

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

TO: University Affairs Board

SPONSOR: Sandy Welsh, Vice-Provost, Students
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PRESENTER: See Sponsor.
CONTACT INFO:

DATE: February 27, 2018 for March 6, 2018

AGENDA ITEM: 5d (i)

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, 2018)**
2. **Governing Council [For Information] (April 5, 2018)**

PREVIOUS ACTION TAKEN:

The Operating Plans for Hart House for the current fiscal year were approved by the University Affairs Board on March 6, 2017.

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: \$86.38 per session (\$17.29 for part-time students)
UTM and UTSC: \$2.65 per session (\$0.53 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 2018-19 operating plans for service ancillaries.

RECOMMENDATION:

BE IT RESOLVED,

THAT the 2018-19 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 \$89.40 (\$17.90 for a part-time student), which represents a year over year increase of \$3.02 (\$0.61 for a part time student) or 3.50% (resulting from the elimination of a 2015-16 three-year temporary increase, a permanent increase of 2.0% and a temporary increase of 6.92%); and

THAT the sessional fee for a full-time student at UTM or UTSC be increased to \$2.74 (\$0.55 for a part-time student), which represents a year over year increase of \$0.09 (\$0.02 for a part time student) or 3.50% (resulting from the elimination

of a 2015-16 three-year temporary increase, a permanent increase of 2.0% and a temporary increase of 6.92%).

DOCUMENTATION PROVIDED:

Hart House Budget and Overview

HART HOUSE: 2018/2019 OPERATING BUDGET



JANUARY 29, 2018 - COSS

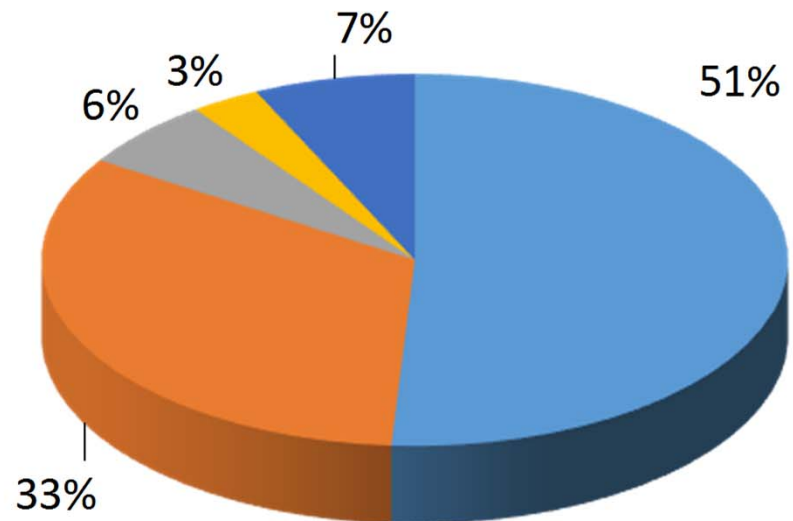
HartHouse



2018/19 Operating Revenue

Operating Revenue is \$18.9 million:

- Student fees - 51%
- Revenue; food, space rental, theatre, & a/v rentals - 33%
- Faculty, staff and alumni memberships - 6%
- Registered classes and Locker & Towels Service - 3%
- Other (Clubs, Service Charge, Donations) - 7%



