

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

**TO:** University Affairs Board

**SPONSOR:** Professor Sandy Welsh, Vice-Provost, Students  
**CONTACT INFO:** 416-978-3870, vp.students@utoronto.ca

**PRESENTER:** David Kim, Warden  
**CONTACT INFO:** 416-978-0020, dy.kim@utoronto.ca

**DATE:** February 19, 2025, for February 26, 2025

**AGENDA ITEM:** 6 (d)

**ITEM IDENTIFICATION:**

Operating Plans & Fees: Hart House

**JURISDICTIONAL INFORMATION:**

Section 4 of the *Terms of Reference* provides that the University Affairs Board is responsible for “policy of a non-academic nature and matters that directly concern the quality of student and campus life”. Under Section 5, the Board is responsible for compulsory non-academic incidental fees for the University, as well as St. George and University-wide student services and co-curricular programs, services, and facilities. Section 5.1.3(b) states that “[a]nnual approval of the Hart House operating plan that describes the services and programs proposed to be offered within the financial parameters set by the University's operating budget and financial policies is the responsibility of the Board” and section 5.2.1 states that compulsory non-academic incidental “[f]ees for St. George campus,... and University-wide fees that apply to the St. George, UTM and UTSC campuses, are approved by the Board”.

Pursuant to the terms of the *Memorandum of Agreement between The University of Toronto, The Students' Administrative Council, The Graduate Students' Union and The Association of Part-time Undergraduate Students for a Long-Term Protocol on the Increase or Introduction of Compulsory Non-tuition Related Fees*, the Council on Student Services reviews in detail the annual operating plans, including budgets and proposed compulsory non-academic incidental fees, of St. George and University-wide student services and offers its advice to the Board on these plans.

**GOVERNANCE PATH:**

1. University Affairs Board [For Approval] (February 26, 2025)

## **PREVIOUS ACTION TAKEN:**

The 2024-25 Hart House operating plans and fees were approved by to the University Affairs Board on February 28, 2024.

## **HIGHLIGHTS:**

The current fees for Hart House include:

St. George campus: \$129.39 per session (\$25.88 for part-time students)  
UTM & UTSC: \$3.97 per session (\$0.80 for part-time students)

The 2024-25 operating plans and fees for Hart House were approved by the Hart House Finance Committee and the Hart House Board of Stewards before being presented to the Council on Student Services (COSS) for consideration. Please also see the separate memorandum concerning consideration of the proposed plans and fees by COSS, included with item 6(a) on this agenda.

The experiences of Hart House this past year, and operating plans and fees for 2025-26, are summarized in the documentation provided by David Kim, Warden.

## **FINANCIAL IMPLICATIONS:**

The degree to which Hart House anticipates achieving the objectives of the long-range budget guidelines is summarized in the 2025-26 operating plans for service ancillaries.

## **RECOMMENDATION:**

BE IT RESOLVED,

THAT the 2025-26 operating plans and budget for Hart House, as presented in the documentation from David Kim, Warden, be approved;

THAT the sessional fee for a full-time student on the St. George campus be increased from \$129.39 (\$25.88 for a part-time student) to \$141.35 (\$28.27 for a part-time student), which represents a year-over-year increase of \$11.96 (\$2.39 for a part time student) or 9.24%; and

THAT the sessional fee for a full-time student at UTM or UTSC be increased from \$3.97 (\$0.80 for a part-time student) to \$4.34 (\$0.87 for a part-time student), which represents a year-over-year increase of \$0.37 (\$0.07 for a part time student) or 9.24%.

