

**FOR APPROVAL****PUBLIC****OPEN SESSION**

**TO:** University Affairs Board

**SPONSOR:** Sandy Welsh, Vice-Provost, Students  
**CONTACT INFO:** Phone (416) 978-3870 / Email [vp.students@utoronto.ca](mailto:vp.students@utoronto.ca)

**PRESENTER:** See Sponsor.  
**CONTACT INFO:**

**DATE:** February 27, 2017 for March 6, 2017

**AGENDA ITEM:** 5(d)

**ITEM IDENTIFICATION:**

Operating Plans: Student Services, St. George Campus and University-wide 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. Section 5.1.3 of the Terms of Reference provides that the annual approval of the Hart House operating plan is the responsibility of the University Affairs Board. 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.

**GOVERNANCE PATH:**

1. **University Affairs Board [For Approval] (March 6, 2017)**
2. **Governing Council [For Information] (April 4, 2017)**

**PREVIOUS ACTION TAKEN:**

The Operating Plans for Hart House for the current fiscal year were approved by the University Affairs Board on March 15, 2016.

**HIGHLIGHTS:**

The 2017-18 Operating Plans for Hart House have been approved by the Hart House Board of Stewards and the Service Ancillaries Review Group (SARG).

The current fees for Hart House are as follows:

St. George Campus: \$84.27 per session (\$16.87 for part-time students)  
UTM and UTSC: \$2.59 per session (\$0.52 for part-time students)

See separate memorandum concerning consideration of the proposed plans by the Council on Student Services (COSS).

The proposed fee increases are within the limits provided by the Protocol for consideration by the Board.

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

**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 2017-18 operating plans for service ancillaries.

**RECOMMENDATION:**

**BE IT RESOLVED:**

THAT the 2017-18 operating plans and budget for Hart House, as presented in the documentation from John Monahan, Warden, be approved; and

THAT the sessional fee for a full-time student on the St. George campus be increased to \$86.38 (\$17.29 for a part-time student), which represents a year over year increase of \$2.11 (\$0.42 for a part time student) or 2.50% (resulting from the elimination of a 2014-15 three-year temporary increase, a permanent increase of 2% and a temporary increase of 3.02%); and

THAT the sessional fee for a full-time student at UTM or UTSC be increased to \$2.65 (\$0.53 for a part-time student), which represents a year over year increase of \$0.06 (\$0.01 for a part time student) or 2.50% (resulting from the elimination

of a 2014-15 three-year temporary increase, a permanent increase of 2% and a temporary increase of 3.02%).

**DOCUMENTATION PROVIDED:**

Hart House Budget and Overview

# HART HOUSE: 2017/2018 OPERATING BUDGET



JANUARY 23<sup>RD</sup>, 2017

**HartHouse**



# 2017/18 Operating Budget

Hart House is proposing a balanced budget for the 2017/18 year.

## **Budget status update:**

- ✓ Review, analyze and approve by Hart House Finance Committee: January 17<sup>th</sup>, 2017
- ✓ Recommend for approval by the Finance Committee to the Board of Stewards: January 19<sup>th</sup>, 2017

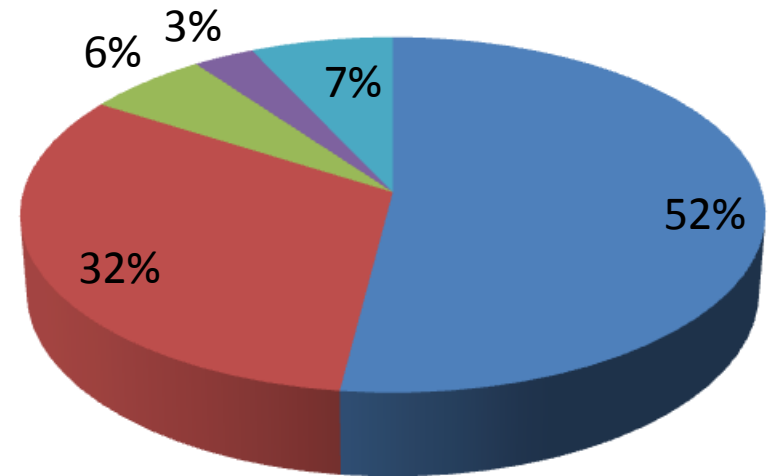
## **Approval required from the following bodies:**

