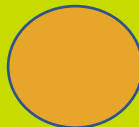


HartHouse
FOR YOU



**UNIVERSITY
AFFAIRS
BOARD**

March 4, 2021



PIVOTING DURING THE PANDEMIC

- **Pivoted to virtual programming** – over 90% of programs delivered virtually
- **Introduced *Virtual Hart House*** – over 140 hours per month of virtual programming
- **Built virtual engagement** – April to December, **30,190 views** (anytime programs) and **16,752 participants** (live programs)
- **Introduced modified in-person programming** – April to November, 4,293 participants engaged in on-site programming with strict safety measures enforced
- **Innovated new revenue generating services** – in November, over 1800 participants attended events hosted by Hart House's Virtual Event Planning Services



RESPONDING TO STUDENTS' NEEDS

<u>Students' Need</u>	<u>Sample Hart House Responses</u>
Tri-Campus Virtual Engagement	<i>Global Commons</i> – creating a virtual space for students from all three UofT campuses to engage in dialogue with students across the world
Mental Health Support	<i>Friendly Check-In</i> – connecting students with staff for phone check-ins <i>Essential Resource Spaces</i> – providing a safe on-site space for students
Commitment to Equity, Diversity, Inclusion	<i>Well Being Collective</i> – exploring wellness and centering the experiences of Indigenous, Black and Racialized students
Accessible Programming and Services	<i>Accessible Website</i> – updating harthouse.ca to be AODA compliant
Sense of Connection and Belonging	<i>UofTea Talks</i> – bringing together students on Instagram Live for weekly chats led by Hart House Student Ambassadors

2021/22 DRAFT OPERATING BUDGET

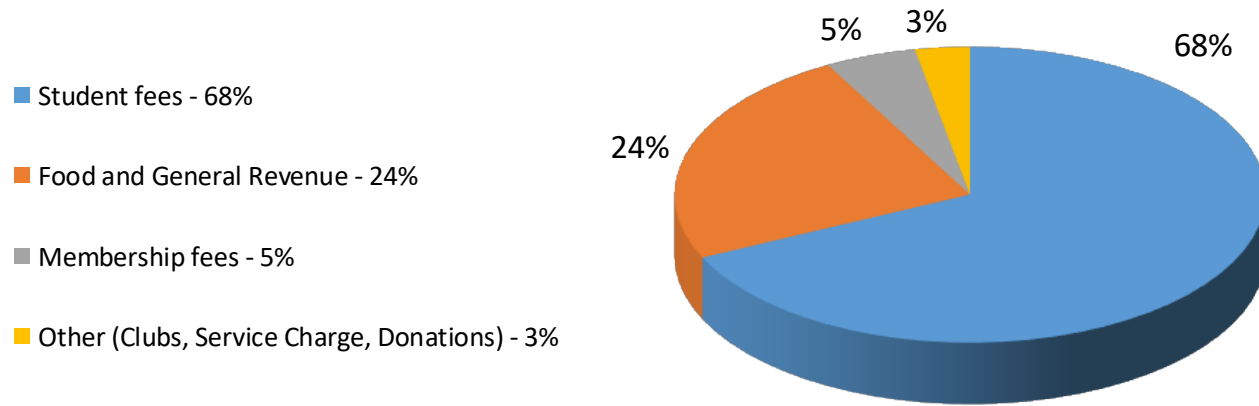
Hart House is proposing a balanced budget for the 2021/22 year.

Past Meetings:

- Finance Committee Reviews and Analyzes Draft Budget: December 1st, 2020 ✓
- Board of Stewards Workshops to Review Draft Budget: December 9th and 10th, 2020 ✓
- Finance Committee Reviews and Recommends Budget for Approval by the Board of Stewards: January 5th, 2021 ✓
- Board of Stewards Reviews and Votes to Approve Budget: January 7th, 2021 ✓
- Council on Student Services (COSS) Reviews Budget: January 12th, 2021 ✓
- Service Ancillary Review Group (SARG) Reviews Budget: January 29th, 2021 ✓
- Council on Student Services (COSS) Votes on Budget: February 16th, 2021 ✓

