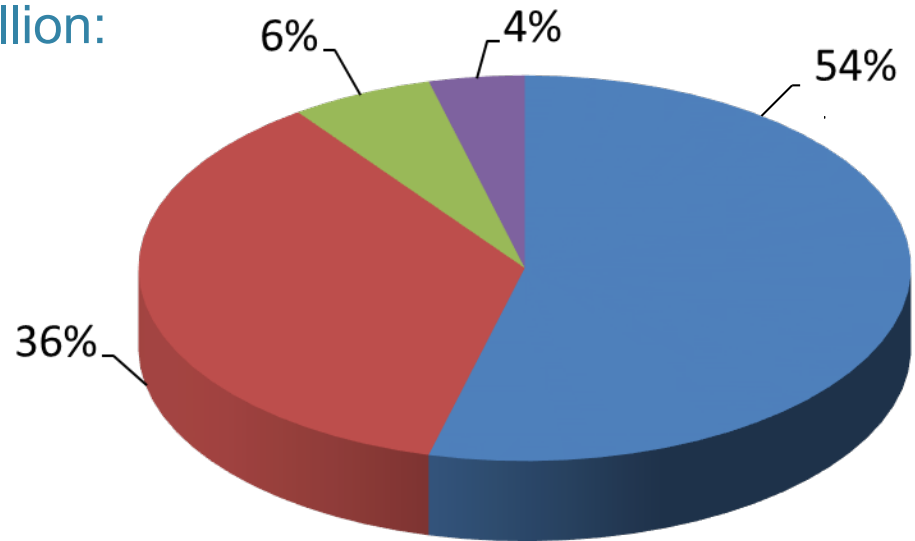
- ✓ • *Tuesday, January 8<sup>th</sup>:*  
Hart House Finance Committee
- ✓ • *Thursday, January 10<sup>th</sup>:*  
Hart House Board of Stewards (BoS)
- ✓ • *Monday, February 4<sup>th</sup>:*  
Service Ancillaries Review Group (SARG)
- ✓ • *Friday, February 15<sup>th</sup>:*  
Council on Student Services (COSS)
- *Monday, March 4<sup>th</sup>:*  
University Affairs Board (UAB)



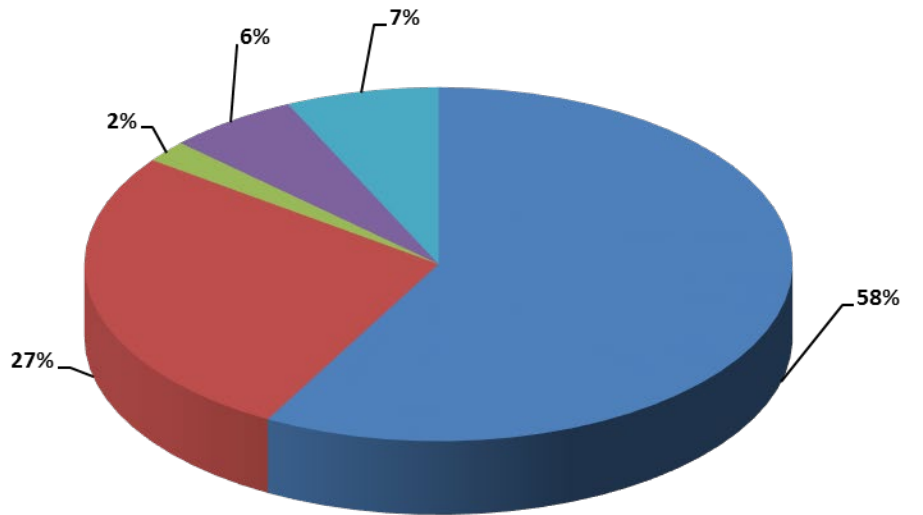
# 2019/20 Operating Revenue

Operating Revenue is \$19.7 million:

- Student fees - 54%
- Food and General Revenue - 36%
- Membership fees - 6%
- Other (Clubs, Service Charge, Donations) - 4%



# 2019/20 Operating Expenses & Commitments - \$19.7M



■ Salaries, wages, benefits & UofT Overhead - 58%  
■ Utilities, equipment, maintenance & capital renewal - 27%  
■ Clubs and Committees Programming - 2%