## **DOCUMENTATION PROVIDED:**

- Hart House Presentation to the Council on Student Services

# COUNCIL ON STUDENT SERVICES PRESENTATION

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January 30, 2025

**HartHouse**  
FOR YOU

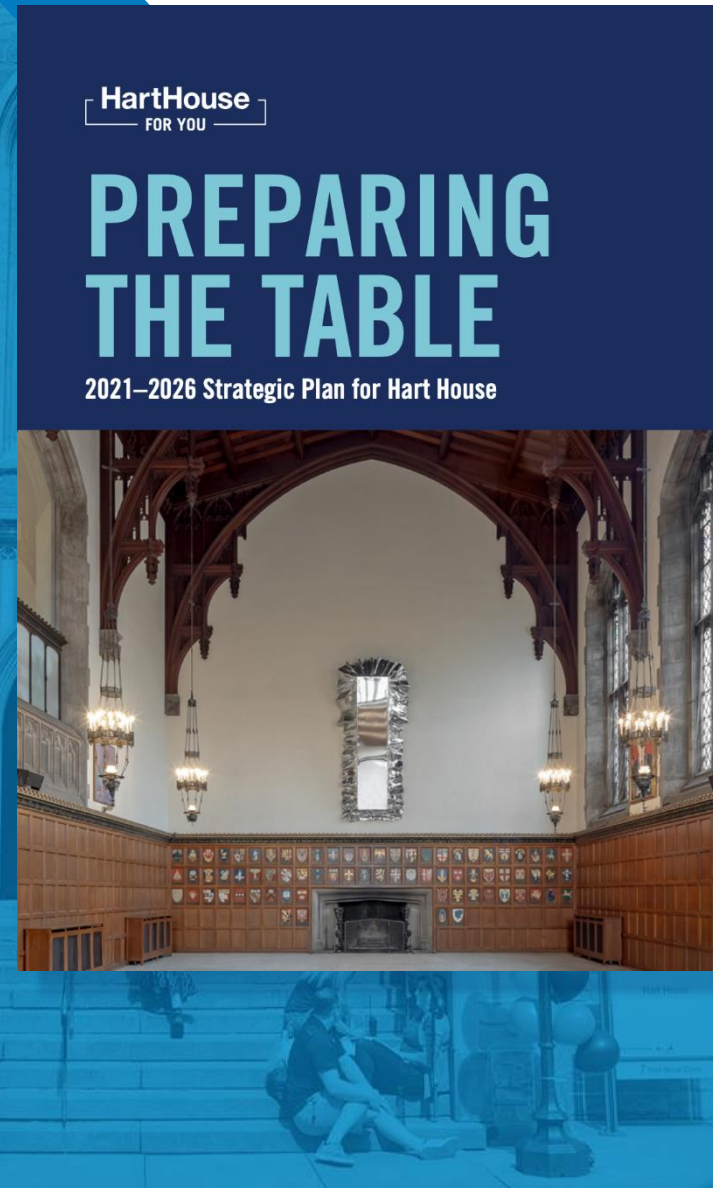
— FOR YOU —



# Preparing the Table

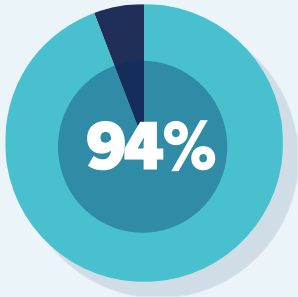
## Our Five Commitments to You

- 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

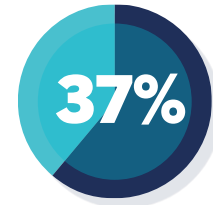


# Commitment 1.

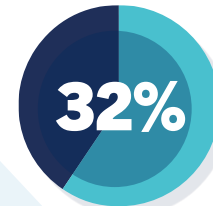
Foster a climate of inclusivity and belonging in our spaces and programs



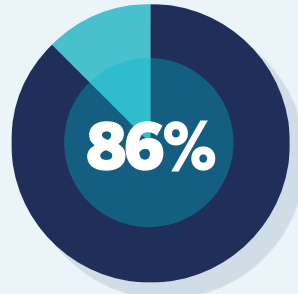
agree or strongly agree **HH is an inclusive space for students\***



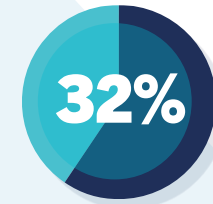
Graduate students\*



International students\*



agree or strongly agree **HH is a supportive & caring community\***



2SLGBTQ+ students\*

**32,709** Program participants\*\*

\*23/24 Highly Involved Students Survey (HISS)

\*\*May 2023 to Nov 2024

# Commitment 1.

Foster a climate of inclusivity and belonging in our spaces and programs



Indigenous Climate  
Action Talking Walls



Black Futures: Black  
Queer & Trans Drop-In



(Un)Mapping the  
Territory Artist  
Residency



Rest Space on  
Fridays



# Commitment 2.

Encourage students to explore who they are and who they aspire to be through the Arts, Dialogue and Wellness





