

FOR APPROVAL

PUBLIC

OPEN SESSION

TO: University Affairs Board

SPONSOR: Professor Sandy Welsh, Vice-Provost, Students

CONTACT INFO: Phone: 416-978-3870 / Email: vp.students@utoronto.ca

PRESENTER: See Sponsor

CONTACT INFO:

DATE: February 14, 2022 for March 3, 2022

AGENDA ITEM: 7d

ITEM IDENTIFICATION:

Operating Plans & Fees: 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*, 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 3, 2022)**
2. **Governing Council [For Information] (March 31, 2022)**

PREVIOUS ACTION TAKEN:

The Operating Plans for Hart House for the current fiscal year were approved by the University Affairs Board on March 4, 2021.

HIGHLIGHTS:

The 2022-23 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: \$107.49 per session (\$21.50 for part-time students)

UTM and UTSC: \$3.30 per session (\$0.67 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 2022-23 operating plans for service ancillaries.

RECOMMENDATION:

Be it Resolved,

THAT the 2022-23 operating plans and budget for Hart House, as presented in the documentation from John Monahan, Warden, be approved;

THAT the sessional fee for a full-time student on the St. George campus be increased to \$112.76 (\$22.55 for a part-time student), which represents a year-over-year increase of \$5.27 (\$1.05 for a part time student) or 4.9%; and

THAT the sessional fee for a full-time student at UTM or UTSC be increased to \$3.46 (\$0.70 for a part-time student), which represents a year-over-year increase of \$0.16 (\$0.03 for a part time student) or 4.9%.

DOCUMENTATION PROVIDED:

Hart House Presentation to the Council on Student Services

Preparing the Table: 2021-2026 Strategic Plan for Hart House



COUNCIL ON STUDENT SERVICES PRESENTATION

January 17, 2022



HART HOUSE FOR YOU

Adapting to and rebuilding from pandemic

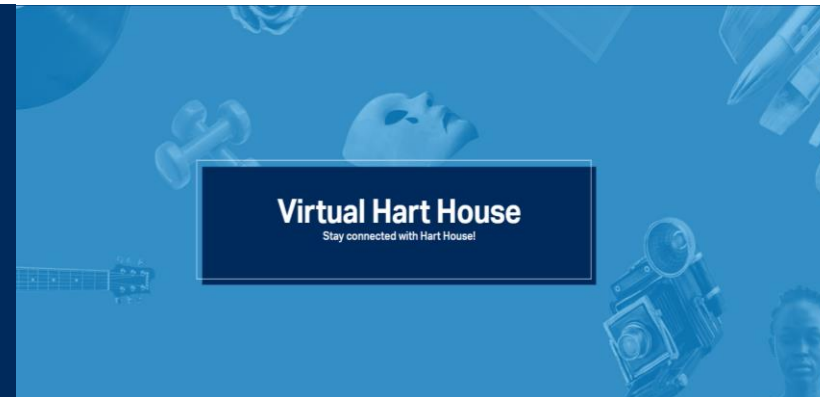


Virtual Hart House

- 111,611 asynchronous engagements*
- 24,133 synchronous participants*

U of T Virtual Fitness Studio

- 5,192 memberships*



In-Person Activities

- Music groups, Fall orientation, Hart House Farm visit
- Movie screening (Indiqueer & Winter Break)
- 15,651 used our Fitness Centre for workouts*
- 439 registrations of piano playing (Nov 1-Dec 31)

Academic Study Spaces

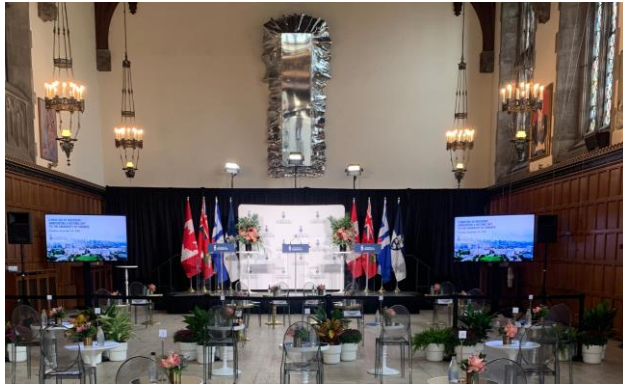
- 5,784 registrations*



*Data timeframe: May 2020 to Dec 2021

HART HOUSE FOR YOU

Adapted to and rebuilding from pandemic



Meeting & Events Services

- For the period of Sept 2021 to April 2022, we have 481 in-person and 59 virtual/hybrid bookings



Weddings

- First wedding of 2021 held in the Hart House Quad in September
- For the period of Sept 2021 to April 2022, we have 22 bookings for weddings and other social events



Facilities

From 19/20 to 20/21:

- Achieved 34.7% carbon footprint reduction
- Utility costs reduced by \$300,990



Renovations and Renewals

- South Dining Room --> Donald Burwash Room
- Arbor Room soft opening
- Universal washroom under construction
- Ablution stations installed in upstairs washrooms

HART HOUSE FOR YOU

Hart House by the numbers



Number of participants reached through programming

2018-2019	Over 17,000
2019-2020	19,994
2020-2021	16,455



International Student participation*

2018-2019	12%
2019-2020	15%
2020-2021	24%

*Data from our annual highly involved students survey



Graduate Student participation*

2018-2019	28%
2019-2020	33%
2020-2021	40%

*Data from our annual highly involved students survey

HART HOUSE FOR YOU

Tri-campus information on programming created by staff and co-created by staff with students

May 2020-April 2021 Program Registrants

Campus	Number	
UTSG	4,609	82%
UTM/UTSC	588	11%
No campus indicated/ community	393	7%
Total	5,590*	100%

- 1,288 (23%) are international students
- 2,172 (39%) are graduate students

May-Dec 2021 Program Registrants

Campus	Number	
UTSG	3,148	74%
UTM/UTSC	447	11%
No campus indicated/ community	645	15%
Total	4,240*	100%

- 975 (23%) are international students
- 660 (47%) of Summer term registrants are graduate students

*Data from May 2020 to Nov 2021 is extracted from Fusion and is reflected in slide 2's data about Virtual Hart House/in-person activities as applicable.

Tri-campus Engagement

Popular programs include:

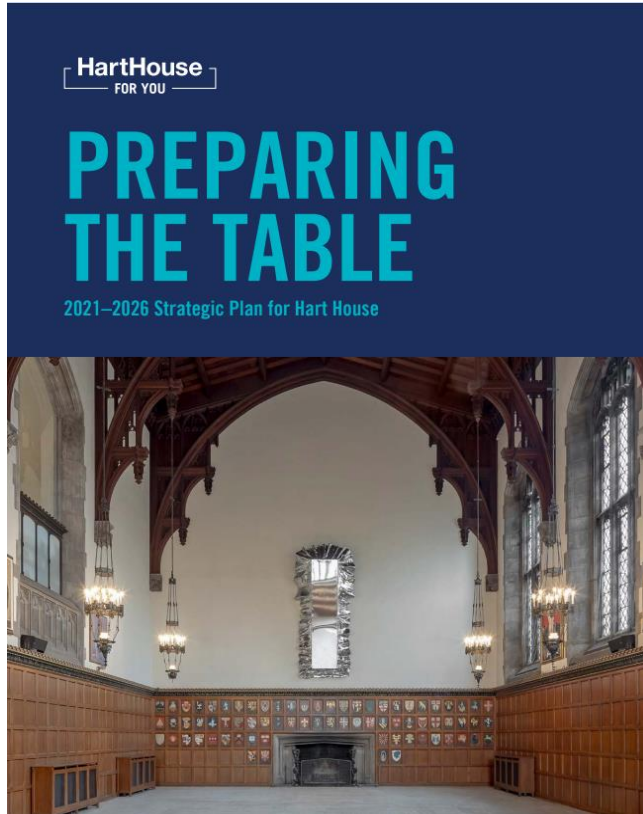
- Hart House Global Commons
- Financial Literacy Workshops
- Tastes of Culture
- Anti-O Conversations
- Hip Hop Producers Circle

43

events partnered with
UTM/UTSC held from May
2020 to December 2021

PREPARING THE TABLE: 2021-2026 STRATEGIC PLAN

Our 5 Commitments to You



1. **Foster** a Climate of Inclusivity and Belonging in Our Spaces and Programs
2. **Encourage** Students to Explore Who They Are and Who They Aspire to Be through the Arts, Dialogue and Wellness
3. **Offer** Students Rich Experiential Learning Opportunities
4. **Deepen** Student Engagement with Local and Global Communities and Issues
5. **Steward** Resources and Relationships Carefully and Creatively to Meet the Challenges of Today and the Opportunities of Tomorrow

2022-2023 OPERATIONAL PLAN HIGHLIGHTS

Examples showcasing Commitments 1 and 2



Well Being Collective @ Hart House

- Expand on demand programming including Living Well Podcasts
- Continue to feature Indigenous, Black and Racialized instructors to conduct workshops supporting mental health, increasing the representation to 75%
- Increase outdoor/land-based opportunities in partnership with Brown Girl, Outdoor World



Hart House Fitness Centre

- Enhance aquatics and targeted community programs including women only hours
- Develop focused programs for students identifying as LGBTQ2S+ or requiring accessibility support

2022-2023 OPERATIONAL PLAN HIGHLIGHTS

Examples showcasing Commitments 1, 2, 3 and 4



Indigenous Learning

- Tree Protection Zone (TPZ): Indigenous-led public art project partnered with AMUT, FNH, OII and OREP, fostered collaboration of artists, students and community that foregrounds Indigenous perspectives and knowledge
- Partnership with Waakebiness-Bryce Institute for Indigenous Health – Land-based learning at Hart House Farm
- Indigenous Community Engagement role



Global Learning

- Hart House Global Commons: Expanded international relationships include Ashoka University (India)
- Democracy Innovation Design Jam
- Global classrooms partnership with UTSC Global Development Studies and Stellenbosch (South Africa)

2022-2023 OPERATIONAL PLAN HIGHLIGHTS

Examples showcasing Commitment 5

Other Funding Sources

- Continue with applications for grants and sponsorships
- 12 million fundraising goal in U of T's Defy Gravity campaign



Hospitality Transformation

- Re-envision our current culinary service operations, including onsite catering and a la carte restaurant
- Enhance collaborative technologies to expand virtual and hybrid event service offerings
- Develop off-premises F&B catering service



Hart House Fitness Centre

- Increase non-student membership to 800, build student and community use of personal training, and Pilates reformer and other class offerings
- Activate new studio space





2022-2023 HART HOUSE BUDGET



INTRODUCTION TO HART HOUSE FINANCES

Hart House is a social enterprise, with ancillary revenues to supplement operations.