- SARG – February 9th
- COSS – February 13th
- **UAB – March 6th**

# 2017/18 Operating Revenue

Operating Revenue is \$17.7 million:

- Student fees - 52%
- Revenue; food, space rental, theatre, & a/v rentals - 32%
- Faculty, staff and alumni memberships - 6%
- Registered classes and Locker & Towels Service - 3%
- Other (Clubs, Service Charge, Donations) - 7%



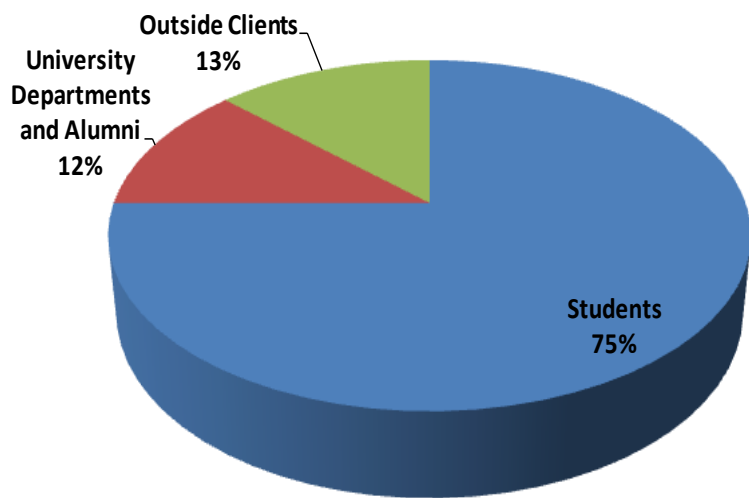
# 2017/18 Proposed Increase

Proposed increase to student fees: 2.50%

Campus	Student Fees 2016-2017	% Net Change	\$ Net Change	Student Fees 2017-2018
St. George (full-time)	\$ 84.27	2.50%*	\$ 2.11	\$ 86.38
St. George (part-time)	\$ 16.87	2.50%*	\$ 0.42	\$ 17.29
UTSC & UTM (full-time)	\$ 2.59	2.50%*	\$ 0.06	\$ 2.65
UTSC & UTM (part-time)	\$ 0.52	2.50%*	\$ 0.01	\$ 0.53

\* Any difference due to rounding to the nearest percent

# 2017/18 Operating Expenses & Commitments - \$17.7M



■ Students - 75%  
■ University Departments and Alumni - 12%  
■ Outside Clients - 13%

## Priority is Students

### •Co-curricular programming and activities:

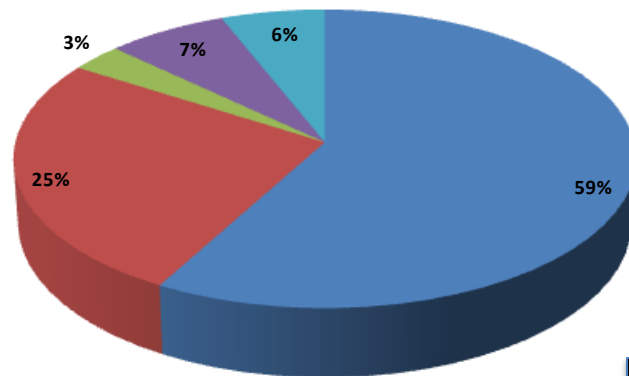
- Leadership training and experiential learning
- Support for 28 Clubs , Committees, and their activities
- Staff led events, lectures, workshops and conferences
- Staff led outreach activities for all three campuses
- Creative classes (e.g. Film, Theatre Photography)
- Drop-in and Registered Classes
- 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



# 2017/18 Breakdown of Expenses



- Salaries, wages, benefits & UofT Overhead - 59%
- Utilities, equipment, maintenance & capital renewal - 25%
- Clubs and Committees Programming - 3%
- 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
  - IT Wiring Phase 2
  - Elevator Refurbish
  - Arbor Room Renovations
  - AODA Improvements

