

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

PRESENTER: See Sponsor
CONTACT INFO:

DATE: February 13, 2020 for March 11, 2020

AGENDA ITEM: 7(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 11, 2020)**

PREVIOUS ACTION TAKEN:

The Operating Plans for Hart House for the current fiscal year were approved by the University Affairs Board on March 4, 2019.

HIGHLIGHTS:

The 2020-21 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: \$97.96 per session (\$19.61 for part-time students)
UTM and UTSC: \$3.01 per session (\$0.60 for part-time students)

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

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

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 2020-21 operating plans for service ancillaries.

RECOMMENDATION:

BE IT RESOLVED

THAT the 2020-21 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 \$105.43 (\$21.09 for a part-time student), which represents a year-over-year increase of \$7.47 (\$1.48 for a part-time student) or 7.63%; and

THAT the sessional fee for a full-time student at UTM or UTSC be increased to \$3.23 (\$0.65 for a part-time student), which represents a year over year increase of \$0.22 (\$0.05 for a part time student) or 7.63%.

DOCUMENTATION PROVIDED:

Hart House Operating Budget, 2020-21
Grouping of Categories on Income Statement

Hart House: 2020/2021 Operating Budget

January 20th, 2020
COSS



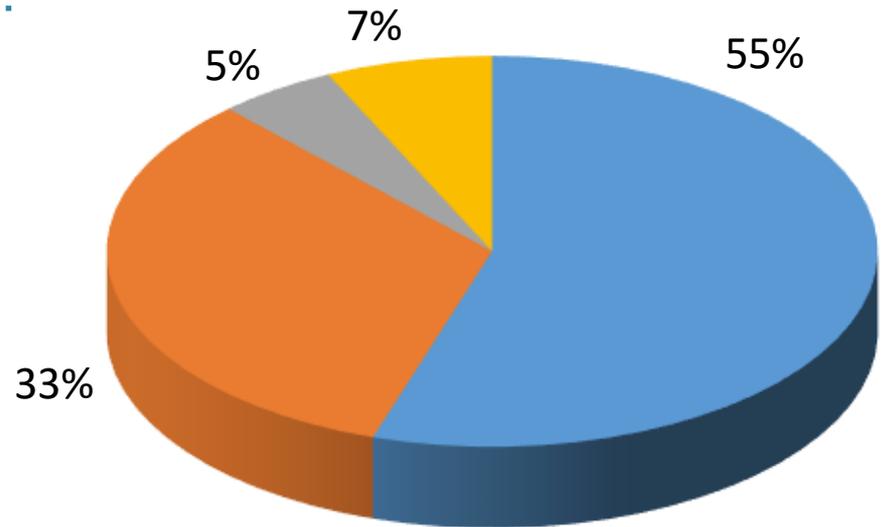
UNIVERSITY OF
TORONTO

HartHouse

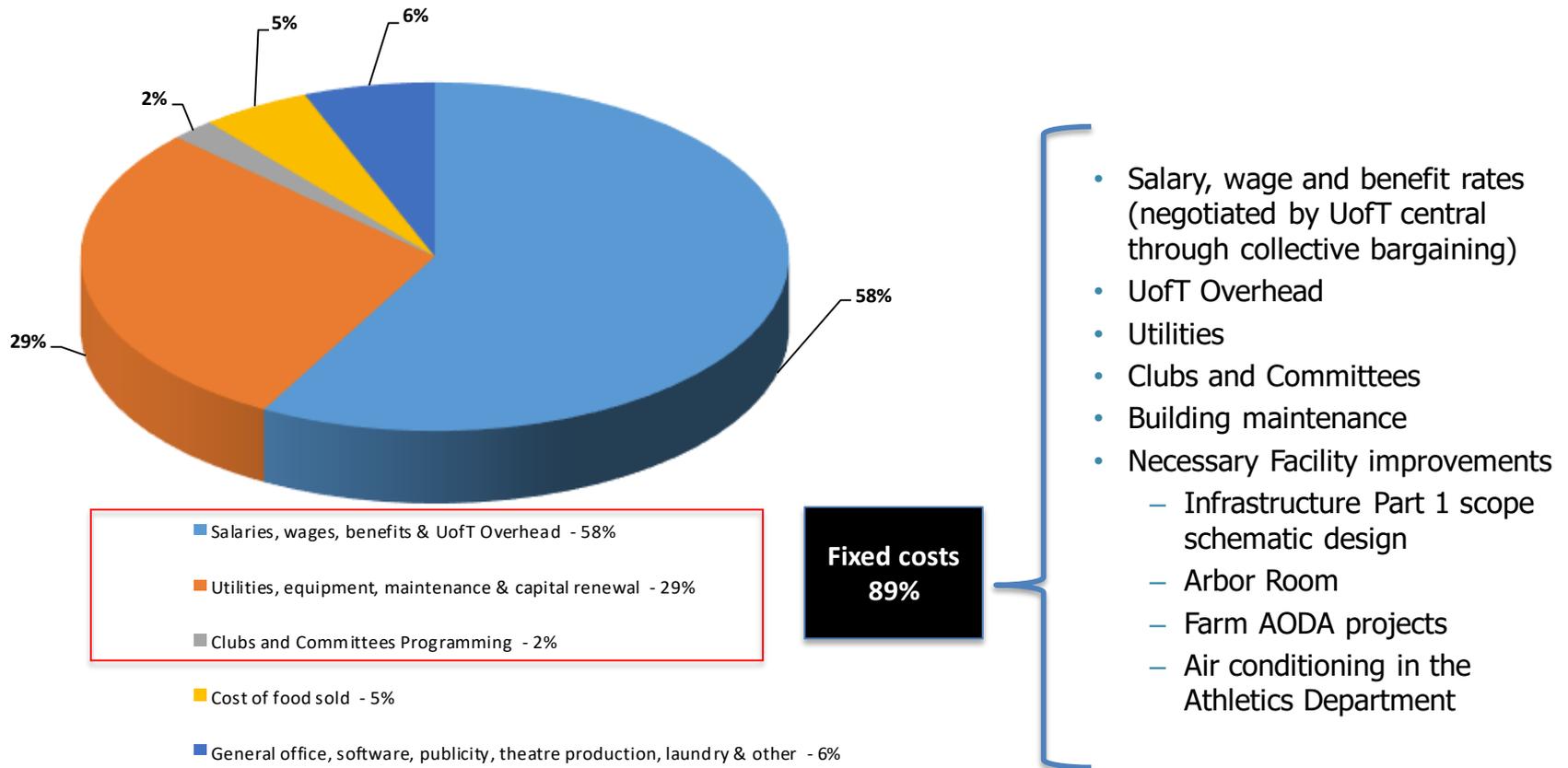
2020/21 Operating Revenue

Operating Revenue is \$21.3 million:

- Student fees - 55%
- Food and General Revenue - 33%
- Membership fees - 5%
- Other (Clubs, Service Charge, Donations) - 7%