# Commitment 2.

Encourage students to explore who they are and who they aspire to be through the Arts, Dialogue and Wellness



Tastes of Culture with UTM International Education Centre



Acorn Tri-Campus Art Festival collaboration with UTSC's Gallery 1265

1,499,712

Foot traffic

293,704

visitors to Hart House Fitness Centre

42

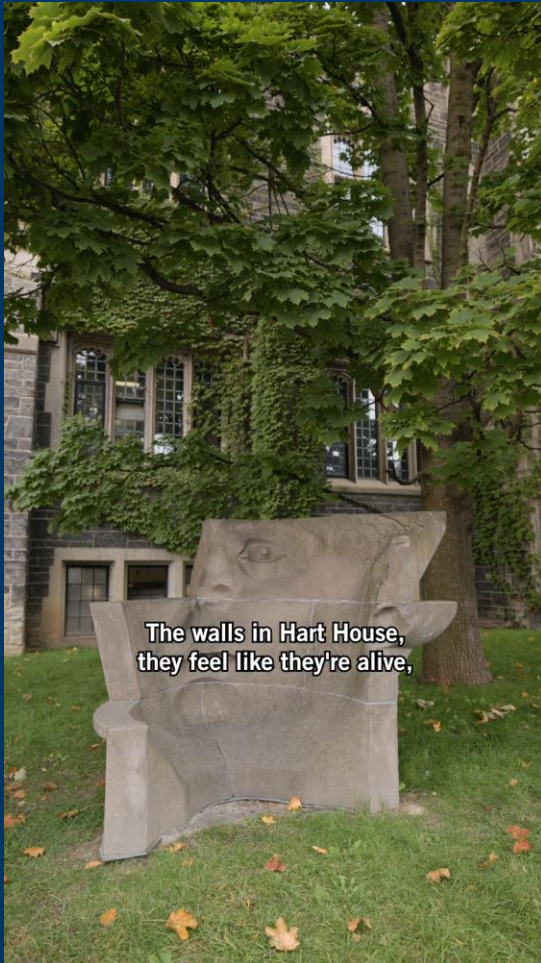
events & outreach activities with UTM & UTSC

9%

of program registrants are from UTM & UTSC

# Commitment 3.

## Offer Students Rich Experiential Learning Opportunities



I am always in the libraries studying, sometimes I forget how much experiences there are to see around the city and in the world. Going to a Hart House event reminded me that there is life outside of academics, that people go and experience things to form communities, and life can be colourful outside of school.”



**441** CCR validation\*

**47%** non-appointed positions held by students\*\*

**92%** agree or strongly agree they have better understanding of group dynamics & teamwork<sup>†</sup>

**82%** indicate the activities and opportunities are important to help achieve personal and career goals<sup>†</sup>

\*May 2023 to April 2024 \*\*May 2023 to November 2024

<sup>†</sup>23/24 Highly Involved Students Survey (HISS)



# Commitment 4.

Deepen student engagement with local & global communities and issues



Good Ideas Fund



519 Sports Day



HH Finance Committee – Career Conversations



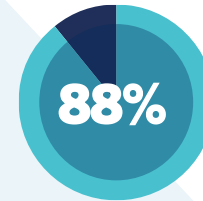
Empowering Conversations

3,393

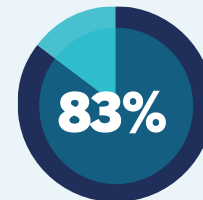
youth participants in 186 access activities\*

162

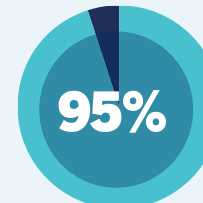
unique partnerships\*\*



agree or strongly agree that they can make positive change<sup>†</sup>



agree or strongly agree that they have gained leadership skills<sup>†</sup>



indicate that they are confident working with people with different backgrounds resulting from Hart House experiences<sup>†</sup>

\*May 2023 to November 2024 \*\*May 2023 to April 2024

<sup>†</sup>23/24 Highly Involved Students Survey (HISS)

# Commitment 5.

Steward resources and relationships carefully and creatively to meet the challenges of today and the opportunities of tomorrow