# Assumptions

**HartHouse**

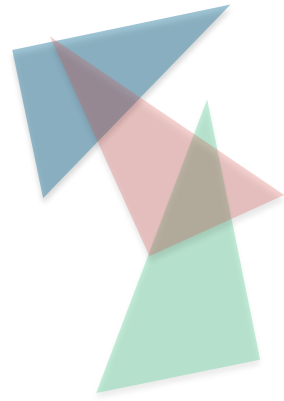


## 2017/18 Operating Plan Assumptions

January 17th, 2017

**2017/18  
BUDGET**

General Inflation forecast	2.00%
Enrollment increase forecast	2.05%
Student fee rate forecast	2.50%
Investment yield forecast	0.86%
Senior Member fees rate forecast (Joint Membership)	2.00%
General increase in salaries, wages and benefits	3.50%



# 87%

of students define Hart House as an inclusive space (Hart House Survey of Highly-Engaged Students, 2015)

# 4,186

rooms booked for student groups in 2015/16

# 153

fitness classes per week (2016/17)

# 207,105

student visits to the Fitness Centre (2015/16)

# 8,500+

students reached during Orientation activities (2016/17)

# 292,437

visitors to [www.harthouse.ca](http://www.harthouse.ca) (2016)

# 100

activities eligible for CCR (2015/16)

# 40,612

participants in drop-in fitness classes (2015/16)

# 95%

of students that would recommend working at Hart House (Hart House Survey of Highly-Engaged Students, 2015)

# 107+

University and community partners (2015/16)

# 1,500

students in clubs and committees (2015/16)

# 24,000

approx.

students who see Hart House as important or essential to their U of T experience (Hart House Tri-Campus Survey, 2015)

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	2017/18 Budget	Approved 2016/17 Budget	% Change 17/18 vs 16/17
<b>Revenue</b>			
Student fees	\$ 9,922,000	\$ 9,458,800	4.9%
Membership fees	1,118,000	1,151,300	-2.9%
Food revenue *	3,386,000	3,443,000	-1.7%
General revenue *	2,215,000	2,346,600	-5.6%
Investment income	125,000	124,200	0.6%
Clubs & Committees' programming	125,000	125,000	0.0%
Donations, grants & amortization	270,000	269,700	0.1%
Gratuities/Service Charge	507,000	491,000	3.3%
	<b>\$ 17,668,000</b>	<b>\$ 17,409,600</b>	<b>1.5%</b>
<b>Expenses</b>			
Salaries, wages & benefits	\$ 10,400,000	\$ 9,951,200	4.5%
General office	387,000	476,600	-18.8%
Cost of Food	1,069,000	1,161,700	-8.0%
Depreciation, loss/gain on disposal	598,000	632,100	-5.4%
Clubs & Committees' programming	468,000	468,100	0.0%
Maintenance & insurance	897,000	936,200	-4.2%
Utilities	1,040,000	1,054,100	-1.3%
Sundry expense	138,000	132,300	4.3%
Publicity, photography, printing, prizes	155,000	148,500	4.4%
Theatre production costs	59,000	60,100	-1.8%
Uniforms & linen laundry	201,000	207,500	-3.1%
Software & data processing	225,000	193,500	16.3%
Equipment, supplies, equip repair & rentals	592,000	561,900	5.4%
UoT overhead	207,000	200,100	3.4%
	<b>\$ 16,436,000</b>	<b>\$ 16,183,900</b>	<b>1.6%</b>
Operating result before Commitments & Transfers	<b>\$ 1,232,000</b>	<b>\$ 1,225,700</b>	<b>0.5%</b>
<b>Commitments &amp; Transfers</b>			
Net Spending on Capital Assets	\$ 3,778,460	\$ 1,786,200	111.5%
Add to (spend from) Operating Reserve	28,028	(8,600)	-425.9%
Add to (spend from) Maintenance Reserve	(2,574,488)	(551,900)	366.5%
	<b>\$ 1,232,000</b>	<b>\$ 1,225,700</b>	<b>0.5%</b>
<b>Excess of Revenue over Expense and Commitments</b>	<b>\$ -</b>	<b>\$ -</b>	