As a Service Ancillary unit, Hart House's financial objectives include:

- To be self-sufficient financially through student fees and business revenues
- Hart House does not receive operating funding from U of T Central
- Provide for capital renewal and deferred maintenance needs
- Maintain operating reserve >10% of annual operating expenditures

Revenue-generating businesses at Hart House include:

- Hospitality Services
- Hart House Fitness Centre
- Hart House Farm
- Hart House Theatre

HART HOUSE GOVERNANCE

Board of Stewards: 14 out of 21 Voting Roles are Students

STUDENT STEWARDS

- Student Art Committee
- Student Debates and Dialogue Committee
- Student Farm Committee
- Student Literary & Library Committee
- Student Music Committee
- Student Social Justice Committee
- Student Theatre Committee
- Finance Committee
- Recreational Athletics & Wellness Committee
- APUS
- GSU
- UTSU
- SCSU
- UTMSU

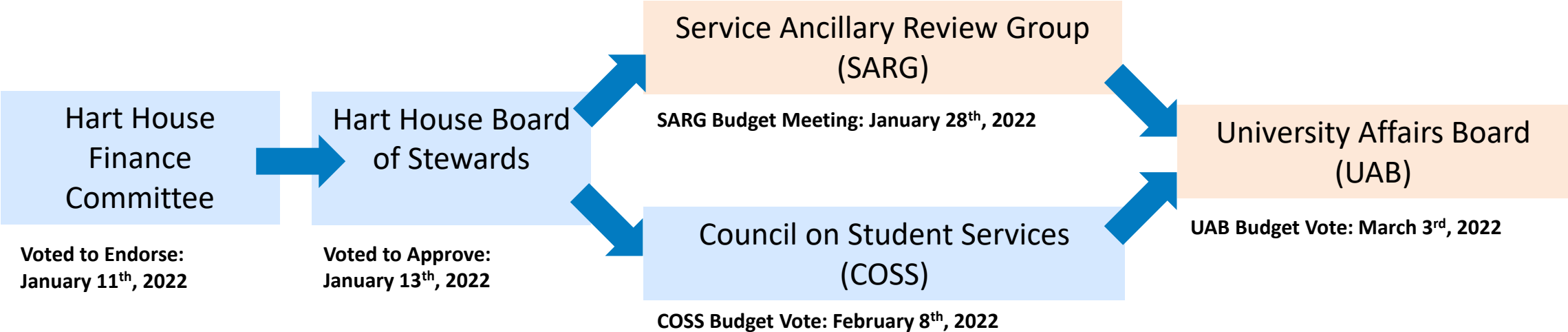
NON-STUDENT STEWARDS

- Community Members Committee
- Recreational Athletics & Wellness Committee
- Governing Council Appointee
- Presidential Designate
- Presidential Appointees (2)
- Warden

NON-VOTING ROLES

- Chair (NB: votes only in case of a tie)
- Recording Secretary

HART HOUSE BUDGET APPROVAL PROCESS



*Majority Student Voting Members

2022/23 BUDGET OVERVIEW

Hart House 2022-23 Operating Budget

	2022-23 Budget
Revenue	
Student fees	\$ 14,329,000
Membership fees	994,000
Food revenue	2,852,850
General revenue	1,978,234
Investment income	175,075
Clubs & Committees' programming	130,000
Donations, grants & amortization	246,349
Gratuities/Service Charge	433,607
	\$ 21,139,115
Expenses	
Salaries, wages & benefits	\$ 12,995,496
Cost of Food	888,353
Maintenance	993,260
Utilities	936,352
Insurance	150,836
Depreciation, loss/gain on disposal	731,669
Clubs & Committees' programming	430,000
Theatre production costs	60,000
Sundry expense	263,206
General office	266,725
Publicity, photography, printing, prizes	359,411
Uniforms & linen laundry	185,975
Software & data processing	96,059
Equipment, supplies, equip repair & rentals	509,689
UoT overhead	253,725
	\$ 19,120,756
Operating result before Commitments & Transfers	\$ 2,018,359
Commitments & Transfers	
Net Spending on Capital Assets	\$ 3,840,390
Add to (spend from) Operating Reserve	289,730
Add to (spend from) Maintenance Reserve	(2,111,761)
Total Commitments & Transfers	\$ 2,018,359
Excess of Revenue over Expense and Commitments	\$ -

Hart House is proposing a balanced budget for the 2022/23 year.

KEY ASSUMPTIONS

Revenues:

- Key revenue-generating units (i.e., Hospitality, Fitness Memberships) fully reopened; anticipating decreased revenue due to industry trends
- Investment income yield @ 0.35%

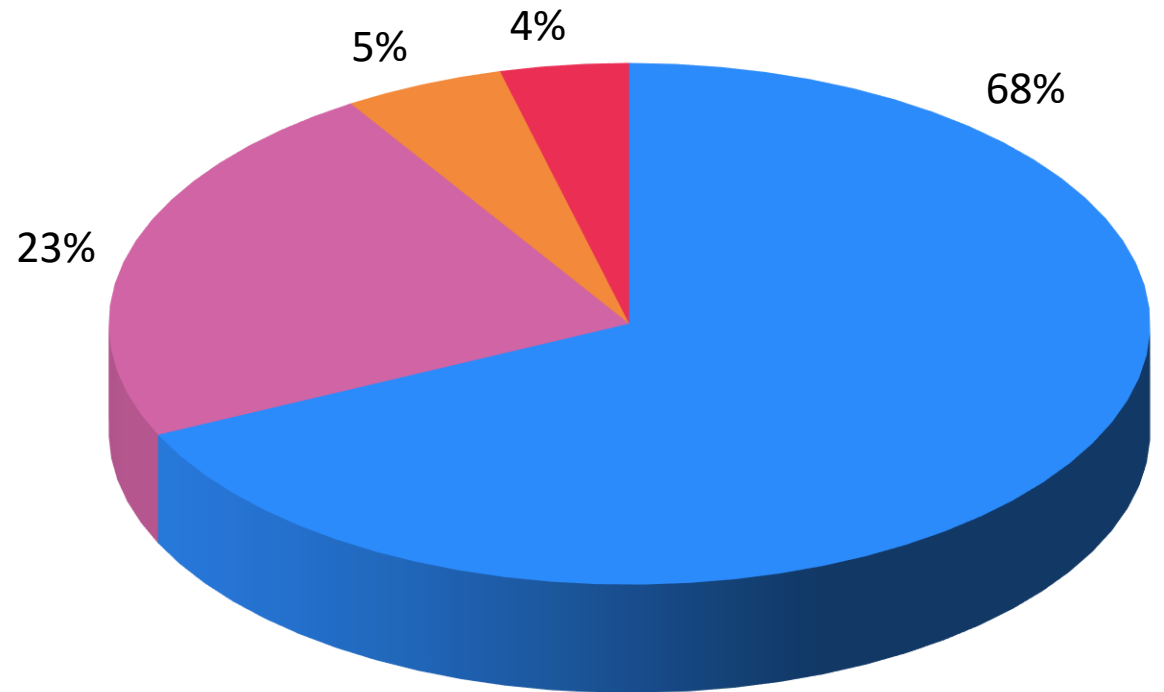
Expenses:

- Salaries budgeted based on full staff complement
- Variable costs for Hospitality and Fitness Memberships are budgeted based on pre-COVID levels of operations
- Anticipating increases in utilities rates (steam, electricity)