■ Cost of food sold - 6%

■ General office, software, publicity, theatre production, laundry & other - 7%

**Fixed costs  
87%**

- Salary, wage and benefit rates (negotiated by UofT central through collective bargaining)
- UofT Overhead
- Utilities
- Clubs and Committees
- Building maintenance
- Necessary Facility improvements
  - Pool Skylight, Roof and Attic
  - Arbor Room Furniture & Appliances
  - Hart House Farm

	2018-19 Budget	2019-20 Budget	% Change 18/19 vs 19/20
<b>Revenue</b>			
Student fees	\$ 10,195,900	\$ 11,270,300	10.5%
Membership fees	1,129,300	1,132,200	0.3%
Food revenue	3,784,600	3,638,400	-3.9%
General revenue	2,494,300	2,305,500	-7.6%
Investment income	264,700	412,700	55.9%
Clubs & Committees' programming	125,000	125,000	0.0%
Donations, grants & amortization	383,500	382,300	-0.3%
Gratuities/Service Charge	590,900	519,200	-12.1%
	<b>\$ 18,968,200</b>	<b>\$ 19,785,600</b>	<b>4.3%</b>
<b>Expenses</b>			
Salaries, wages & benefits	\$ 11,000,900	\$ 11,271,100	2.5%
Cost of Food	1,112,200	1,071,300	-3.7%
Annual Maintenance	798,600	798,600	0.0%
Facility Renewal	90,000		-100.0%
Utilities	1,004,600	1,004,600	0.0%
Insurance	117,900	120,900	2.5%
Depreciation, loss/gain on disposal	733,000	1,105,000	50.8%
Clubs & Committees' programming	468,000	443,000	-5.3%
Theatre production costs	60,000	72,500	20.8%
Sundry expense	164,500	490,100	197.9%
General office	374,800	333,700	-11.0%
Publicity, photography, printing, prizes	173,300	179,800	3.8%
Uniforms & linen laundry	202,100	194,200	-3.9%
Software & data processing	165,300	143,800	-13.0%
Equipment, supplies, equip repair & rentals	741,000	874,400	18.0%
UoT overhead	210,500	224,200	6.5%
	<b>\$ 17,416,700</b>	<b>\$ 18,327,200</b>	<b>5.2%</b>
<b>Operating result before Commitments &amp; Transfers</b>	<b>\$ 1,551,500</b>	<b>\$ 1,458,400</b>	<b>-6.0%</b>
<b>Commitments &amp; Transfers</b>			
Net Spending on Capital Assets	\$ 3,840,400	\$ 1,560,800	-59.4%
Add to (spend from) Reserve		\$ (447,500)	
Add to (spend from) Operating Reserve	\$ 127,900	\$ 81,700	-36.1%
Add to (spend from) Maintenance Reserve	\$ (2,416,800)	\$ 263,400	-110.9%
	<b>\$ 1,551,500</b>	<b>\$ 1,458,400</b>	<b>-6.0%</b>
<b>Total Operating Expenses and Commitments</b>	<b>\$ 18,968,200</b>	<b>\$ 19,785,600</b>	<b>4.3%</b>
<b>Excess of Revenue over Expense and Commitments</b>	<b>\$ -</b>	<b>\$ -</b>	

