



COUNCIL ON STUDENT SERVICES PRESENTATION

January 12, 2020





HAPPY NEW
YEAR FROM
HART HOUSE!



HART HOUSE (STILL) FOR YOU

Our 2016-2020 Strategic Plan has continued to guide us while we adapted to meet the student needs during the pandemic.

Virtual

Combination of live (synchronous) and "anytime" (asynchronous) programs

April–November:

- 28,622 views (asynchronous) and
- 15,470 participants (synchronous)

In-Person

Combination of planned activities and study spaces (all with physical distancing and safety measures enforced)

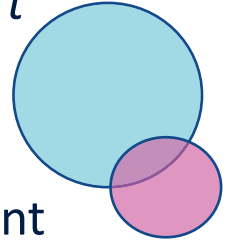
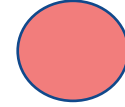
September–November:

- Approx. 4,293 participants



ACTIONS TAKEN IN RESPONSE TO PANDEMIC

- Pivoted programming and operations to 90%+ virtual
- Offered over 140 hours/month of programming through *Virtual Hart House*
- Exceeded University's Health and Safety requirements
- Introduced modified in-person programming (Fitness Centre, Student Study Spaces, Student Activities)
- Innovated ways to deliver revenue generating services on a virtual platform (Virtual Event Planning Services)



WHAT ARE WE LEARNING?

- Virtual learning and experiences are here to stay.
- Virtual engagement enables increased tri-campus collaboration.
- Mental health support is more essential than ever to students.
- Equity, diversity, inclusivity and accessibility underscore all we do for students.
- Connection and a sense of belonging is crucial in both the virtual and real world.



HART HOUSE'S COMMITMENT TO YOU

Student
Leadership

Tri-Campus
Engagement

Partnered
Programming

Wellness & Mental
Health Focus



HART HOUSE'S COMMITMENT TO YOU

Access &
Accessibility

Indigenous, Black &
Racialized Student
Engagement

Multifaceted
Outreach

Community
Connection



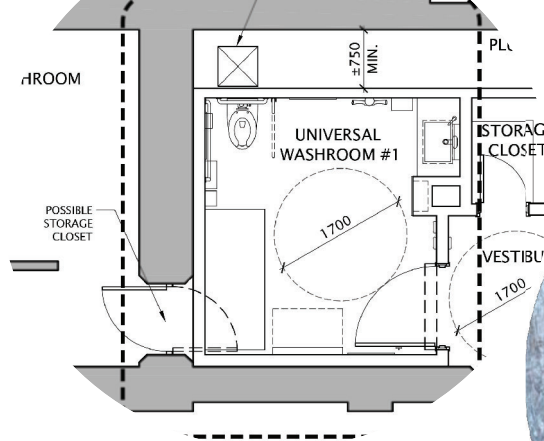
Hart House
Residence
Students
International
Graduate



ACCESSIBILITY AND RENEWAL

Accessibility Upgrades

- Arbor Room renovation is near completion.
- Construction of universal washroom in Hart House to start June 2021.
- Hart House Farm's Ignatieff House renovation completed in Summer 2020—accessible ramps and washroom, powered doors, and new flooring.



Infrastructure Renewal

- The Schematic Design phase is in progress and will be completed by Summer 2021.
- The design development phase will begin in winter 2022.



REBUILDING REVENUE TO SUPPORT PROGRAMMING

Adapting and Evolving our Services

- Virtual Events Services
- Meeting Space Rentals
- Creative LifeSchool
- Full Service “Micro-wedding” Package
- Wedding Receptions
- Virtual and On-site Fitness Classes
- Virtual and On-site Personal Fitness Training



HART HOUSE BY THE NUMBERS 2019-20

Hart House
Fitness Centre Visitors
243,445

Drop-in & Registered
Programs Participants
40,572



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



of students believe that Hart House is an inclusive space

Visits to Hart House
552,256



Satisfaction rate across all visitors to Hart House

HartHouse.ca
Page Views
1,125,411



22,709
Facebook
Likes



16,072
Twitter
Followers



11,065
Instagram
Followers

Social Media
Followers

49,846



206
Student Staff

60
Work-study



HART HOUSE OPERATING BUDGET

2021–2022

2021/22 Operating Budget

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

Budget status update:

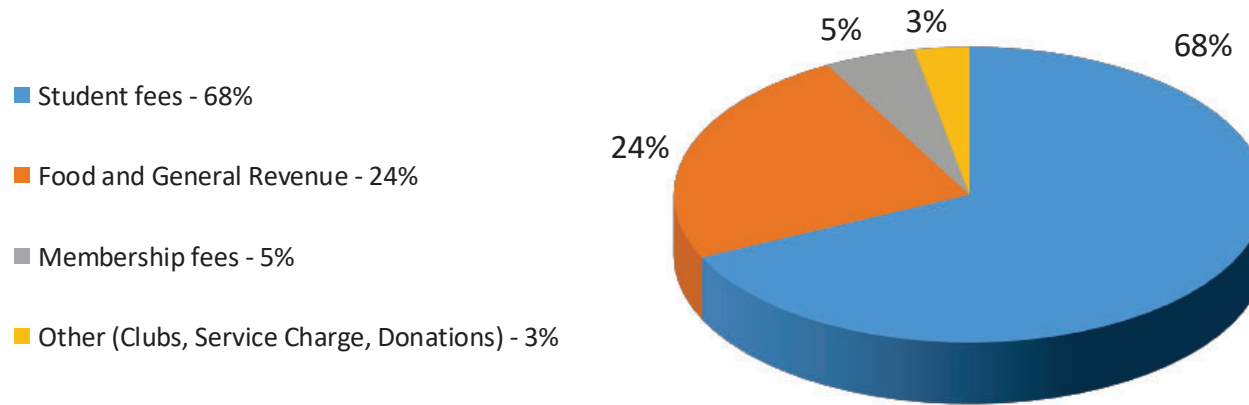
- Finance Committee Reviews and Analyzes Draft Budget: December 1st, 2020 ✓
- Board of Stewards Workshops to Review Draft Budget: December 9th and 10th, 2020 ✓
- Finance Committee Reviews and Recommends Budget for Approval by the Board of Stewards: January 5th, 2021 ✓
- Board of Stewards Reviews and Votes to Approve Budget: January 7th, 2021 ✓

Upcoming Meetings to Review and Approve the Budget:

- Council on Student Services (COSS): January 12th (Review); February 16th (Vote)
- Service Ancillary Review Group (SARG): January 29th
- University Affairs Board (UAB): March 4th

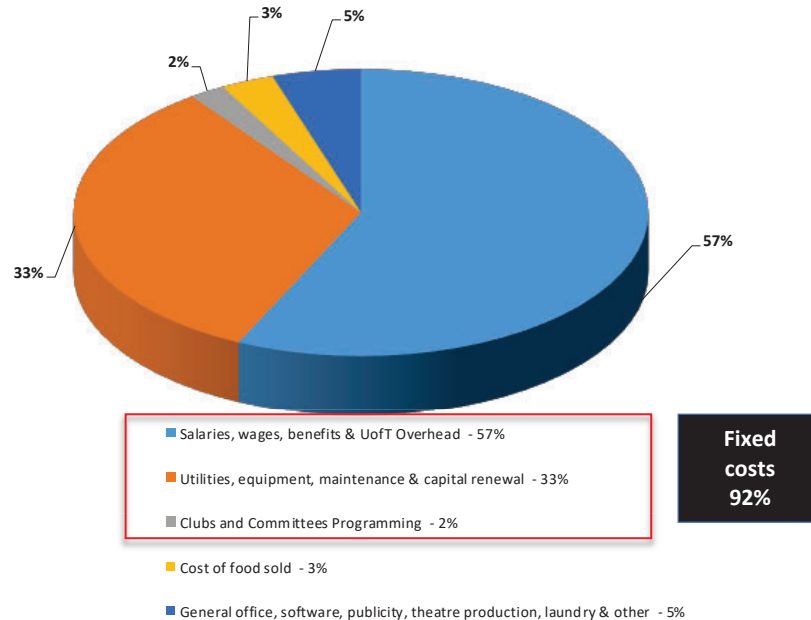
2021/22 Operating Revenue

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.