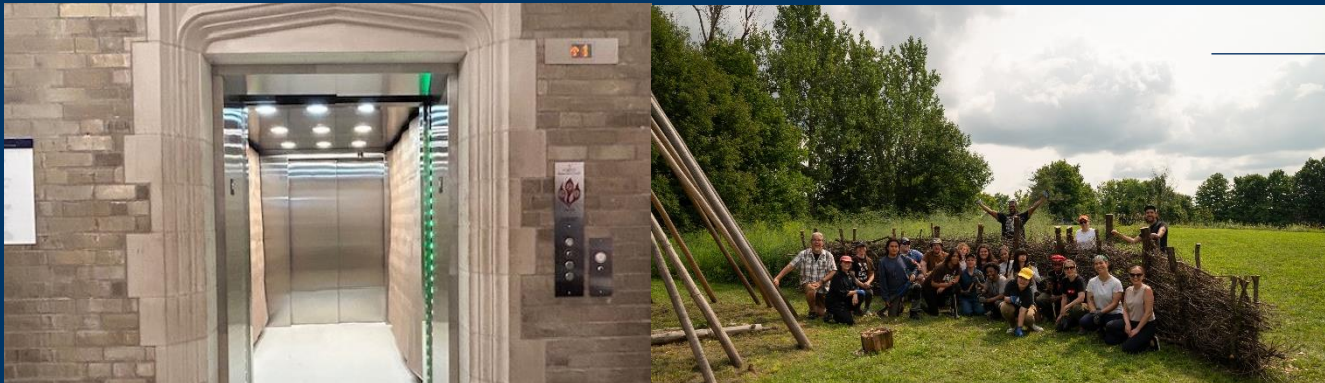
## Focus on Accessibility

- Passenger elevator
- Theatre lobby revitalization



**29.6%**

Carbon Footprint reduction  
since 2018-19



## Focus on Sustainability

- Invasives removal from Farm
- Platinum Certification of Sustainable Events Program
- 50%+ plant-based & vegetarian menu options





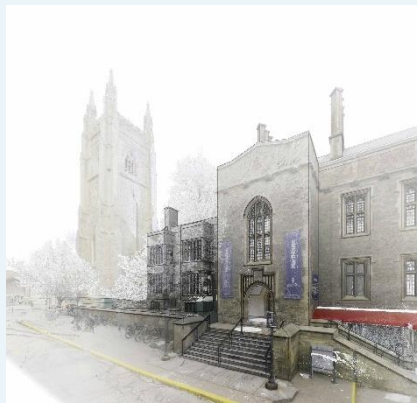
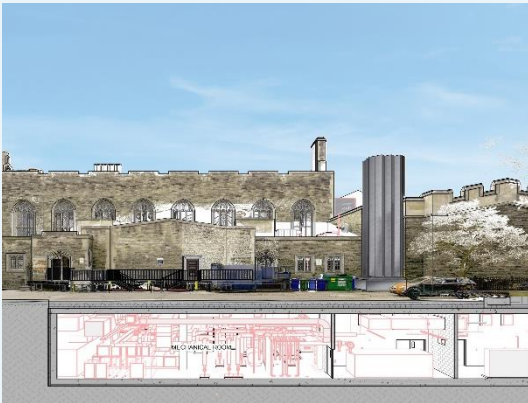
# Commitment 5.

Steward resources and relationships carefully and creatively to meet the challenges of today and the opportunities of tomorrow

## Focus on Accessibility, Sustainability & Heritage Preservation

### Building Renewal & Revitalization Project

- Phase 1A construction mobilized in December
- Building the shell of mechanical and electrical rooms
- Estimated cost: \$30 million



# Commitment 5.

Steward resources and relationships carefully and creatively to meet the challenges of today and the opportunities of tomorrow

## Focus on Growth

### Philanthropy

- 293 donors\*
- Judi Schwartz Memorial Scholarship generates \$13,000/year as cash awards for student leaders

### Grants

- \$80,000 from 6 grants\*



## Fitness, Wellness & Recreation

1,381

fee paying memberships\*\*

2,809

Personal Training & Reformer Pilates Training sold\*\*

337

registered programs offered\*\*

\*May 2023 to April 2024 \*\*May 2023 to November 2024

# Commitment 5.

Steward resources and relationships carefully and creatively to meet the challenges of today and the opportunities of tomorrow