# Usage of Facilities

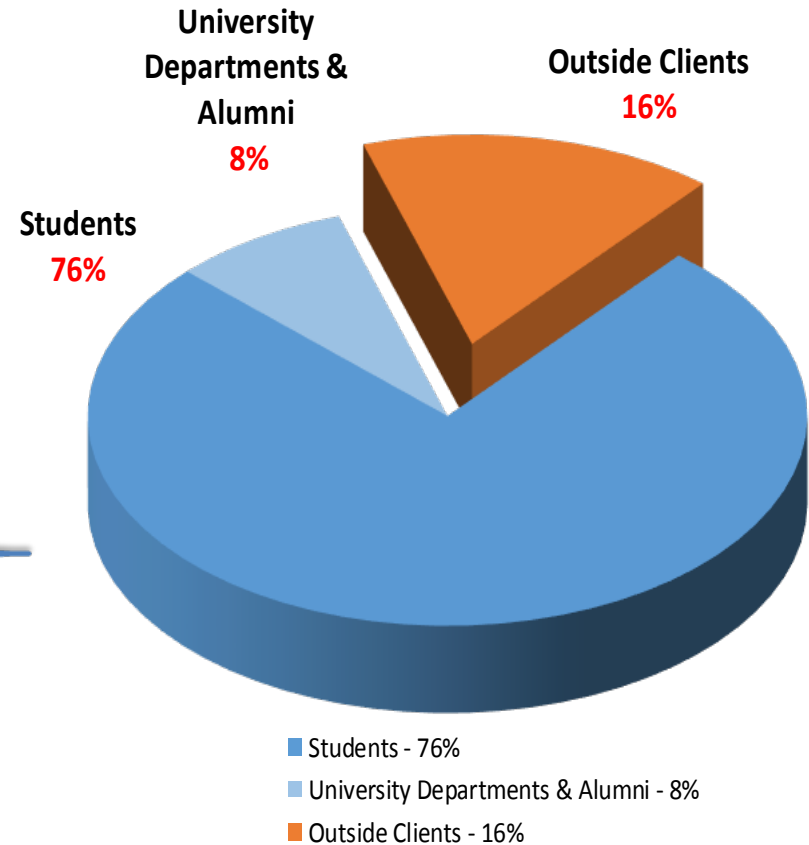
## Priority is Students

### •Co-curricular programming and activities:

- Leadership training and experiential learning
- Support for Clubs, Standing Committees, and their activities
- Staff led events, lectures, workshops and conferences
- Staff led outreach activities for all three campuses
- Creative classes (e.g. Film, Theatre, Photography)
- Drop-in and Registered Fitness Classes
- Theatre and Justina M. Barnicke student led events and activities

### •Access to:

- Free space for events/meetings
- Free audio visual equipment and technical support
- Fully equipped library
- Common spaces
- Event planning services
- Subsidized food for events / meetings
- Daily food service
- Hart House Farm



# 2019-2020: The Program



- Art, Theatre, Literary & Library and Music Standing Committees
- Creative Classes and Workshops
- Get Crafty Drop-in
- Seven Musical Groups
- Film Board and Camera Club
- Hart House Theatre
- “Talking Walls” Visual Art & Podcast Programs
- Art Museum | Justina M. Barnicke Gallery at Hart House



- Recreation & Wellness and Farm Standing Committees
- Fitness Classes, Aquatics, Personal and Specialized Small Group Training
- Learn to Run
- Mindfulness Programming
- Archery & Underwater Club Programming
- Chess Club Programming & Competitions
- Dance and Martial Arts Programming
- Board Game Café Drop-In
- Family Sundays



- Social Justice, Debates & Dialogue and Senior Members Standing Committees
- Hart House Global Commons
- Hart House Hancock Lecture
- Classes in communication
- Debating Club programs and competitions
- Hart House Talking Walls, Podcasts and Broadcasts
- Good Ideas Fund
- Youth Community Outreach Initiatives

**EQUITY - INCLUSION - SOCIAL JUSTICE - COMMUNITY ENGAGEMENT**

# HART HOUSE 2017-2018

## Experiential Excellence

**93.3%**

Satisfaction rate across all visitors to Hart House

**41,933**

Participants in Recreation & Wellness drop-in and registered programs combined

**218**

Events organized by staff and students

## Operational Excellence

**1,093,264**

Visits to Hart House

**87%**

of students value opportunities to contribute to their community as a result of their Hart House experience

**80%**

of students believe that Hart House is an inclusive space

## Reputational Excellence

**3,778**

Student room/event bookings free rental and AV

**64%**

of non-appointed staff are students

**\$1.5M**

spent on capital projects and facilities improvements

**33,110**

Quarterly Newsletter Subscribers

**19,556**

Hart House related Facebook page likes (4,246 without including the Art Museum)

**15,297**

Hart House related Twitter followers (3,053 without including the Art Museum)