2020/21 Operating Expenses & Commitments - \$21.3M



Usage of Facilities

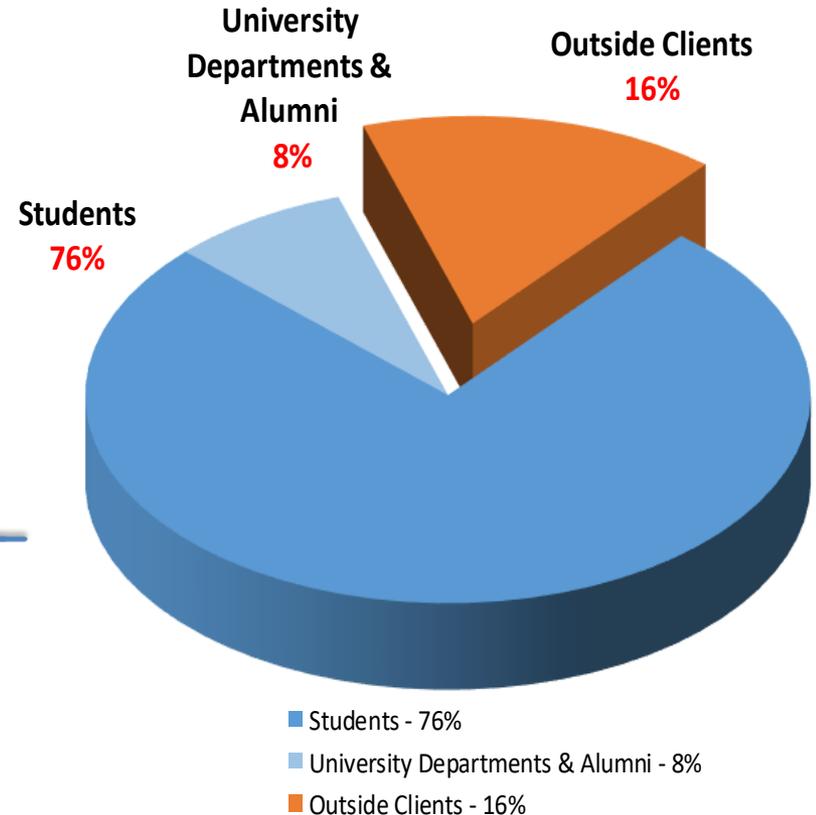
Priority is Students

•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



	2019-20 Budget	2020-21 Budget	% Change 19/20 vs 20/21
Revenue			
Student fees	\$ 11,270,300	\$ 12,483,200	10.8%
Membership fees	1,132,200	1,202,500	6.2%
Food revenue	3,638,400	3,209,500	-11.8%
General revenue	2,305,500	2,286,900	-0.8%
Investment income	412,700	434,100	5.2%
Clubs & Committees' programming	125,000	125,000	0.0%
Donations, grants & amortization	382,300	1,043,300	172.9%
Gratuities/Service Charge	519,200	550,400	6.0%
	\$ 19,785,600	\$ 21,334,900	7.8%
Expenses			
Salaries, wages & benefits	\$ 11,271,100	\$ 12,097,500	7.3%
Cost of Food	1,071,300	988,100	-7.8%
Maintenance	798,600	1,170,700	46.6%
Utilities	1,004,600	993,500	-1.1%
Insurance	120,900	137,600	13.8%
Depreciation, loss/gain on disposal	1,105,000	952,500	-13.8%
Clubs & Committees' programming	443,000	439,500	-0.8%
Theatre production costs	72,500	60,000	-17.2%
Sundry expense	490,100	258,100	-47.3%
General office	333,700	296,100	-11.3%
Publicity, photography, printing, prizes	179,800	324,700	80.6%
Uniforms & linen laundry	194,200	204,100	5.1%
Software & data processing	143,800	111,200	-22.7%
Equipment, supplies, equip repair & rentals	874,400	664,500	-24.0%
UoT overhead	224,200	230,600	2.9%
	\$ 18,327,200	\$ 18,928,700	3.3%
Operating result before Commitments & Transfers	\$ 1,458,400	\$ 2,406,200	65.0%
Commitments & Transfers			
Net Spending on Capital Assets	\$ 1,560,800	\$ 5,400,065	246.0%
Add to (spend from) Reserve	(447,500)		-100.0%
Add to (spend from) Operating Reserve	81,700	368,311	350.8%
Add to (spend from) Maintenance Reserve	263,400	(3,362,177)	-1376.5%
	\$ 1,458,400	\$ 2,406,200	65.0%
Total Operating Expenses and Commitments	\$ 19,785,600	\$ 21,334,900	7.8%
Excess of Revenue over Expense and Commitments	\$ -	\$ -	

Protocol on Student Fee Calculation		
Adjusted Fee Base		
Fee per Session (previous year)		\$ 97.96
Less: Removal of temporary fee (2017-2018)		-\$ 2.48
Adjusted Fee Base		\$ 95.48
CPI - Consumer Price Index		
CPI Index Percent	2% Adjusted Fee	97.39
Adjusted Fee		-95.48
\$ Amount of CPI based increase		\$ 1.91
UTI - University of Toronto Index		
Appointed Salary Expenditure Base (previous year budget)		\$ 3,789,651
Average merit/step/ATM increase/decrease for appointed staff	4.0%	\$ 151,586
Indexed salaries		\$ 3,941,237
Average Benefit Cost Rate	24.00%	\$ 945,897
Indexed appointed salary expenditure base		\$ 4,887,134
Casual/PT Salary Expenditure Base (previous year budget)		\$ 1,241,400
Average ATB Increase/Decrease for casual/part time staff	2.00%	\$ 24,828
Indexed salaries		\$ 1,266,228
Average Benefit Cost Rate	10.00%	\$ 126,623
Indexed Casual/PT Salary Expenditure Base		\$ 1,392,851
Indexed Salary and Benefits Expenditure Costs		\$ 6,279,985
Subtract the Amount of Net Revenue from Other Sources (previous year)		-\$ 224,350
Add the Non-Salary Expenditure Base (previous year)		\$ 6,187,000
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)		-\$ 191,300
Cost for UTI purposes		\$ 12,051,335
Divided difference by the projected weighted FTE enrolment		116,413
UTI Indexed Fee - per term		\$ 103.52
Adjusted fee Base		\$ 95.48
\$ Amount of UTI Based Increase (over adjusted fee)		\$ 8.04
Combined Fee Increase		
Adjusted Fee	+	\$ 95.48
CPI Based Fee increase	+	\$ 1.91
UTI Based Fee increase	+	\$ 8.04
Indexed Full Time Fee per Term		\$ 105.43