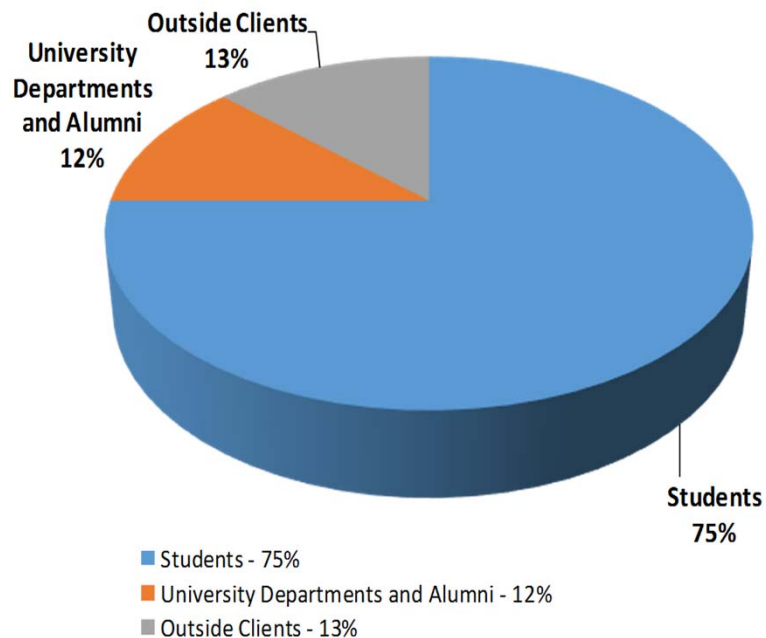
2018/19 Proposed Increase

Proposed increase to student fees: 3.50%

Campus	Student Fees 2017-2018	% Net Change	\$ Net Change	Student Fees 2018-2019
St. George (full-time)	\$ 86.38	3.50%*	\$ 3.02	\$ 89.40
St. George (part-time)	\$ 17.29	3.50%*	\$ 0.61	\$ 17.90
UTSC & UTM (full-time)	\$ 2.65	3.50%*	\$ 0.09	\$ 2.74
UTSC & UTM (part-time)	\$ 0.53	3.50%*	\$ 0.02	\$ 0.55

* Any difference due to rounding to the nearest percent

2018/19 Operating Expenses & Commitments - \$18.9M



Priority is Students

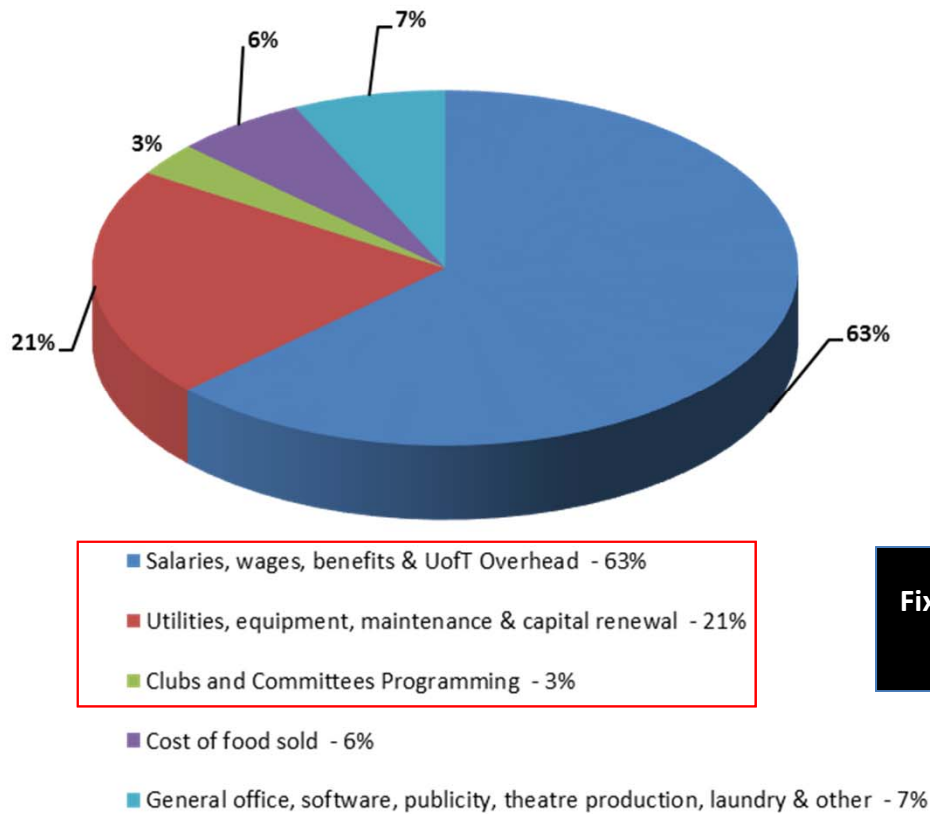
•Co-curricular programming and activities:

- 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

2018/19 Breakdown of Expenses



**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
 - Gallery Grill HVAC & Soundproofing
 - Arbor Room
 - AODA - North lane & Theatre

2018/2019 Annual Operating Budget

	2017-18 Budget	2018-19 Budget	% Change 18/19 Vs 17/18
Revenue			
Student fees	\$ 9,922,000	\$ 10,195,900	2.8%
Membership fees	1,118,000	1,129,300	1.0%
Food revenue	3,386,000	3,784,600	11.8%
General revenue	2,215,000	2,494,300	12.6%
Investment income	125,000	264,700	111.8%
Clubs & Committees' programming	125,000	125,000	0.0%
Donations, grants & amortization	270,000	383,500	42.0%
Gratuities/Service Charge	507,000	590,900	16.5%
	\$ 17,668,000	\$ 18,968,200	7.4%
Expenses			
Salaries, wages & benefits	\$ 10,400,000	\$ 11,000,900	5.8%
Cost of Food	1,069,000	1,112,200	4.0%
Annual Maintenance	783,400	798,600	1.9%
Critical Facility Renewal		90,000	
Utilities	1,040,000	1,004,600	-3.4%
Insurance	113,600	117,900	3.8%
Depreciation, loss/gain on disposal	598,000	733,000	22.6%
Clubs & Committees' programming	468,000	468,000	0.0%
Theatre production costs	59,000	60,000	1.7%
Sundry expense	138,000	164,500	19.2%
General office	387,000	374,800	-3.2%
Publicity, photography, printing, prizes	155,000	173,300	11.8%
Uniforms & linen laundry	201,000	202,100	0.5%
Software & data processing	225,000	165,300	-26.5%
Equipment, supplies, equip repair & rentals	592,000	741,000	25.2%
UofT overhead	207,000	210,500	1.7%
	\$ 16,436,000	\$ 17,416,700	6.0%
Operating result before Commitments & Transfers	\$ 1,232,000	\$ 1,551,500	25.9%
Commitments & Transfers			
Net Spending on Capital Assets	\$ 3,778,460	\$ 3,840,440	1.6%
Add to (spend from) Reserve			
Add to (spend from) Operating Reserve	28,028	127,892	356.3%
Add to (spend from) Maintenance Reserve	(2,574,488)	(2,416,832)	-6.1%
	\$ 1,232,000	\$ 1,551,500	25.9%
Excess of Revenue over Expense and Commitments	\$ -	\$ -	