## Focus on Growth



### Hospitality\*

#### Meeting & Events Services

- **6,418** space bookings
- **18% increase** in bookings from 2022-2023



### Culinary Operations

- Gallery Grill hosted **5,391** reservations, **16,744** guests\*
- The Arbor Room recorded **140,528** transactions



### Students Focused Services\*

- **4,224** guests served over eleven 5-buck lunches; 83% guests are students
- **4,318** student-related bookings delivered



### Weddings

- **114** weddings hosted\*
- **35** wedding reservations in 2025



“Delicious food for reasonable prices! Good atmosphere & a great place to study, it can get pretty busy around lunchtime.” —Ann Faith on Google Review for The Arbor Room  
5/5 for Food | Service | Atmosphere

\*May 2023 to November 2024



## Student Physical & Mental Wellbeing

- Fitness Centre wellness offerings & rest spaces
- Weekly drop-in & de-stress activities
- Well Being Collective



## Affordable Offerings

- Multiple 5-buck lunch Sept to April
- The Arbor Room menu and daily specials
- Interest classes & workshops



## Student Financial Wellbeing

- 728 non-appointed & 156 work study student contracts\*
- Financial Literacy Workshops
- The Wealth Building Series



## Easy Access to Space & Accessibility Features

- Over 3.77 million student discounts for rooms, AV & catering\*
- Open 365 Days
- CART service

\*May 2023 to November 2024





# HartHouse

## FOR YOU





# HART HOUSE 2025-26 BUDGET

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January 16, 2024  
PRESENTATION TO THE COUNCIL ON STUDENT SERVICES

**HartHouse**  
FOR YOU

# Budget Outline

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Budget Process and Methodology



Review Operating Forecast for 2024-25 (Current fiscal period)



Review Operating & Capital Budget for 2025-26 (Next fiscal period)



Student Fees % increase review



# 1. HART HOUSE BUDGET PROCESS

**HartHouse**  
FOR YOU



# Hart House Financial Objectives

**Context: Self-sufficient through student fees and business revenues**

*Special Note: Hart House does not receive operational funding from U of T Central*

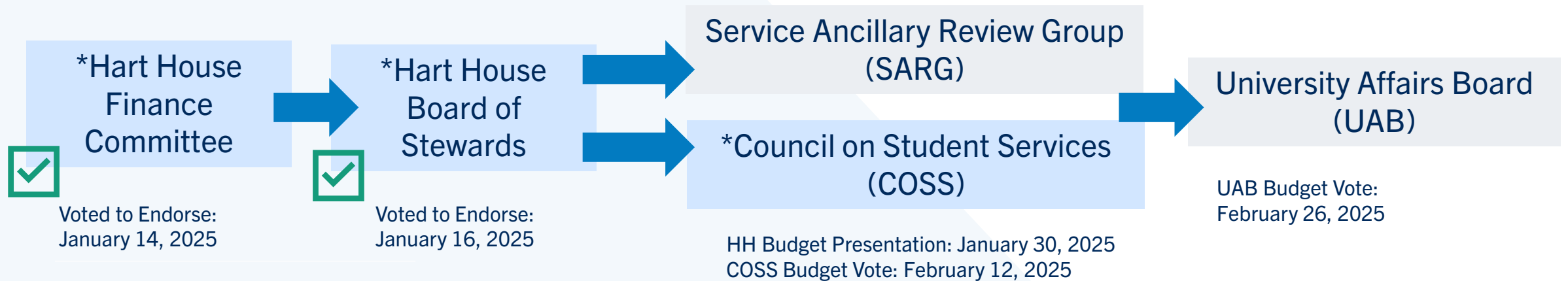
**Our Financial objectives include:**



1. Preparing and executing a Balanced Budget, each fiscal period
2. Self-provide for capital renewals and deferred maintenance
3. Maintain an operating reserve at 11% of Budgeted Revenues

# Hart House Governance Structure

## Our Governance Path



\*Majority Student Voting Members



# 2. 2024-25 FORECAST

**HartHouse**  
FOR YOU

# 2025-26 Financial Overview

## Revenue Growth and Operating Surplus



- Strong revenue performance in current fiscal period
- Total Revenues \$329K (+1.2%) ahead of plan, despite \$110K estimated revenue disruption from encampment (some cancelled events & restaurant reservations during the 2-month period)
- Operating surplus forecasted at \$3.57 million
- Growth in several areas, Fitness showing more signs of recovery