2022/23 OPERATING REVENUE

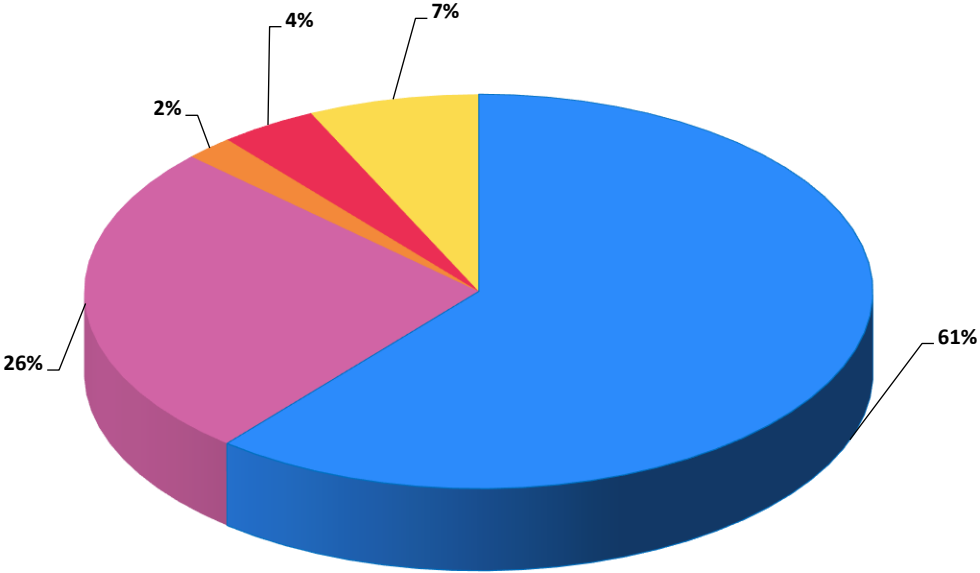
Operating Revenue is \$21.1 million:

- Student fees - 68%
- Food and General Revenue - 23%
- Membership fees - 5%
- Other (Clubs, Service Charge, Donations) - 4%



2022/23 OPERATING EXPENSES & COMMITMENTS

Operating Expenses & Commitments is \$21.1 million:



- Salaries, wages, benefits & UofT Overhead - 61%
- Utilities, equipment, maintenance & capital renewal - 26%
- Clubs and Committees Programming - 2%

■ Cost of food sold - 4%

■ General office, software, publicity, theatre production, laundry & other - 7%

Fixed Costs
89%

- Salary, wage and benefit rates (negotiated by U of T central through collective bargaining)
- U of T Overhead
- Utilities
- Clubs and Committees
- Building maintenance
- Facility improvements and Capital Expenditures:

Projects for Accessibility:

- Hub accessibility improvement
- Accessible washrooms for 2nd and 3rd floor south wing
- Building interior and exterior grounds accessibility improvements

Projects for Operational Need:

- Fitness centre operational improvements
- Modernize freight elevator #2

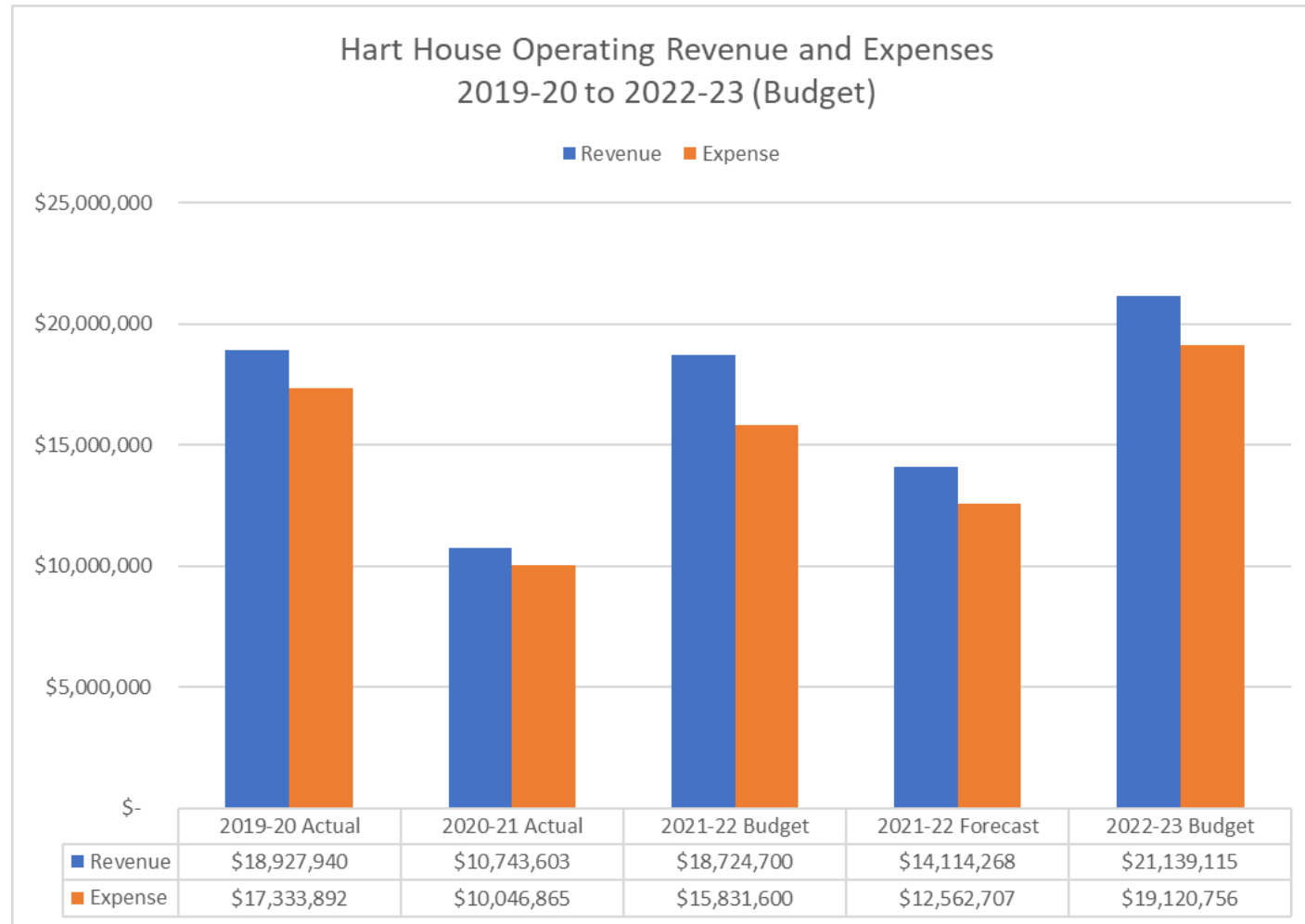
Projects for Sustainability:

- Upgrade emergency exit signs to improve energy efficiency

2022/23 BUDGET VS PRIOR YEARS

	2019-20 Actual	2020-21 Actual	2021-22 Budget	2021-22 Forecast	2022-23 Budget
Revenues					
Student fees	11,455,928	10,263,324	13,214,700	13,130,872	14,329,000
Food and General Revenue	5,441,520	128,166	3,845,000	556,815	5,264,691
Membership fees	1,117,852	114,129	962,000	189,804	994,000
Other (Clubs, Service Charge, Donations)	912,640	237,984	703,000	236,777	551,424
Total Revenues	18,927,940	10,743,603	18,724,700	14,114,268	21,139,115
Expenses					
Salaries, wages, benefits & UofT Overhead	11,776,413	7,498,466	10,472,800	8,577,641	12,995,496
Utilities, equipment, maintenance & capital renewal	3,318,441	1,994,156	3,285,600	2,910,706	3,424,695
Clubs and Committees Programming	383,023	143,120	439,500	300,000	430,000
Cost of food sold	844,610	17,328	617,300	69,134	888,353
General office, software, publicity, & other	1,011,405	393,795	1,016,400	705,226	1,382,212
Total Expenses	17,333,892	10,046,865	15,831,600	12,562,707	19,120,756
Operating result before Commitments & Transfers	1,594,048	696,738	2,893,100	1,551,561	2,018,359
Commitments & Transfers					
Net Spending on Capital Assets	1,584,483	2,483,902	206,100	2,408,088	3,840,390
Add to (spend from) Reserve	(120,373)	20,196			
Add to (spend from) Operating Reserve	81,700	(1,807,359)	2,068,436	2,075,796	289,730
Add to (spend from) Maintenance Reserve	48,237		618,564	(2,932,323)	(2,111,761)
Total Commitments & Transfers	1,594,048	696,739	2,893,100	1,551,561	2,018,359

2022/23 BUDGET VS PRIOR YEARS



POTENTIAL IMPACT OF RECENT RESTRICTIONS

- Anticipating the recently announced restrictions (January 2022) to ease by the start of the new Fiscal Year (May 2022)
- There may be an impact on Term 1 revenues; this is mitigated by our assumption to budget Term 1 revenues at reduced levels
- Management will monitor and manage expenses according to business requirements
- A greater drawdown of the DMM Reserve may be required for Capital Expenditures (Currently estimating a balance of \$3.89M at the end of 2022-23)