2020/21 Proposed Increase

Proposed increase to student fees: 7.63%

Campus	Student Fees Per Term 2019-20	% Net Change	\$ Net Change	Student Fees Per Term 2020-21
St. George (full-time)	\$ 97.96	7.63%*	\$ 7.47	\$ 105.43
St. George (part-time)	\$ 19.61	7.63%*	\$ 1.48	\$ 21.09
UTSC & UTM (full-time)	\$ 3.01	7.63%*	\$ 0.22	\$ 3.23
UTSC & UTM (part-time)	\$ 0.60	7.63%*	\$ 0.05	\$ 0.65

* Any difference due to rounding to the nearest percent

Historical Student Fees Increase

	2016/17	2017/18	2018/19	2019/20	2020/21
Eligible Percentage	7.78%	2.5%	9.56%	9.57%	7.63%
Actual/ Proposed	1.97%	2.5%	3.50%	9.57%	7.63%

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Revenue Generation & Cost Efficiencies for 2020/21

Revenue Generation	Cost Efficiencies
<ul style="list-style-type: none">• Kosher catering events• Off premises catering• Summer Picnic series; Winter weddings• Marketing strategy for both Hospitality and Fitness departments to increase customer base	<ul style="list-style-type: none">• Conversion to high efficiency lighting LED• Low flow shower heads in fitness locker rooms• Steam management upgrades (trap and valve replacement)

Grouping of Categories on Income Statement

Revenue:

Student Fees

Ancillary Fee paid by Student

Membership Fees

Paying members of Hart House's athletic facility

Food Revenue

Food revenue for Gallery Grill & Events and Catering

General Revenue

Revenue from departmental activity within Hart House, theatre and ticketing revenue, space and A/V rentals, sales of sundry items such as bus tickets, farm revenue, athletics towel and locker services, and registered class revenue and club membership fees

Investment Income

Investment income from cash balance & interest earned from Endowed Funds

Club and Committee Programming

Clubs and Committees Revenue

Donations and Grants & Amortization

Unrestricted donations, operating grants and amortization of deferred capital contributions

Gratuities / Service Charge

Hospitality business of Hart House, revenue flows through line item with gratuities payment to staff through salaries, wages and benefits

Expenses:

Salaries, Wages and Benefits

Salaries, wages, benefits and gratuities paid to employees

Cost of Food

The cost of goods sold for Food

Maintenance

Maintenance expenses for the Facilities

Utilities

Hydro, Steam, Water, Propane

Insurance

Insurance expense for Facilities and Art

Depreciation

Depreciation of Furniture Equipment and DMM Capital Improvements

Club and Committee Programming

Clubs & Committees' Programming expenses

Theatre Production Costs

Theatre production costs for props.

Sundry Expense

Farm property taxes, staff professional training and student programming expense: hospitality, transportation, accommodation.

General Office

Office Supplies, Telephone, Bank Charges, Consulting Fees, Postage, Bad Debts

Publicity, Photography, Printing and Prizes

Advertising, Gifts, Printing

Uniform and Linen Laundry

Uniform and linens used in Gallery Grill & Events and Catering, Caretaking and Athletics

Software and Data Processing

Software maintenance as well as data processing expense

Equipment, Supplies, Equip Repair and Rentals

- Lighting, Building and Cleaning supplies;
- Towels in the Athletic Department;
- Equipment, Furniture less than \$5K

UofT Overhead

General Facility & Services (Fire Prevention, Police, Mail Services), Central Administration (AMS, Human Resources, Central Financial Services, Internal Audit, Professional Development).