University of Toronto Index		
<b>Adjusted Fee Base</b>		
Fee per Session (previous year)		\$ 89.40
Less: Removal of temporary fee (2016-2017)	-	-\$ 4.87
<b>Adjusted Fee Base</b>		<b>\$ 84.53</b>
<b>Consumer Price Index</b>		
CPI Index Percent	2% Adjusted Fee	86.22
Adjusted Fee	-	-\$84.53
<b>\$ Amount of CPI based increase</b>		<b>\$ 1.69</b>
Appointed Salary Expenditure Base (previous year budget)		\$ 4,950,300
Average merit/step/ATM increase/decrease for appointed staff	4.0%	\$ 198,012
Indexed salaries		\$ 5,148,312
Average Benefit Cost Rate	24.00%	\$ 1,235,595
Indexed appointed salary expenditure base		\$ 6,383,907
Casual/PT Salary Expenditure Base (previous year budget)		\$ 1,298,400
Average ATB Increase/Decrease for casual/part time staff	2.00%	\$ 25,968
Indexed salaries		\$ 1,324,368
Average Benefit Cost Rate	10.00%	\$ 132,437
Indexed Casual/PT Salary Expenditure Base		\$ 1,456,805
Indexed Salary and Benefits Expenditure Costs		\$ 7,840,712
Subtract the Amount of Net Revenue from Other Sources (previous year)		-\$ 3,607,345
Add the Non-Salary Expenditure Base (previous year)		\$ 6,855,100
Add the Occupancy Cost (previous year) - HH cost in Non-Salary Expenditure		
Reduce the amount by the proportion attributed to UTM and UTSC (current year)		-\$ 174,094
Cost for UTI purposes		\$ 10,914,373
Divided by the difference by the projected weighted FTE enrolment (current year) - 2 sessions		113,376
<b>UTI Indexed Fee - per term</b>		<b>\$ 96.27</b>
Adjusted fee Base	-	\$ 84.53
<b>\$ Amount of UTI Based Increase (over adjusted fee)</b>		<b>\$ 11.74</b>
<b>Combined Fee Increase</b>		
Adjusted Fee	+	\$ 84.53
CPI Based Fee increase	+	\$ 1.69
UTI Based Fee increase	+	\$ 11.74
<b>Indexed Full Time Fee per Term</b>		<b>\$ 97.96</b>

# 2019/20 Proposed Fees

Campus	Student Fees 2018-2019	% Net Change	\$ Net Change	Student Fees 2019-2020
<b>St. George</b> (full-time)	\$ 89.40	9.57%*	\$ 8.56	\$ 97.96
<b>St. George</b> (part-time)	\$ 17.90	9.57%*	\$ 1.71	\$ 19.61
<b>UTSC &amp; UTM</b> (full-time)	\$ 2.74	9.57%*	\$ 0.27	\$ 3.01
<b>UTSC &amp; UTM</b> (part-time)	\$ 0.55	9.57%*	\$ 0.05	\$ 0.60

\* Any difference due to rounding to the nearest percent

# UTI Historical Percentage

	2016/17	2017/18	2018/19	2019/20
Eligible Percentage	7.78%	2.5%	9.56%	9.57%
Actual/ <b>Proposed</b>	1.97%	2.5%	3.50%	<b>9.57%</b>

# 2019/20 UTI

## Why are we proposing the “maximum” for next year?:

- i. Most recent Total Project Cost (TPC) of the Arbor Room renovation is 134% higher than the previous one
- ii. To help cover difference, we are dipping into Deferred & Major Maintenance Reserve Fund (“Reserve”), reducing available amount to \$5.3 by end of FY2018-2019
- iii. But: our goal is to have at least \$5.7 million available in Reserve as part of financing proposal for Infrastructure Renewal Project (IRP)
- iv. Meanwhile, either due to safety concerns (e.g. Pool Skylight) or due to business needs (e.g. IT Renewal Phase II), other major projects in the House cannot wait for IRP
- v. Failure to keep building safe, modern, inviting impacts our ability to generate income from external clients from restaurant, theatre, meetings, events, conferences

— **THANK YOU!**



<http://harthouse100.ca>