2022/23 HART HOUSE STUDENT FEE CALCULATIONS

Based on projected 2022/23 enrolment
Provided by the Central Budget Office

Protocol on Student Fee Calculation		
Adjusted Fee Base		
Fee per Session (previous year)		\$ 107.49
Less: Removal of temporary fee (three years previous)		
Adjusted fee base		\$ 107.49
CPI - Consumer Price Index		
CPI Index Percent	2.00%	\$ 2.15
\$ Amount of CPI based increase		\$ 2.15
UTI - University of Toronto Index		
Appointed Salary Expenditure Base (previous year budget)		\$ 5,664,614
Average merit/step/ATM increase/decrease for appointed staff	4.00%	\$ 226,585
Indexed salaries		\$ 5,891,199
Average Benefit Cost Rate	24.50%	\$ 1,443,344
Indexed appointed salary expenditure base		\$ 7,334,542
Casual/PT Salary Expenditure Base (previous year budget)		\$ 1,266,748
Average ATB Increase/Decrease for casual/part time staff	2.00%	\$ 25,335
Indexed salaries		\$ 1,292,083
Average Benefit Cost Rate	10.00%	\$ 129,208
Indexed Casual/PT Salary Expenditure Base		\$ 1,421,291
Indexed Salary and Benefits Expenditure Costs		\$ 8,755,833
Subtract the Amount of Net Revenue from Other Sources (previous year)		-\$ 2,345,595
Add the Non-Salary Expenditure Base (previous year)		\$ 7,634,600
Add the Occupancy Cost(previous year) - HH cost in Non-Salary Expenditure		
Subtract the amount of the proportion attributed to UTM and UTSC (current year)		-\$ 218,000
Cost for UTI purposes		\$ 13,826,838
Divide the difference by the projected weighted FTE enrolment - 2 sessions		\$ 125,004
UTI Indexed Fee - per term		\$ 110.61
\$ Amount of UTI Based Increase (over adjusted fee)		\$ 3.12
Combined Fee Increase		
Adjusted Fee	+	\$ 107.49
CPI Based Fee increase	+	\$ 2.15
UTI Based Fee increase	+	\$ 3.12
Indexed Full Time Fee per Term		\$ 112.76

2021-22

4.90%

2022/23 HART HOUSE PROPOSED FEE INCREASE

Proposed increase to student fees: 4.90%

Campus	Student Fees Per Term 2021-22	% Net Change	\$ Net Change	Student Fees Per Term 2022-23
St. George (full-time)	\$ 107.49	4.9%*	\$ 5.27	\$ 112.76
St. George (part-time)	\$ 21.50	4.9%*	\$ 1.05	\$ 22.55
UTSC & UTM (full-time)	\$ 3.30	4.9%*	\$ 0.16	\$ 3.46
UTSC & UTM (part-time)	\$ 0.67	4.9%*	\$ 0.03	\$ 0.70

* Any difference due to rounding to the nearest percent

HISTORY OF HART HOUSE STUDENT FEE INCREASES

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Eligible Percentage	7.78%	2.5%	9.56%	9.57%	7.63%	1.95%	4.90%
Actual/ Proposed	1.97%	2.5%	3.50%	9.57%	7.63%	1.95%	4.90%



TRANSFERS AND RESERVES

Operating result before Commitments & Transfers

Commitments & Transfers

	2021-22 Budget	2021-22 Forecast	2022-23 Budget
Net Spending on Capital Assets	\$ 206,100	\$ 2,408,088	\$ 3,840,390
Add to (spend from) Operating Reserve	2,068,436	2,075,796	289,730
Add to (spend from) Maintenance Reserve	618,564	(2,932,323)	(2,111,761)
Total Commitments & Transfers	\$ 2,893,100	\$ 1,551,561	\$ 2,018,359

Budget Summary (Transfers) 30-Nov-21

Capital Assets & Reserves - 2022-23 Budget Cycle

Investment in Capital Assets

	2021-22 Budget	2021-22 Forecast	2022-23 Budget
Balance, beginning of year	12,251,479	11,107,103	13,515,191
Capital asset additions	959,100	3,125,000	4,472,059
Depreciation and gains/losses	(853,000)	(816,912)	(731,669)
Amortize of deferred capital contribution	100,000	100,000	100,000
Increase/(decrease) in commitment	206,100	2,408,088	3,840,390
Balance, end of year	12,457,579	13,515,191	17,355,581

Operating Fund Reserve

Balance, beginning of year	178,528	171,168	2,246,964
Increase (decrease) in commitment	2,068,436	2,075,796	289,730
Balance, end of year	2,246,964	2,246,964	2,536,694

Deferred & Major Maintenance Reserve

Balance, beginning of year	5,687,033	8,587,764	5,830,441
Transfer in (Out) of Ancillary Operations: SSEUF Grant		175,000	175,000
Increase (decrease) in commitment	618,564	(2,932,323)	(2,111,761)
Balance, end of year	6,305,597	5,830,441	3,893,680

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

Balance, beginning of year	788,704	808,900	808,900
Increase (decrease) in commitment	0	0	0
Balance, end of year	788,704	808,900	808,900

Total Capital Assets and Reserves

21,798,844	22,401,496	24,594,854
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Schedule 2 30-Nov-21

KEY BUDGET TAKEAWAYS

- Hart House continues to **prioritize students**
- The 2022/23 operating budget for Hart House reflects **reasonable** assumptions around the **continued recovery** of business activities from the effects of COVID-19
- Hart House is requesting a student fee **increase of 4.90%**
- Careful management of Reserves to support critical **Infrastructure Renewal**

Thank You!

Any Questions?

HartHouse
FOR YOU

PREPARING THE TABLE

2021–2026 Strategic Plan for Hart House



Land Acknowledgment

We wish to acknowledge this land on which the University of Toronto operates. For thousands of years it has been the traditional land of the Huron-Wendat, the Seneca and the Mississaugas of the Credit. Today, this meeting place is still the home to many Indigenous people from across Turtle Island and we are grateful to have the opportunity to work on this land.

Front cover

Rebecca Belmore and Osvaldo Yero, *waabidiziiyan doopwining (to see yourself at the table)*, 2019, mirror-polished aluminum, 439.4 x 208.3 x 81.3cm. Hart House Centennial Commission, 2019. Courtesy of the Hart House Collection.

A photograph of a smiling person from the chest up, wearing a dark t-shirt. On their head is a hat constructed from various objects: several books of different sizes and colors, a globe, a woven basket, and other items. The word "HartHouse" is printed in a large, white, sans-serif font across the middle of the image, partially overlapping the person's face and the hat.

HartHouse

PREPARING THE TABLE

2021–2026 Strategic Plan for Hart House

INTRODUCTION	4
WHY “PREPARING THE TABLE?”	5
WHAT IS HART HOUSE?	6
WHAT IS OUR MISSION?	6
WHAT IS OUR VISION?	6
WHAT DO WE VALUE?	7
STRATEGIC PLAN OVERVIEW	7
WHY A FIVE-YEAR PLAN?	7
WHAT DID WE LEARN FROM OUR PREVIOUS FIVE-YEAR PLAN?	8
HOW SUCCESSFUL WERE WE IN ACHIEVING OUR GOALS?	10
HOW IS THE WORLD DIFFERENT THAN IT WAS FIVE YEARS AGO?	11
PREPARING THE TABLE	14
WHAT WAS THE PREPARING THE TABLE PROCESS?	14
WHAT DID WE HEAR?	15
WHAT ARE OUR COMMITMENTS FOR THE NEXT FIVE YEARS?	16
HOW WILL WE MEASURE OUR SUCCESS?	19
HOW WILL WE GET THERE?	23
WILL YOU JOIN US AT THE TABLE?	26
APPENDICES	27
DOCUMENT REVIEW	27

INTRODUCTION

For over a century, Hart House at the University of Toronto has been a student centre for exploration and discovery outside the classroom that is focused around the arts, dialogue and wellness. It is a place for lifelong learning that invites and enables students, faculty, staff, alumni and members of the broader community to better understand themselves, one another and the world we all share.

Hart House is also a place where students are encouraged to engage with new ideas, explore new interests and challenge themselves in new directions. We like to say Hart House is a place where engineers make beautiful music, where musicians pursue health and well-being through recreation and sport, and where athletes debate the great issues of the day. Hart House is where students come to meet and become their fullest selves.

Hart House's previous strategic plan, *Delight in Discovery: Positioning Hart House for the Future – A Five-Year Strategic Plan 2016-2020*, was introduced in 2016. It served as a roadmap for Hart House that began with the 2016-2017 academic year and that concluded at the end of 2020-2021. As the first strategic plan to have guided Hart House in several decades, it played an essential and timely role in clarifying what Hart House stands for in the world. It also identified Hart House's key aspirational objectives as a student-facing unit of the University of Toronto and carefully laid out how any progress made towards achieving those objectives should be measured.

Delight in Discovery helped Hart House to stay honest during those five years. It was our touchstone as we set out to engage more students in deeper, more inclusive and more transformative co-curricular experiences that complemented and reinforced the value of their academic work. It gave us tools and established baselines for marking our progress, and for identifying and tracking those areas where we still have room to grow and improve. It proved to us that multi-year planning works.

The experiences we gained and the lessons we learned from *Delight in Discovery* provided the foundation for us when we set out to begin developing this latest five-year plan that will take us all the way to the end of the 2025-2026 academic year. But we were not content to simply revel in our past successes. We also spent a significant amount of time reading and hearing about how the environment students were facing at the University and in the larger world had changed over the past half decade. We invited members of our community to share their experiences and perspectives with us through a combination of surveys, focus groups, an online platform and both individual and group conversations. We asked them to tell us how their needs were evolving, what Hart House was doing well to help meet those needs and where we needed to do better. We told them that their honest feedback would be the key to our future success.

We then took a good, long look at where and how we might strengthen our contributions to key University of Toronto priorities, including *Weecheetowin*, the University's response to the Truth and Reconciliation Commission, the Anti-Black Racism Task Force, and the Final Report of the Presidential and Provostial Task Force on Student Mental Health, among others. We examined how we could further contribute to students' global and inter-cultural learning, foster opportunities to engage with community, build on work with our academic partners and nurture an ethos of caring and well-being. Perhaps most importantly, we considered how we could better foster a sense of belonging at Hart House and ensure that all students' identities, communities and narratives could be more meaningfully included and represented in both our physical spaces and our programming.