Hart House
2018-2019 Budget
Student Fee Calculation

16/1/2018

University of Toronto Index		
Adjusted Fee Base		
Fee per Session (previous year)		\$ 86.38
Less: Removal of temporary fee (2015-2016)		-\$ 4.30
Adjusted Fee Base		\$ 82.08
Consumer Price Index		
CPI Index Percent	2% Adjusted Fee	\$ 83.72
Adjusted Fee		-\$ 82.08
\$ Amount of CPI based increase		\$ 1.64
Appointed Salary Expenditure Base (previous year budget)	\$ 4,765,880	
Average merit/step/ATM increase/decrease for appointed staff	3.5%	
Indexed salaries	\$ 4,932,686	
Average Benefit Cost Rate	24.00%	
Indexed appointed salary expenditure base		\$ 6,116,530
Casual/PT Salary Expenditure Base (previous year budget)	\$ 1,127,820	
Average ATB Increase/Decrease for casual/part time staff	2.00%	
Indexed salaries	\$ 1,150,376	
Average Benefit Cost Rate	10.00%	
Indexed Casual/PT Salary Expenditure Base		\$ 1,265,414
Indexed Salary and Benefits Expenditure Costs		\$ 7,381,944
Subtract the Amount of Net Revenue from Other Sources (previous year)		-\$ 2,964,580
Add the Non-Salary Expenditure Base (previous year)		\$ 6,198,920
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)		-\$ 161,350
Cost for UTI purposes		\$ 10,454,934
Divided by the difference by the projected weighted FTE enrolment (current year) - 2 sessions		112,418
UTI Indexed Fee - per term		\$ 93.00
Adjusted fee Base	-	\$ 82.08
\$ Amount of UTI Based Increase (over adjusted fee)		\$ 10.92
Combined Fee Increase		
Adjusted Fee	+	\$ 82.08
CPI Based Fee increase	+	\$ 1.64
UTI Based Fee increase	+	\$ 10.92
Indexed Full Time Fee per Term		\$ 94.64

Eligible Percent Increase 9.56%

Requested Increase 3.50% *

* Hart House worked aggressively to increase revenue from business operations with a goal of decreasing revenue from Student Fees to 51% in 2018/2019 with a longterm goal of Student Fees representing no more than 50% of the Hart House Budget.

2018/2019 Budget - Student Fee Schedule

Schedule 4-2
16/1/2018

	Student Fees 17/18	Fee Drop Off	UTI Increase	CPI Increase	Student Fees 18/19	% Change	\$ Change
St. George Full time	\$86.38	(\$4.30)	\$5.68	\$1.64	\$89.40	3.50%	\$3.02
St. George Part time (= 20% St.George full time)	\$17.29	(\$0.86)	\$1.14	\$0.33	\$17.90	3.50%	\$0.61
UTSc & UTM Full time	\$2.65	\$0.00	\$0.04	\$0.05	\$2.74	3.50%	\$0.09
UTSc & UTM Part time (= 20% of UTSc/UTM full time)	\$0.53	\$0.00	\$0.01	\$0.01	\$0.55	3.50%	\$0.02

2018/2019 Budget - Capital Assets, Reserves & Endowment Funds

	2017-18 BUDGET	2018-19 BUDGET
Investment in Capital Assets		
Balance, beginning of year	4,356,760	4,897,394
Capital asset additions	4,253,660	4,450,640
Depreciation and gains/losses	(598,000)	(733,000)
Amortize of deferred capital contribution	122,800	122,800
Increase/(decrease) in commitment	3,778,460	3,840,440
Balance, end of year	8,135,220	8,737,834
Operating Fund (10% budgeted revenue)		
Balance, beginning of year	1,740,900	1,768,928
Increase (decrease) in commitment	28,028	127,892
Balance, end of year	1,768,928	1,896,820
Deferred & Major Maintenance		
Balance, beginning of year	8,810,449	9,290,897
Increase (decrease) in commitment	(2,574,488)	(2,416,832)
Balance, end of year	6,235,961	6,874,065
Other Reserves (ie. Program, Art, 100th)		
Balance, beginning of year	1,026,132	1,026,132
Increase (decrease) in commitment	-	-
Balance, end of year	1,026,132	1,026,132
TOTAL RESERVES	17,166,241	18,534,851
ENDOWMENTS and RESTRICTED FUNDS		
Balance, beginning of year	3,469,832	3,529,832
Increase (decrease) in commitment	60,000	(115,000)
Balance, end of year	3,529,832	3,414,832
TOTAL ASSETS	20,696,073	21,949,683

In Development for 2018/2019

- Operational effectiveness and efficiencies;
- Increased focus on revenue generation;
- Increasing our donor base with an aggressive fundraising campaign;
- Pursuit of external grants for accessibility, sustainability, heritage;