**Notes: 2017/18 Budget**

Target for Advancement Division of Hart House 1) Restricted donations of \$250,000 2) Expendable \$100,000  
Grants related to the JMB Art Gallery not included in HH Business Operations

\* Student Discounts (\$735,000) - Food, Room Rental and Usage of A/V

# Revenue

HartHouse



January 17th, 2017

	<b>2017/18 Budget</b>	<b>Approved 2016/17 Budget</b>	<b>% Change 17/18 vs 16/17</b>
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\*Student Discounts (\$735,000) – Food, Room Rental, and Usage of A/V

University of Toronto Index		
<b>Adjusted Fee Base</b>		
Fee per Session (previous year)		\$ 84.27
Less: Removal of temporary fee (2014-2015)	-	-\$ 2.02
<b>Adjusted Fee Base</b>		<b>\$ 82.25</b>
<b>Consumer Price Index</b>		
CPI Index Percent	2%	Adjusted Fee 83.90
<b>Adjusted Fee</b>	-	<b>-\$82.25</b>
<b>\$ Amount of CPI based increase</b>		<b>\$ 1.65</b>
Appointed Salary Expenditure Base (previous year budget)	\$ 4,535,423	
Average merit/step/ATM increase/decrease for appointed staff	3.50%	
Indexed salaries	\$ 4,694,163	
Average Benefit Cost Rate	24.75%	
Indexed appointed salary expenditure base		\$ 5,855,968
Casual/PT Salary Expenditure Base (previous year budget)	\$ 1,194,191	
Average ATB Increase/Decrease for casual/part time staff	2.00%	
Indexed salaries	\$ 1,218,075	
Average Benefit Cost Rate	10.00%	
Indexed Casual/PT Salary Expenditure Base		\$ 1,339,882
Indexed Salary and Benefits Expenditure Costs		\$ 7,195,850
Subtract the Amount of Net Revenue from Other Sources (previous year)		-\$ 3,743,328
Add the Non-Salary Expenditure Base (previous year)		\$ 6,296,700
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)		-\$ 154,923
Cost for UTI purposes		\$ 9,594,299
Divide the difference by the projected weighted FTE enrolment (current year) - 2 sessions		113,228
<b>UTI Indexed Fee - per term</b>		<b>\$ 84.73</b>
Adjusted fee Base	-	\$ 82.25
<b>\$ Amount of UTI Based Increase (over adjusted fee)</b>		<b>\$ 2.48</b>
<b>Combined Fee Increase</b>		
Adjusted Fee	+	\$ 82.25
CPI Based Fee increase	+	\$ 1.65
UTI Based Fee increase	+	\$ 2.48
<b>Indexed Full Time Fee per Term</b>		<b>\$ 86.38</b>

# Student Fees

HartHouse



UNIVERSITY OF  
TORONTO

## 2017/18 Student Fee Schedule

Schedule 4  
January 17th, 2017

	Student Fees 16/17	Fee Drop Off	UTI Increase	CPI Increase	Student Fees 17/18	% Change	\$ Change
St. George Full time	\$ 84.27	\$ (2.02)	\$ 2.48	\$ 1.65	\$ 86.38	2.50%	\$ 2.11
St. George Part time (= 20% St.G full time)	\$ 16.87	\$ (0.40)	\$ 0.50	\$ 0.33	\$ 17.29	2.50%	\$ 0.42
UTSc & UTM Full time	\$ 2.59	\$ -	\$ 0.01	\$ 0.05	\$ 2.65	2.50%	\$ 0.06
UTSc & UTM Part time (= 20% of UTSc/UTM full time)	\$ 0.52	\$ -	\$ -	\$ 0.01	\$ 0.53	2.50%	\$ 0.01