The outcome of this process is the document you are reading now: *Preparing the Table*.

Why “Preparing the Table?” We are very glad you asked.

First, the idea of a table is central to Hart House’s historical identity as a place for bringing students together. For over a century, they have sat together around dining tables to celebrate special occasions, they have pounded tables for emphasis during heated debates, and they have hunched over tables strewn with financial reports and operating plans as part of the oversight of the House itself. It was fitting, therefore, when artists Rebecca Belmore and Osvaldo Yero unveiled a monumental sculpture in the Great Hall entitled *waabidiziiyan doopwining* (to see yourself at the table) to mark Hart House’s 100th anniversary in 2019. Their stunning work – now a major piece in the Hart House Permanent Art Collection – resembles, quite intentionally, both a mirror and a table. The work invites the viewer to consider who is present and who is currently absent “at the table.” It invites all who enter the Great Hall to see themselves and their identities reflected in that space and more broadly, in all the work and the spaces of Hart House. If they do not, the sculpture challenges the viewer to ask why that is so, and how to play an active part in addressing that exclusion.

To that end, the title *Preparing the Table* reminds us that there is still much work to be done. Tables – even metaphorical ones – do not prepare themselves, particularly when there are stubborn traces of colonialism, racism, ableism, classism, misogyny, heterosexism, anti-religious and gender-based discrimination, and other oppressions still cluttering their surfaces. The staff and volunteers of Hart House must work very intentionally to ensure that all students of the University of Toronto not only feel welcome at the table, but that they know with a deep certainty that the table is already *theirs*. It belongs to them, it waits for them, and it is not complete unless they are at it. It is therefore not so much Hart House’s role to issue an invitation to join others at the table as it is to ensure that the table is decluttered, properly set and ready for them when they arrive. It is only once everyone has arrived and taken their rightful seat at the table that the feasting can truly begin.

Those of us fortunate enough to work at Hart House are inspired and motivated every day by the students, alumni, colleagues, and community members with whom we work. Together with them, we look forward to working with humility and dedication towards upholding the Mission, embodying the Values and fulfilling the Commitments identified in *Preparing the Table*. We hope that after reading this plan, you will be inspired to join us by taking your seat at the Hart House table. We will be waiting for you.



WHAT IS HART HOUSE?



WHAT IS OUR MISSION?

Hart House at the University of Toronto is a dynamic, inclusive student centre for exploration and discovery outside the classroom that is focused around the arts, dialogue and wellness.

It is also a space for lifelong learning that invites and enables all students, faculty, staff, alumni and members of the broader community to better understand themselves, one another and the world we all share.

WHAT IS OUR VISION?

When students leave the University of Toronto, they will be more well-rounded and resilient individuals, more knowledgeable and compassionate leaders, and better informed and engaged local and global citizens because of their experiences with Hart House.

WHAT DO WE VALUE?

Hart House is committed to upholding the following core values:

- **Inclusivity:** We encourage dynamic participation, collaborations, partnerships, contributions and engagement with Hart House by all members of the University and broader communities and, in particular, by those who have been underrepresented in the past.¹
- **Equity:** We commit to embedding impartiality and fairness in all we do, and undoing systemic injustices perpetrated against individuals and communities because of their race, ethnic identity, religion, gender or gender identity, age, socioeconomic status, physical ability or any other personal or situational characteristics.
- **Diversity:** We seek out, welcome and engage a wide range of perspectives, experiences, voices, identities and people in the Hart House community.
- **Access:** We will actively improve access to both our programs and our physical premises for all those facing barriers to entry or participation.
- **Exploration:** We will enable students to explore new ways of being and doing, and encourage them to take delight in discovering new things about themselves, one another and the world we all share.
- **Service:** We will provide excellent service to all of our students, colleagues, members, clients and visitors.

STRATEGIC PLANNING OVERVIEW

WHY A FIVE-YEAR PLAN?

Strategic Planning is an important process that allows us, as an organization, to step back from our day-to-day operations to reflect on our work, set longer-term goals and priorities for the future, and track our success.

The Strategic Planning process creates a space to explore the broader trends and issues impacting post-secondary education and the world at large. The process also presents an opportunity to reach out to our

¹ Throughout *Preparing the Table*, the term “underrepresented” is used to refer to members of particular communities and, in particular, students whose participation and active engagement in Hart House has been disproportionately low when compared to their numbers at the University of Toronto and/or in the general public. Underrepresented students include those from equity-deserving communities, including (but not limited to) those who are Indigenous, Black, Racialized, living with a disability, LGBTQ2S+, gender fluid or gender non-confirming, asylum seekers and others. However, the term also encompasses other groups of students who have been traditionally underrepresented at Hart House when compared to their numbers in the University, including students based at the University of Toronto Mississauga and University of Toronto Scarborough campuses, international students, graduate students and students who are the first in their families to pursue post-secondary education.

partners, students, and communities to hear directly from them about how we are doing. These conversations help us create a set of common objectives that speak directly to our mission and values, while also addressing the needs and interests of the communities we serve.

Preparing the Table creates a longer-term horizon for addressing challenging and complex objectives that may not be easily accomplished in a single year. It also establishes accountability measures to help guide our efforts and communicate our progress. It then informs Hart House’s annual business planning process, where we establish more immediate priorities, objectives and targets for each academic and fiscal year that falls within the five-year lifespan of the strategic plan.

WHAT DID WE LEARN FROM OUR PREVIOUS FIVE-YEAR PLAN?

Delight in Discovery examined the prevailing business, market, social and human truths within which Hart House operates in order to better understand the world our students are living in.

Those “truths” highlighted the key challenges faced by students which include the following:

- The impact of a changing, globalized job market that has greater uncertainty and demands new skills and adaptability to change;
- The impact of economic pressures and political concerns leading to uncertainty and anxiety about the future;
- The impact of technology, and political and cultural pressures contributing to a sense of isolation;
- Intense academic competition and pressure to gain a competitive advantage over their peers, leaving little time to meet the demands of their lives or to engage in exploration and self-care;
- Navigating a large complex campus environment that can contribute to difficulty finding connection and community; and
- A desire to create purpose driven lives that combine meaningful careers, financial security and social impact.



As a response to those truths, *Delight in Discovery* articulated Hart House’s critical role in creating opportunities for students to take delight in exploration and discovery for their own sake – exploring interests and talents, building skills and developing connections and communities – all without the fear of failure or the pressures faced in a competitive academic environment.

That plan identified a number of aspirational objectives connected to Experiential, Operational and Reputational Excellence:

- **Experiential Excellence:** Provide all students with an exemplary, inclusive and welcoming experience of exploration and discovery essential to their personal and professional development and well-being; act as a community builder and a place of connection within and beyond the University; and serve as a vibrant space for students, staff, faculty, alumni and members of the broader community.
- **Operational Excellence:** Hart House operations will embrace innovation to provide vital support to the overall mission of the House; collaborate to identify new audiences and new lines of business; continue to optimize use of resources; and continue to provide a superlative experience for students, campus and community.
- **Reputational Excellence:** Exceptional communication and marketing strategies will speak to our many constituencies, expand brand awareness with all current and potential stakeholders, and include strong partnerships and collaboration across the University of Toronto and the broader community. We will foster meaningful engagement with graduates, offering ongoing opportunities to celebrate, connect and give back to Hart House.



We learned a number of important lessons over the course of *Delight in Discovery*:

- Through the use of assessment tools and an annual survey, we were able to better understand who is participating and where, more precisely, we need to focus our efforts to better succeed in engaging underrepresented communities. Stronger assessment frameworks have also created an important way to understand what students are learning from their experiences, and offered insight into students attitudes and perceptions about those experiences, which are primarily very positive;

- Hart House is a complex place, and it can be challenging to find and connect to opportunities. Targeted communication messages, strong relationships with faculty and staff members who can help share information about Hart House, and peer-to-peer advocacy are important strategies for addressing this challenge;
- There is an important interplay between programming and spaces that contributes to a positive student experience. It is essential that we pay careful attention to our spaces alongside program quality, to address issues of function, accessibility and representation;
- Finally, we learned the critical importance of longer-term planning. By developing a five-year framework, we were better able to drive our efforts, establish ambitious and clear goals with targets, and build coherence among our staff to collaborate towards these goals. The planning and assessment framework has also been an important way to be transparent about our priorities, accomplishments and challenges, and to build stronger accountabilities to our stakeholders.

As we move into *Preparing the Table*, the new five-year plan, the experience of *Delight in Discovery* remains a guiding light. Moving forward, we are committed to deepening our focus on creating the conditions – operational, experiential and reputational – to ensure opportunities for belonging, connection, learning and engagement are provided to all students and particularly to those from communities, identities, or backgrounds that have faced systemic barriers to their involvement in the past.

HOW SUCCESSFUL WERE WE IN ACHIEVING OUR GOALS?

What did excellence look like for Hart House from 2016 to 2020? The following is but a small selection of some of the key metrics pointing to our accomplishments over the last five years.

Experiential Excellence:



Goal: Student Satisfaction:

- 90% of highly involved students indicated they were satisfied with their experiences at Hart House.