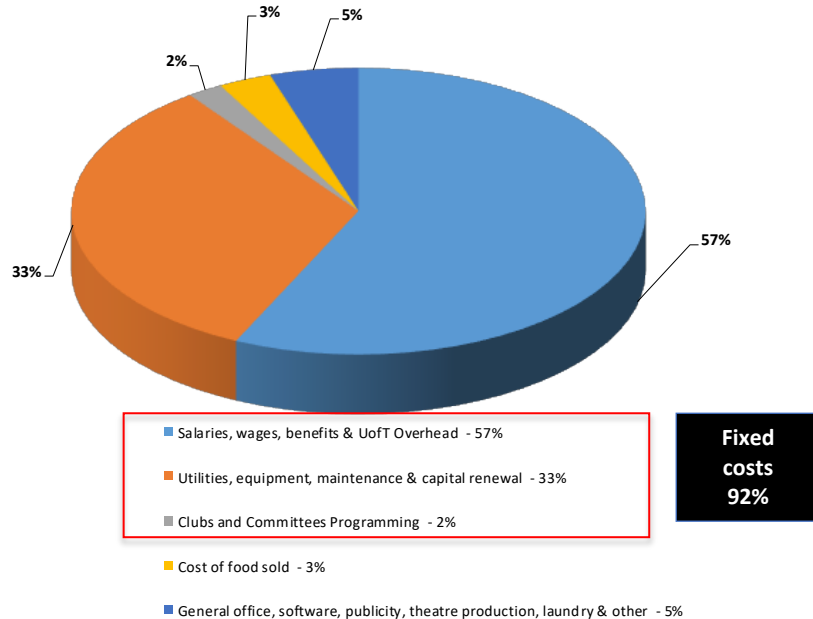
2021/22 Operating Revenue

Operating Revenue is \$18.7 million:



2021/22 Operating Expenses & Commitments

Operating Expenses & Commitments is \$18.7 million:



- Salary, wage and benefit rates (negotiated by UofT central through collective bargaining)
- UofT Overhead
- Utilities
- Clubs and Committees
- Building maintenance
- Necessary Facility improvements
 - AODA-compliant accessible ramp at the Tower Road entrance of Hart House
 - upgrades to basement and 2nd floor washrooms
 - Air conditioning in the Athletics Department
 - Theatre house lighting upgrades
 - conversion from city water-cooled to air-cooled compressors for the walk-in coolers

Assumptions – Operating Plan

2021/22 Operating Plan Assumptions

	2021/22 BUDGET	
General Inflation forecast	2.00%	
Enrollment increase forecast	0.30%	Provided by Service Ancillary Operations
Student fee rate forecast	1.95%	Calculated using UTI
Investment yield forecast	1.65%	Provided by Central Financial Services
Senior Member fees rate forecast	2.00%	CPI
General increase in salaries, wages and benefits	3.50%	

Assumptions – Operating Plan

- Gradual increase of hospitality and membership business lines with a complete return anticipated by January 2022;
- Re-build of the operating reserve to maintain 12% of our annual budgeted revenue;
- Decrease in capital project spend to enable increases to capital reserve fund for Infrastructure Renewal.

2021/22 Proposed Increase

Proposed increase to student fees: 1.95%

Campus	Student Fees Per Term 2020-21	% Net Change	\$ Net Change	Student Fees Per Term 2021-22
St. George (full-time)	\$ 105.43	1.95%*	\$ 2.06	\$ 107.49
St. George (part-time)	\$ 21.09	1.95%*	\$ 0.41	\$ 21.50
UTSC & UTM (full-time)	\$ 3.23	1.95%*	\$ 0.07	\$ 3.30
UTSC & UTM (part-time)	\$ 0.65	1.95%*	\$ 0.02	\$ 0.67

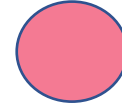
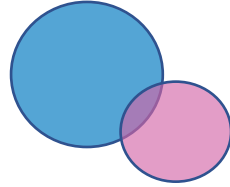
* Any difference due to rounding to the nearest percent