# Expenses

HarthHouse



January 17th, 2017

**Expenses**

Salaries, wages & benefits  
 General office  
 Cost of Food  
 Depreciation, loss/gain on disposal  
 Clubs & Committees' programming  
 Maintenance & insurance  
 Utilities  
 Sundry expense  
 Publicity, photography, printing, prizes  
 Theatre production costs  
 Uniforms & linen laundry  
 Software & data processing  
 Equipment, supplies, equip repair & rentals  
 UofT overhead

	<b>2017/18 Budget</b>	<b>Approved 2016/17 Budget</b>	<b>% Change 17/18 vs 16/17</b>
	\$ 10,400,000	\$ 9,951,200	4.5%
	387,000	476,600	-18.8%
	1,069,000	1,161,700	-8.0%
	598,000	632,100	-5.4%
	468,000	468,100	0.0%
	897,000	936,200	-4.2%
	1,040,000	1,054,100	-1.3%
	138,000	132,300	4.3%
	155,000	148,500	4.4%
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	201,000	207,500	-3.1%
	225,000	193,500	16.3%
	592,000	561,900	5.4%
	207,000	200,100	3.4%
	<b>\$ 16,436,000</b>	<b>\$ 16,183,900</b>	<b>1.6%</b>



# Commitments & Transfers

HartHouse



January 17th, 2017

	<b>2017/18 Budget</b>	<b>Approved 2016/17 Budget</b>	<b>% Change 17/18 vs 16/17</b>
Operating result before Commitments & Transfers	\$ 1,232,000	\$ 1,225,700	0.5%
<b>Commitments &amp; Transfers</b>			
Net Spending on Capital Assets	\$ 3,778,460	\$ 1,786,200	111.5%
Add to (spend from) Operating Reserve	28,028	(8,600)	-425.9%
Add to (spend from) Maintenance Reserve	(2,574,488)	(551,900)	366.5%
	\$ 1,232,000	\$ 1,225,700	0.5%
<b>Excess of Revenue over Expense and Commitments</b>	<b>\$ -</b>	<b>\$ -</b>	

# Reserves

## 2017/18 ANNUAL OPERATING PLAN RESERVES

### Investment in Capital Assets

Balance, beginning of year	4,356,760
Capital asset additions	4,253,660
Depreciation and gains/losses	(598,000)
Amortize of deferred capital contribution	122,800
Increase/(decrease) in commitment	3,778,460
Balance, end of year	8,135,220

### Operating Fund (10% budgeted revenue)

Balance, beginning of year	1,740,900
Increase (decrease) in commitment	28,028
Balance, end of year	1,768,928

### Deferred & Major Maintenance

Balance, beginning of year	7,724,329
Increase (decrease) in commitment	(2,574,488)
Balance, end of year	5,149,841

### Other Reserves (ie. Program, Art, 100th Anniversary)

Balance, beginning of year	1,026,132
Increase (decrease) in commitment	-
Balance, end of year	1,026,132

### UNRESTRICTED NET ASSETS

Balance, beginning of year	1,086,120
Increase (decrease) in commitment	-
Balance, end of year	1,086,120

### TOTAL RESERVES

### ENDOWMENTS and RESTRICTED FUNDS

Balance, beginning of year	3,384,048
Increase (decrease) in commitment	60,000
Balance, end of year	3,444,048

### TOTAL ASSETS

2017-18 BUDGET	Approved 2016-17 BUDGET
4,356,760	4,187,300
4,253,660	2,295,500
(598,000)	(632,100)
122,800	122,800
3,778,460	1,786,200
8,135,220	5,973,500
1,740,900	1,749,600
28,028	(8,700)
1,768,928	1,740,900
7,724,329	7,371,400
(2,574,488)	(551,800)
5,149,841	6,819,600
1,026,132	822,900
-	-
1,026,132	822,900
1,086,120	351,500
-	-
1,086,120	351,500
17,166,241	15,708,400
3,384,048	3,236,300
60,000	67,000
3,444,048	3,303,300
20,610,289	19,011,700



# In Development for 2017/2018

- Operational effectiveness and efficiencies;
- Increasing our donor base with an aggressive fundraising campaign;
- Pursuit of external grants for accessibility, sustainability, heritage;
- Increased focus on the wedding and corporate event markets.