Goal: Engaged Students Achieve Key Learning Outcomes:

As a result of their experiences at Hart House

- 86% of students indicated that they were comfortable working with people with different backgrounds;
- 80% of students gained confidence in their leadership abilities;
- 76% of students indicated Hart House was important to achieving their personal and career goals; and
- 71% of students developed strategies to better support their overall well being.



Goal: Expanded, More Representative Student Participation:

- Established baseline demographic data across a number of dimensions of identity for highly involved students at Hart House;
- Increased participation of international students by 50%, Racialized and Black students by 17%, LGBTQ2S+ students by 12%, graduate



students by 90% percent;

- Tri-campus engagement enhanced through weekly staff presence at the University of Toronto Mississauga (UTM) and the University of Toronto Scarborough (UTSC), and expanded programming at both campuses with more than 30 events hosted at UTM/UTSC in 2019-20.

Goal: High Number of Opportunities for Community Engaged Learning/ Experiential Learning:

- Seven-fold increase in the number of students receiving Co-Curricular Record (CCR) recognition for their participation in Hart House opportunities from 2016-17 to 2019-20.



Operational Excellence

Goal: Increased Building Accessibility

- Invested in 11+ key infrastructure projects.

Goal: Increase Annual Advancement Contributions

- Increase in annual contributions including the receipt of a \$2.4 million gift, the largest since the founding of Hart House in 1919.

Goal: Customer Satisfaction

- 92% of visitors to Hart House expressed satisfaction with their experience.



Reputational Excellence

Goal: High Brand Awareness on and off Campus

- Established baseline awareness measures of Hart House's new "For You" brand.

Goal: Increase Stakeholder Engagement

- 53% increase in Quarterly Newsletter subscribers;
- 22% increase in Weekly Newsletter subscribers.

HOW IS THE WORLD DIFFERENT THAN IT WAS FIVE YEARS AGO?

As part of our process for developing *Preparing the Table*, we explored some of the key factors driving change for our students, both on campus and in the broader world. In particular, we noted that the truths identified in *Delight in Discovery* continue to be prevalent and, in a number of cases, have amplified over the last five years.

At the University of Toronto:

- The University's **Three Presidential Priorities** continue to provide institutional guidance, focusing on more fully leveraging our urban location(s) for the mutual benefit of the University and the city;

strengthening and deepening key international partnerships by means of a well-defined strategic focus; and re-imagining undergraduate education. These three overarching goals have been influential in shaping our work to engage more deeply with community partners and to expand our focus on opportunities for students related to global citizenship and global experiences. The Expert Panel on the Undergraduate Student Educational Experience articulated a vision for a rich, dynamic student experience, and the principles and values expressed in that effort are reflected throughout *Preparing the Table*.

- Greater attention on **experiential, work-integrated and community engaged learning** is another institutional priority, with broad efforts across the university to increase the number and quality of opportunities for students. Hart House can continue to contribute in a meaningful way to developing and supporting these kinds of integrated learning experiences for students.
- More recently, ongoing and ambitious University initiatives have sought to champion efforts advancing **equity, diversity, inclusion and access**. These institutional initiatives include: leadership and development of the Scarborough National Charter on Anti-Black Racism in Higher Education, the University of Toronto's Anti-Black Racism Task Force; and the "Calls To Action" outlined in *Wecheehetowin*, the University's response to the Government of Canada's Truth and Reconciliation Commission.
- The University has also intensified focus on supporting **student mental wellness**. The Provostial Task Force on Student Mental Health was convened in 2019 to reconsider how mental health services were offered on campus. The Task Force's final report proposed a broad set of recommendations and, in particular, committed to enhancing the culture of care on campus.
- The University continues to focus on **sustainability** and advancing the UN Sustainable Development Goals with the President's Advisory Committee on the Environment, Climate Change and Sustainability providing important leadership.
- Finally, the University has increased work to build out **access pathways** that support youth from equity-deserving and underrepresented communities to engage with higher education, identifying the many programs offered across the University and creating spaces for learning, connection and coordination among these diverse efforts.

Hart House is committed to reinforcing and expanding the University's work in these areas through our operations and programming.

In the Broader World:

- **Economic uncertainty** was a key issue highlighted in *Delight in Discovery* and it continues to be a significant consideration, particularly given the additional challenges arising from the COVID-19 pandemic that began in March 2020 and that continues even at the time of this writing, some months later. These impacts include substantial challenges and greater uncertainty for students and their families in terms of access to employment and the resources required to access post-secondary education. Recent studies noted that 82% of students worry about their future beyond the pandemic (CASA, 2020), and 51% worry about paying for tuition and other bills (Statistics Canada, 2020). Students also raised the expense of housing in Toronto and food insecurity as related key concerns.
- The **financial implications** of Covid-19 represent a significant challenge to the Hart House budget

model, which relies on self-generated revenue, including from the sale of Fitness Centre community memberships and our in-House Hospitality business, to supplement student ancillary fees. In 2020-2021, Hart House's reliance on student ancillary fees as a proportion of our overall budget increased to 96% from a more typical 52% in 2018-19. This was a direct result of the shuttering of the building in compliance with public health directives and the attendant loss of revenue-generating business.

- Continued concern about **student mental health** was raised throughout our consultations as were concerns about broader trends that demonstrate an overall decline in youth mental health as a result of the pandemic. Students spoke about the desire for more opportunities that would bring joy, connection and embodied learning to their experiences at the University.
- At the onset of the COVID-19 pandemic, much of higher education shifted rapidly to the virtual delivery of curricular and co-curricular opportunities for students. Some of that shift had positive impacts in terms of expanding access to opportunities and fostering the development of innovative delivery models. However, students also noted some of the challenges associated with developing authentic connections and experiencing deeper engagement in virtual spaces. As we move forward, we will need to explore how **virtual programming and technology** will impact our work in the longer term.
- Global political movements calling for racial justice and, in particular, the redress of long-standing harms to Black and Indigenous communities as a result of **systemic oppression and settler colonialism** are vital conversations in a higher education context where we have an opportunity to respond and lead. We have noted the important initiatives underway across the University and our task is to amplify our efforts in this area.
- Similarly, efforts to address the existential threat posed by the **climate crisis** have a global reach with youth mobilization leading the way. Post-secondary institutions have long contributed to scholarship and research, and we have important opportunities to demonstrate the change that is possible. A commitment to contributing to a sustainable and just world continues to be a central priority for Hart House with work to be done across all areas of Hart House infrastructure, programs and services to create ambitious actions and accountabilities.



(L to R), Hart House Fitness Centre; Hart House Theatre: *Hedwig and the Angry Inch*; Hart House Farm

PREPARING THE TABLE

2021–2026 Strategic Plan for Hart House

WHAT WAS THE STRATEGIC PLANNING PROCESS?

Launched in Winter 2020, the strategic planning process was led by the Warden's Office. We wanted to assess the progress and continued relevance of the 2016-2020 Strategic Plan *Delight in Discovery*, conduct research into our current context and the factors we needed to consider as we looked to the next five years; engage internal and external stakeholders meaningfully in discussion; identify areas of opportunity; evaluate organizational capacity; and establish a new set of high-level priorities that would guide progress towards the achievement of our mission.

Desk Research

We reviewed University of Toronto and Hart House documents related to strategic initiatives. We researched and reviewed key trends in higher education nationally, provincially and locally. We also looked at research that explored the student experience. This included research produced by the University of Toronto Innovation HUB, institutional surveys such as the National Survey on Student Experience (NSSE), the National College Health Assessment (NCHA), the Graduate and Professional Student Survey (GPSS) as well as work produced by Statistics Canada, the Canadian Alliance of Student Associations, the Canadian Federation of Students and the Chronicle of Higher Education, among others.

Survey

Questions related to the 2021-2026 Strategic Plan were incorporated into the 2020 annual survey of Hart House Highly Involved Students. 205 students completed the survey.

Conversations with Communities of Interest

Between May 2020 and January 2021, we hosted 41 hour-long conversations over Microsoft Teams and Zoom, with groups of interested parties on all three campuses and in the broader community. Conversations were held with the University's colleges, Student Life professionals, academic units, divisions, alumni, community members, student unions, Hart House staff, the Hart House Board of Stewards and Hart House-engaged students. Conversations ranged in size from 1 to 20 participants.

Web Platform

For those who could not engage in a consultation meeting, we launched an online platform. This publicly available platform provided an opportunity for input from the broader community on and off campus and was promoted through the Hart House newsletter in Fall 2020.

WHAT DID WE HEAR?

We asked participants in our consultations to consider a number of questions: What is Hart House doing well? What should Hart House consider doing differently? How are needs changing for you and your constituents? How might our work together change over the next five years?

Strengths

Feedback from our stakeholder consultations noted existing strengths that Hart House should leverage as we move into the next five years. These included:

- Diverse program offerings with particular strengths in innovative arts, global learning, dialogue and wellness that reflect student interests and create space for growth and development;
- Student-led experiences and programming frameworks that support student agency and leadership;
- Strong partnerships and collaborations that foster connections with and among students, staff, faculty, alumni and community;
- Infrastructure and a broad range of facilities including a Fitness Centre, Theatre, Art Museum, Library, hang-out spaces and the Hart House Farm;
- A revenue model that utilizes our resources in creative ways to enhance Hart House as a space for ceremony and celebration for the University while also enhancing our capacity to deliver programming for students;
- A vibrant Hart House brand that supports awareness and engagement; and
- A demonstrated commitment to inclusivity and tri-campus involvement that can be further developed.