	2020-21 Budget	2021-22 Budget	\$ increase 20/21 Budget vs 21/22 Budget	% increase 20/21 Budget vs 21/22 Budget
Revenue				
Student fees	\$ 12,483,200	\$ 13,214,700	\$ 731,500	6%
Membership fees	1,202,500	962,000	(240,500)	-20%
Food revenue	3,209,500	1,951,400	(1,258,100)	-39%
General revenue	2,286,900	1,587,500	(699,400)	-31%
Investment income	434,100	365,500	(68,600)	-16%
Clubs & Committees' programming	125,000	125,000	-	0%
Donations, grants & amortization	1,043,300	212,500	(830,800)	-80%
Gratuities/Service Charge	550,400	306,100	(244,300)	-44%
			-	
	\$ 21,334,900	\$ 18,724,700	\$ (2,610,200)	-12%
Expenses				
Salaries, wages & benefits	\$ 12,097,500	\$ 10,472,800	\$ (1,624,700)	-13%
Cost of Food	988,100	617,300	(370,800)	-38%
Maintenance	1,170,700	812,300	(358,400)	-31%
Utilities	993,500	847,400	(146,100)	-15%
Insurance	137,600	147,100	9,500	7%
Depreciation, loss/gain on disposal	952,500	853,000	(99,500)	-10%
Clubs & Committees' programming	439,500	439,500	-	0%
Theatre production costs	60,000	27,500	(32,500)	-54%
Sundry expense	258,100	191,200	(66,900)	-26%
General office	296,100	172,000	(124,100)	-42%
Publicity, photography, printing, prizes	324,700	241,200	(83,500)	-26%
Uniforms & linen laundry	204,100	147,300	(56,800)	-28%
Software & data processing	111,200	90,100	(21,100)	-19%
Equipment, supplies, equip repair & rentals	664,500	518,400	(146,100)	-22%
UoT overhead	230,600	254,500	23,900	10%
	\$ 18,928,700	\$ 15,831,600	\$ (3,097,100)	-16%
Operating result before Commitments & Transfers	\$ 2,406,200	\$ 2,893,100	\$ 486,900	20%
Commitments & Transfers				
Net Spending on Capital Assets	\$ 5,400,065	\$ 206,100		
Add to (spend from) Reserve				
Add to (spend from) Operating Reserve	368,311	2,068,436		
Add to (spend from) Maintenance Reserve	(3,362,177)	618,564		
	\$ 2,406,200	\$ 2,893,100		
Excess of Revenue over Expense and Commitments	\$ -	\$ -		

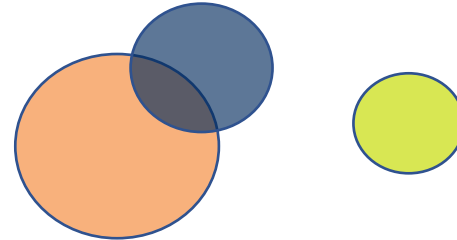
Capital Assets, Reserves & Endowment Funds

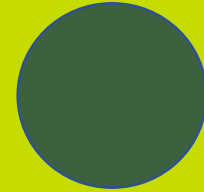
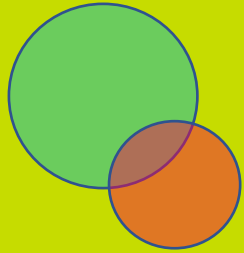
	2020-21 BUDGET	2020-21 FORECAST	2021-22 BUDGET
Investment in Capital Assets			
Balance, beginning of year	8,073,727	8,623,202	12,251,479
Capital asset additions	6,229,765	4,480,777	959,100
Depreciation and gains/losses	(952,500)	(952,500)	(853,000)
Amortize of deferred capital contribution	122,800	100,000	100,000
Increase/(decrease) in commitment	5,400,065	3,628,277	206,100
Balance, end of year	13,473,792	12,251,479	12,457,579
Operating Fund (11% - 12% from budgeted revenue)			
Balance, beginning of year	1,978,528	1,978,528	178,528
Increase (decrease) in commitment	368,311	(1,800,000)	2,068,436
Balance, end of year	2,346,839	178,528	2,246,964
Deferred & Major Maintenance			
Balance, beginning of year	8,992,363	8,587,764	5,687,033
Increase (decrease) in commitment	(3,362,177)	(2,900,730)	618,564
Balance, end of year	5,630,186	5,687,033	6,305,597
Other Reserves (ie. Program, Art, 100th)			
Balance, beginning of year	673,704	788,704	788,704
Increase (decrease) in commitment	-	-	-
Balance, end of year	673,704	788,704	788,704
TOTAL RESERVES	22,124,521	18,905,744	21,798,844

KEY TAKEAWAYS



- Hart House continues to **prioritize students** first and foremost;
- 2021-22 will be a year of **recovery and rebuilding** for Hart House;
- Hart House is requesting a student fee **increase of 1.95%**





QUESTIONS?



Thank you