Revenue

Student fees
Membership fees
Food revenue
General revenue
Investment income
Clubs & Committees' programming
Donations, grants & amortization
Gratuities/Service Charge

2020-21 Budget	2020-21 Forecast	2021-22 Budget
\$ 12,483,200	\$ 9,918,010	\$ 13,214,700
1,202,500	227,750	962,000
3,209,500	85,250	1,951,400
2,286,900	266,208	1,587,500
434,100	147,067	365,500
125,000	60,000	125,000
1,043,300	1,025,800	212,500
550,400	-	306,100
\$ 21,334,900	\$ 11,730,085	\$ 18,724,700

Expenses

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

\$ 12,097,500	\$ 9,081,834	\$ 10,472,800
988,100	38,500	617,300
1,170,700	679,168	812,300
993,500	553,610	847,400
137,600	137,600	147,100
952,500	952,500	853,000
439,500	214,500	439,500
60,000	17,500	27,500
258,100	188,751	191,200
296,100	115,331	172,000
324,700	188,894	241,200
204,100	20,702	147,300
111,200	82,333	90,100
664,500	300,717	518,400
230,600	230,599	254,500
\$ 18,928,700	\$ 12,802,538	\$ 15,831,600

Operating result before Commitments & Transfers

\$ 2,406,200	\$ (1,072,453)	\$ 2,893,100
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Commitments & Transfers

Net Spending on Capital Assets
Add to (spend from) Reserve
Add to (spend from) Operating Reserve
Add to (spend from) Maintenance Reserve

\$ 5,400,065	\$ 3,628,277	\$ 206,100
368,311	(1,800,000)	2,068,436
(3,362,177)	(2,900,730)	618,564
\$ 2,406,200	\$ (1,072,453)	\$ 2,893,100

Excess of Revenue over Expense and Commitments

\$ -	\$ -	\$ -
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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

Historical Student Fees Increase

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
Eligible Percentage	7.78%	2.5%	9.56%	9.57%	7.63%	1.95%
Actual/ Proposed	1.97%	2.5%	3.50%	9.57%	7.63%	1.95%

University of Toronto Index		
Adjusted Fee Base		
Fee per Session (2020-21)		\$ 105.43
Less: Removal of temporary fee (2018-19)	-	-\$ 6.12
Adjusted Fee Base		\$ 99.31
Consumer Price Index		
CPI Index Percent	2% Adjusted Fee	101.30
Adjusted Fee	-	-\$99.31
\$ Amount of CPI based increase		\$ 1.99
Appointed Salary Expenditure Base (2020-21 budget)		\$ 5,663,900
Average merit/step/ATM increase/decrease for appointed staff	3.5%	\$ 198,237
Indexed salaries		\$ 5,862,137
Average Benefit Cost Rate	23.50%	\$ 1,377,602
Indexed appointed salary expenditure base		\$ 7,239,739
Casual/PT Salary Expenditure Base (2020-21 budget)		\$ 1,380,148
Average ATB Increase/Decrease for casual/part time staff	1.00%	\$ 13,801
Indexed salaries		\$ 1,393,949
Average Benefit Cost Rate	10.00%	\$ 139,395
Indexed Casual/PT Salary Expenditure Base		\$ 1,533,344
Indexed Salary and Benefits Expenditure Costs		\$ 8,773,083
Subtract the Amount of Net Revenue from Other Sources (2020-21 budget)		-\$ 4,047,300
Add the Non-Salary Expenditure Base (2020-21 budget)		\$ 8,249,300
Reduce the amount by the proportion attributed to UTM and UTSC (2021-22 projection)		-\$ 218,040
Cost for UTI purposes		\$ 12,757,043
Divided the difference by the projected weighted FTE enrolment - 2 sessions (2021-22 projection)		120,910
UTI Indexed Fee - per term		\$ 105.51
Adjusted fee Base	-	\$ 99.31
\$ Amount of UTI Based Increase (over adjusted fee)		\$ 6.19
Combined Fee Increase		
Adjusted Fee	+	\$ 99.31
CPI Based Fee increase	+	\$ 1.99
UTI Based Fee increase	+	\$ 6.19
Indexed Full Time Fee per Term		\$ 107.49