Areas of Opportunity

At the same time, consultations reinforced some of the broad concerns among communities of interest that were also identified elsewhere in our research.

- Focus on opportunities for wellness, community building and connection, and opportunities to support student employment;
- Continue work around equity, diversity, inclusion and access, but challenge ourselves to go further in these efforts, thinking about the ways we can open up spaces to deepen our relationship with community partners, and leverage our unique access to foster more land-based learning opportunities at the Hart House Farm.
- Better coordination of our shared efforts with campus partners through improved planning processes and longer timelines for planning. The importance was also noted of continuing to work on effective

communication strategies to ensure awareness of the opportunities that Hart House offers, highlighting opportunities for more targeted communications tailored for specific audiences.

WHAT ARE OUR COMMITMENTS FOR THE NEXT FIVE YEARS?

Over the next five years, Hart House will continue to build on the aspirational objectives laid out in *Delight in Discovery: Experiential, Operational and Reputational Excellence*.

Hart House will expand and deepen our focus on these aspirational objectives through a series of five broad Commitments. These commitments will reflect our mission, vision, values, critical role at the University and our Tri-Campus mandate; respond to the key issues facing students; and deepen essential relationships with our partners. Collaborative action to facilitate planning, and enhance student engagement, reach and impact will continue to be critical to our success. To that end, we look to enhance strategic partnerships with student, campus and community across all Commitments.

Specific commitments within each area were identified by asking the question “How might we move toward these broad commitments?” Measures of Success identify specific outcomes that will enable us to track and demonstrate progress towards making good on these commitments.

FIVE COMMITMENTS

- 1. INCLUSIVITY: Foster a Climate of Inclusivity and Belonging in Our Spaces and Programs.**
- 2. EXPLORATION: Encourage Students to Explore Who They are and Who They Aspire to be Through the Arts, Dialogue and Wellness.**
- 3. EXPERIENCE: Offer Students Rich Experiential Learning Opportunities**
- 4. ENGAGEMENT: Deepen Student Engagement With Local and Global Communities and Issues**
- 5. STEWARDSHIP: Steward Resources and Relationships Carefully and Creatively to Meet the Challenges of Today and the Opportunities of Tomorrow**

COMMITMENT 1. Foster a Climate of Inclusivity and Belonging in our Spaces and Programs

- 1.1.** Nurture trust-based relationships with equity-deserving communities that are rooted in accountability, transparency and humility.
- 1.2.** Advance initiatives, programs, services and organizational values and practices that are built on principles of inclusivity; that foster belonging and reflect diverse knowledges and ways of knowing; and that dismantle barriers to inclusion.
- 1.3.** Deepen partnerships and expand networks to enhance engagement and co-create innovative programming that supports equity-deserving communities, centres student agency and reflects intersectionality.
- 1.4.** Ensure communities see themselves reflected, and their interests and stories celebrated and shared across all of our communications.

- 1.5. Deepen accountability measures for inclusion that support our capacity to understand and address barriers to engagement and progress towards objectives.
- 1.6. Understand, reflect on and fulfil our obligations as people living and working on Treaty Lands.
- 1.7. Commit to continuous learning about Indigenous issues including the impacts of settler colonialism and its manifestation in our institutions, and the diversity of Indigenous communities, histories and practices.
- 1.8. Advance organizational values and practices that honour Indigenous leadership, methodologies and pedagogies.
- 1.9. Working in partnership to develop opportunities that reflect Indigenous students interests and engagement, and build cultural competency for non-Indigenous students.
- 1.10. Develop and modify facilities to embody our commitment to reflect Indigenous representation, including opportunities for connection to the land through Hart House Farm.
- 1.11. Commit resources to create Indigenous staff positions at Hart House to bring Indigenous expertise, perspectives and knowledge, and to support relationships with Indigenous U of T.
- 1.12. Advance accessibility initiatives in all facets of Hart House operations, facilities, programs, services and communications, embedding principles of Universal Design.
- 1.13. Develop and modify facilities to embody our commitment to reflect and celebrate our community, ensure representation and support opportunities for community engagement.
- 1.14. Grow access initiatives that build pathways to post-secondary education for all youth, leveraging Hart House as a space for connection and exposure.

COMMITMENT 2. Encourage Students to Explore Who They are and Who They Aspire to be Through the Arts, Dialogue and Wellness

- 2.1. Act as a tri-campus centre for exploration of creativity and the arts, including leadership and mentorship opportunities and co-curricular, community and academic partnerships.
- 2.2. Facilitate opportunities for exposure to a wide range of artistic expressions, including but not limited to music, dance, drama, film, photography, literary, visual and digital arts.
- 2.3. Coalesce and build connections across arts-based opportunities that speak to key priorities and student interests across all three campuses.
- 2.4. Build Hart House's reputation as a leader in the arts at the University and beyond.
- 2.5. Provide a platform for diverse voices, perspectives and experiences to foster understanding, dialogue and engagement in critical issues.
- 2.6. Equip students with access to knowledge and experiences that will enhance self-awareness and the ability to navigate differences of all kinds.

- 2.7. Extend Hart House's reputation as a key virtual and in-person centre at the University and in the community for vibrant public conversations.
- 2.8. Provide programs, services and resources to all students that foster connection with communities and the land, enjoyment, recreation, personal skills development, and holistic opportunities for wellness, centering diverse voices and experiences.
- 2.9. Communicate Hart House programs, resources and services in alignment with the University of Toronto Student Mental Health Strategy.
- 2.10. Ensure facilities and spaces are designed to support community building, belonging, well-being and access.
- 2.11. Identify and implement strategies to promote an organizational culture that supports individual and collective well-being.
- 2.12. Enhance effectiveness of tri-campus efforts, presenting programming on location at all three campuses of the University and ensuring regular strategic planning with UTM and UTSC partners.
- 2.13. Deliver an engaging mix of virtual and in-person opportunities that reaches students on all three campuses.

COMMITMENT 3. Offer Students Rich Experiential Learning Opportunities.

- 3.1. Offer meaningful opportunities for students to learn through experience, integrating knowledge, skills and perspectives that support their goals beyond the University.
- 3.2. Support student agency and leadership through student-designed and student-led programming that facilitates connection and learning.
- 3.3. Create opportunities for learning through strong, sustainable collaborations based on mutuality and positive exchange, with a network of campus, community and global partners.
- 3.4. Expand and deepen opportunities for academic partnerships to enhance access and enrich learning.
- 3.5. Support opportunities for students to acquire and develop leadership skills through participation in the oversight and governance of Hart House.

COMMITMENT 4. Deepen Student Engagement With Local and Global Communities and Issues

- 4.1. Expand and deepen programming that fosters global learning and leadership, galvanizing student engagement and action on globally significant issues.
- 4.2. Foster opportunities for students to explore their identities as engaged and committed citizens through educational experiences that connect them to community, ensuring reciprocity and care.

- 4.3. Strengthen the connection between alumni and the work of the University and Hart House, through opportunities for mentorship and engagement with Hart House programming.
- 4.4. Ensure global leadership values and competencies are infused throughout student opportunities.

COMMITMENT 5. Steward Resources and Relationships Carefully and Creatively to Meet the Challenges of Today and the Opportunities of Tomorrow

- 5.1. Advance infrastructure renewal that is grounded in enhancing accessibility and modernization of critical infrastructure.
- 5.2. Adapt, rebuild and pursue opportunities to grow and diversify revenue.
- 5.3. Foster a culture of service and operational excellence, supporting continuous improvement, efficiency, effectiveness and accountability to the community we serve.
- 5.4. Deepen engagement of alumni and donors as key partners in our mission.
- 5.5. In alignment with the University, ensure an innovative workplace model that supports staff engagement and well-being, leadership and success.
- 5.6. Demonstrate leadership in advancing sustainability through consideration of operations, programs and infrastructure.
- 5.7. Develop and implement innovative, multi-media, multi-channel marketing and communication strategies that facilitate engagement, generate revenue and grow organizational presence.

HOW WILL WE MEASURE OUR SUCCESS?

Unless we define success ahead of time, we will not be able to recognize it even if we achieve it. For this reason, as part of *Delight in Discovery*, Hart House established a strong framework for evaluating progress towards our goals and set baseline measurements for helping us do so.

Hart House Chrous, Photo by Rick Palidwor.



As we move into *Preparing the Table*, we will continue to build measures of success that help to guide our progress and inform our work. In addition to a series of high-level measures of success outlined here, annual planning processes will also include goal setting, with progress shared through a series of annual reports, as well as through our annual budget presentations to the Council on Student Services (COSS) and to the Hart House Board of Stewards.

Measures of Success	Commitment(s)	Time Frame
90% of traditionally underrepresented students feel a sense of belonging in their experiences at Hart House.	INCLUSIVITY, EXPLORATION	By Year 5
Students involved at Hart House, and in leadership opportunities, reflect the communities we serve when compared to University of Toronto demographics.	INCLUSIVITY, EXPLORATION, EXPERIENCE	By Year 5
The relevant Calls to Action reflected in the University of Toronto Anti-Black Racism Task Force, Wecheehetowin (the University’s response to the Truth and Reconciliation Commission) and the University’s Task Force on Student Mental Health have been implemented or are in progress.	INCLUSIVITY, EXPLORATION	By Year 5
Organizational strategies have been developed and implemented to strengthen representation, ensuring our workforce represents the community we serve.	INCLUSIVITY, EXPLORATION	By Year 5
A coordinated strategy to build student capacity, including ongoing opportunities to learn about Indigenous cultural competency, equity, diversity, inclusion and access, and mental health and wellbeing has been developed and implemented.	INCLUSIVITY	By Year 3
Create at least (1) permanent staff position to embed Indigenous leadership at Hart House.	INCLUSIVITY	By Year 3

Measures of Success	Commitment(s)	Time Frame
Advance the implementation of the recommendations of the Hart House Accessibility and Inclusion review with annual progress updates.	INCLUSIVITY, STEWARDSHIP	By Year 1
A staff engagement and satisfaction survey indicates that 70% of staff are satisfied and experience Hart House as a supportive and caring environment.	INCLUSIVITY, EXPLORATION, STEWARDSHIP	By Year 2
Students and staff express an understanding of the opportunities for wellness available through Hart House.	EXPLORATION, STEWARDSHIP	By Year 5
90% of students experience Hart House as a caring and supportive environment.	EXPLORATION, STEWARDSHIP	By Year 5
Hart House is recognized as an arts leader on campus and in the wider community.	EXPLORATION, STEWARDSHIP	By Year 5
Increase paid opportunities and opportunities that provide academic credit to enhance access. Increase the number of student positions per year by 20% by 2026, compared to 2021.	INCLUSIVITY, EXPLORATION, EXPERIENCE	By Year 5
Offer a dynamic mix of virtual and in-person programming that facilitates an increase in participation and engagement of 15%.	INCLUSIVITY, EXPLORATION, EXPERIENCE, ENGAGEMENT	By Year 2

Measures of Success	Commitment(s)	Time Frame
Hart House programming and services are offered in spaces on all three campuses. Increase the number of events hosted at UTM/UTSC by 10%, compared to 2021.	EXPLORATION	By Year 2
Increase overall participation of UTM/UTSC students in Hart House programming to align with UTM/UTSC population in the University.	EXPLORATION	By Year 5
Develop a long-term plan for Hart House Farm.	INCLUSIVITY, EXPLORATION, ENGAGEMENT, STEWARDSHIP	By Year 5
Enhanced philanthropy including at least \$1 million dollar+ gift to Hart House.	STEWARDSHIP	By Year 5
Implement the first phase of the Infrastructure Renewal project with funding and continuity plans in place and construction initiated. Review the Hart House budget model to determine our capacity to support Phase Two of the project. Second phase of infrastructure renewal is fully funded.	STEWARDSHIP	By Year 3
Recover business operations to allow for a more balanced reliance on student fees. Student ancillary fees represent no more than 65% of the Hart House budget by 2026.	STEWARDSHIP	By Year 5
Within the budget model, demonstrate equity commitments and investment in initiatives that advance reconciliation, inclusivity and accessibility.	INCLUSIVITY, STEWARDSHIP	By Year 3

Measures of Success	Commitment(s)	Time Frame
All staff receive training to support Strategic Plan commitments including equity and inclusivity, customer service excellence, and mental health supports.	INCLUSIVITY, EXPLORATION, STEWARDSHIP	By Year 2
Hart House is recognized as a leader on campus and beyond in facilitating opportunities for engagement in the issues impacting us locally and globally.	EXPLORATION, ENGAGEMENT	By Year 5
Establish goals for sustainability throughout Hart House operations, programs and services. Reduce the Hart House carbon footprint by 4%, compared to 2019.	STEWARDSHIP	By Year 2
Enhanced awareness and engagement from students on all three U of T campuses, among faculty, staff and alumni of the University, and in the broader community. Conduct a review of Hart House brand platform to ensure continued relevance (year 3) and attain a 5% increase in aided brand awareness level by 2026.	EXPLORATION, EXPERIENCE, ENGAGEMENT	By Year 5

HOW WILL WE GET THERE?

Preparing the Table will guide the operations of Hart House for the period 2021 to 2026. To ensure we continually meet our goals, we will remain focused on implementation and tracking our progress. Each year, *Preparing the Table* will provide the basis for our annual business planning process with the objectives translated into shorter-term priorities that build year-over-year towards the longer-term objectives set out in the Plan.



A five-year strategic plan cycle is much like running a race: you start in year one with a clear goal. You begin to accelerate towards that goal in year two. By year three, you have found your footing. In year four, you can see the finish line approaching and if all goes to plan, in year five you reach the finish line and celebrate your success.

This overview highlights key milestones as we “run the race”, as well as additional steps that will ensure the success of strategic planning efforts and further establish a cycle of reflection and renewal.

Year 1: Start

- Launch of *Preparing the Table* - build awareness and engagement;
- Review current assessment framework and establish the key elements needed to guide the Plan with a particular emphasis on metrics that advance equity work and metrics that support business development;
- Alignment of the Plan with Hart House operational processes including the annual business plan.

Year 2: Acceleration

- Staff members familiarized with *Preparing the Table* priorities and understand how they contribute to the objectives within their own work;
- Revenue generation continuing to accelerate on target with the ambitious and achievable goals set out;
- Marketing strategies have been developed and implemented to support the Plan goals;
- A staff engagement and satisfaction survey to guide our understanding of needs and actions has been developed and implemented;
- A dynamic mix of virtual and in-person programming that facilitates an increase in participation and engagement;
- Hart House programming and services are offered in spaces on all three campuses.

Year 3: Hitting Stride

- A coordinated strategy has been developed and implemented to ensure *Preparing the Table* priorities are reflected in training for staff and students engaged at Hart House, with increased engagement in training across all areas;
- New permanent staff position to embed Indigenous leadership at Hart House is in place;
- Construction for the first phase of the Infrastructure Renewal project has started;
- Enhanced philanthropy including at least one million dollar+ gift to Hart House;
- Hart House reputational goals and leadership in the arts, public dialogue, global learning experiences and as a centre for wellness are on track;
- Competencies of equity, diversity and inclusion are fully incorporated into all staff training and recruitment processes;
- On-campus community familiarized with Hart House's role as a space for tri-campus engagement;
- Sustainability plan on track to continue to reduce Hart House's carbon footprint;
- Hart House's staffing structure represents student employment goals.

Year 4: Home Stretch

- Launch the next Strategic Plan process with a review of progress made;
- Infrastructure Renewal on track including consideration of funding models for Phase 2 of the project;
- Overall participation in Hart House programs and services has increased;
- Increase participation of UTM/UTSC students in Hart House programming, including participation in virtual programming on par with UTM/UTSC population;
- A long-term plan for Hart House Farm is in the final stages of development.

Year 5: Finish Line

- Students from equity-deserving communities feel a sense of belonging in their experiences at Hart House;
- Students involved at Hart House, and in leadership opportunities, reflect the communities we serve;
- The relevant Calls to Action reflected in the University of Toronto Anti-Black Racism Task Force, Wecheehetowin (the University's response to the Truth and Reconciliation Commission) and the University's Task Force on Student Mental Health have been implemented or are in progress;
- Organizational strategies have been developed and implemented to strengthen representation, ensuring our workforce represents the community we serve;
- Celebrate our achievements;
- Develop and launch the next Strategic Plan 2026-2031.

Annually

- Annual review of progress made towards *Preparing the Table*, including communication of successes;
- Align the annual business planning process with *Preparing the Table* to ensure steady progress is being made.

WILL YOU JOIN US AT THE TABLE?

With this plan, Hart House is well positioned to continue its role as a space for discovery, community and learning.

We invite you to engage with us, whether you are a student, staff member, faculty, alumni or community member. The table is waiting for you, whether you discovered us decades ago or are just discovering us for the first time.

WE LOOK FORWARD TO WELCOMING YOU

- To learn more about us, visit <https://harthouse.ca/about>
- To explore all our learning opportunities, visit <https://harthouse.ca/learning/>
- To explore our event line-up, visit <https://harthouse.ca/events/week>
- To learn more about membership, visit <https://harthouse.ca/join/membership#>
- To learn more about donating, visit <https://harthouse.ca/join/donate>



APPENDICES

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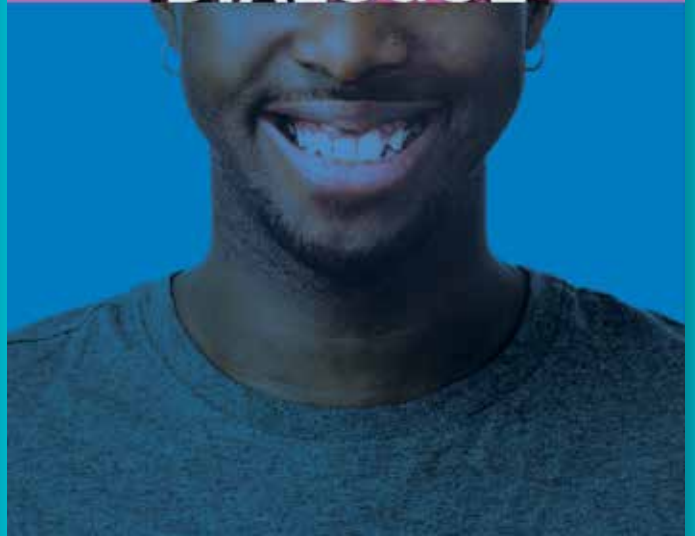
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FOR AN OPEN
DIALOGUE



HartHouse
FOR YOU



FOR WHAT
MOVES YOU



HartHouse
FOR YOU



FOR ALL YOU
CAN DISCOVER



WILL YOU JOIN US AT THE TABLE?