Student Fees



2021/22 Calculation of Student Fees

Year 2021/22 Budget	Student Fees Per Session 2021/22	Projected Summer Enrolment 21/22	Projected Fall Enrolment 2021/22	Student Fees Summer Session	Student Fees Fall Session	Student Fees Total 2021/22
St. George Full time	\$ 107.49	4,857	56,153	\$ 522,079	\$ 6,035,886	\$ 12,593,900
St. George Part time = 20% of full time fee	\$ 21.50	9,186	4,775	\$ 197,499	\$ 102,663	\$ 402,800
UTSc Full time	\$ 3.30	3,894	13,236	\$ 12,850	\$ 43,679	\$ 100,200
UTSc Part time	\$ 0.67	3,303	969	\$ 2,213	\$ 649	\$ 3,500
UTM Full time	\$ 3.30	2,535	15,399	\$ 8,366	\$ 50,817	\$ 110,000
UTM Part time	\$ 0.67	4,615	918	\$ 3,092	\$ 615	\$ 4,300
		28,390	91,450	\$ 746,099	\$ 6,234,308	\$ 13,214,700

Revenue



HartHouse

Revenue

Student fees
 Membership fees
 Food revenue
 General revenue
 Investment income
 Clubs & Committees' programming
 Donations, grants & amortization
 Gratuities/Service Charge

2020-21 Budget	2021-22 Budget	\$ increase 20/21 Budget vs 21/22 Budget	% increase 20/21 Budget vs 21/22 Budget
\$ 12,483,200	\$ 13,214,700	\$ 731,500	6%
1,202,500	962,000	(240,500)	-20%
3,209,500	1,951,400	(1,258,100)	-39%
2,286,900	1,587,500	(699,400)	-31%
434,100	365,500	(68,600)	-16%
125,000	125,000	-	0%
1,043,300	212,500	(830,800)	-80%
550,400	306,100	(244,300)	-44%
		-	
\$ 21,334,900	\$ 18,724,700	\$ (2,610,200)	-12%

Expenses



HartHouse

Expenses

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

2020-21 Budget	2021-22 Budget	\$ increase 20/21 Budget vs 21/22 Budget	% increase 20/21 Budget vs 21/22 Budget
\$ 12,097,500	\$ 10,472,800	\$ (1,624,700)	-13%
988,100	617,300	(370,800)	-38%
1,170,700	812,300	(358,400)	-31%
993,500	847,400	(146,100)	-15%
137,600	147,100	9,500	7%
952,500	853,000	(99,500)	-10%
439,500	439,500	-	0%
60,000	27,500	(32,500)	-54%
258,100	191,200	(66,900)	-26%
296,100	172,000	(124,100)	-42%
324,700	241,200	(83,500)	-26%
204,100	147,300	(56,800)	-28%
111,200	90,100	(21,100)	-19%
664,500	518,400	(146,100)	-22%
230,600	254,500	23,900	10%
\$ 18,928,700	\$ 15,831,600	\$ (3,097,100)	-16%
\$ 2,406,200	\$ 2,893,100	\$ 486,900	20%

Operating result before Commitments & Transfers

Revenue

	2020-21 Budget	2021-22 Budget	\$ increase 20/21 Budget vs 21/22 Budget	% increase 20/21 Budget vs 21/22 Budget
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%

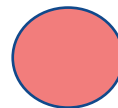
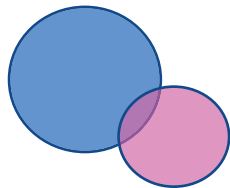
Operating result before Commitments & Transfers

	\$ 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	\$ -	\$ -		

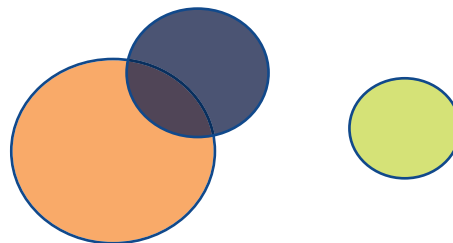
Capital Assets, Reserves & Endowment Funds

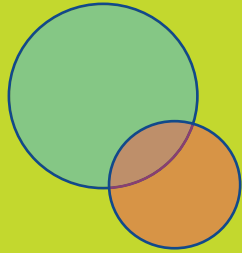
	2020-21 BUDGET	2020-21 FORECAST	2021-22 BUDGET
Investment in Capital Assets			
Balance, beginning of year	8,073,727	8,623,202	12,251,479
Capital asset additions	6,229,765	4,480,777	959,100
Depreciation and gains/losses	(952,500)	(952,500)	(853,000)
Amortize of deferred capital contribution	122,800	100,000	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