## Stewardship in Cost Control

- \$841K savings in SW&B resulting from temporary savings due to vacant positions following staff departures and the timing required to recruit and fill those roles accordingly
- General savings (\$243K) related to reduced travel, office expense savings

## Capital Expenditures & Reserves

- Forecasted surplus will be used to finance Infrastructure Renewal project
- Net increase in capital assets forecasted at \$3.6 million



# 2025-26 Forecast vs Budget

Forecasted Operating Surplus at \$3.6M, \$1.4M (+65.4%) favourable to budgeted expectation

	2024-25 Budget	2024-25 Forecast	Var \$	Var %
<b>Revenue</b>				
Student Fees	\$ 17,092,000	\$ 17,091,326	(674)	0.0%
Food and General Revenue	6,394,661	6,476,283	81,622	1.3%
Fitness Membership	828,400	809,626	(18,774)	-2.3%
Other (Investment Income, Donations, Gratuities)	1,474,115	1,741,118	267,003	18.1%
<b>Total Revenue</b>	<b>25,789,176</b>	<b>26,118,353</b>	<b>329,177</b>	<b>1.3%</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	\$ 16,180,612	\$ 15,339,389	841,223	5.2%
Operations (non-salary)	3,593,075	3,350,138	242,937	6.8%
Building (Maintenance, Utilities, Equipment)	2,907,962	3,110,909	(202,947)	-7.0%
Depreciation	956,728	760,748	195,980	20.5%
<b>Total Expenses</b>	<b>23,638,376</b>	<b>22,561,184</b>	<b>1,077,192</b>	<b>4.6%</b>
<b>Operating result before Commitments &amp; Transfers</b>	<b>\$ 2,150,800</b>	<b>\$ 3,557,169</b>	<b>\$ 1,406,369</b>	<b>65.4%</b>
<b>Commitments &amp; Transfers</b>				
Net Spending on Capital Assets	\$ 4,069,272	\$ 3,613,703		
Add to (spend from) Other Reserves	-	(57,086)		
Add to (spend from) Operating Reserve	322,379	262,344		
Add to (spend from) Maintenance Reserve	(2,240,852)	(261,791)		
	<b>\$ 2,150,800</b>	<b>\$ 3,557,169</b>		



# 3. 2025-26 OPERATING & CAPITAL BUDGET

**HartHouse**  
FOR YOU

# Budget Priorities & Challenges

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## Priorities

- Deliver on Strategic Plan commitments to students through multitude of programming and service imperatives
- **Infrastructure Renewal** – Ensuring the future of Hart House

## Challenges

- Inflationary pressures
- Capital project cost escalations



# Infrastructure Renewal: Critical Building System Decline



Main Electrical Room Water Infiltration



Kitchen Cold Water Supply Pipe



Main Domestic Water Valve



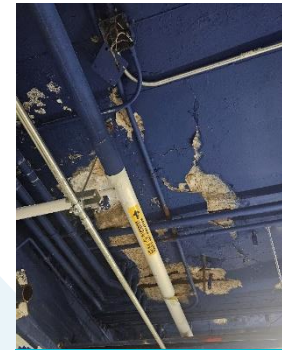
Theatre AV Controls



Pool Wall  
Delamination



Theatre Exhaust Fan



Concrete Ceiling  
Delaminating in  
Green Room

# Infrastructure Renewal: A Way Forward

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## Progress Achieved:

1. Fully approved, multi-phased master plan for building's renewal.
2. Fully funded Phase 1A.
3. Construction has begun.
4. Review of Phase 1B plans to find cost savings.

# 2025-26 Operating Plan Assumptions

	2024/25 BUDGET	2025/26 BUDGET	2026/27 BUDGET	2027/28 BUDGET	2028/29 BUDGET	2029/30 BUDGET
General Inflation forecast	2.20%	2.00%	2.00%	2.00%	2.00%	2.00%
Enrollment increase forecast	1.92%	0.89%	0.35%	0.27%	0.00%	0.00%
Student fee rate forecast	8.25%	9.24%	9.24%	9.24%	9.24%	9.24%
Investment yield forecast	3.01%	2.94%	2.44%	2.44%	2.44%	2.44%
Senior Member fees rate forecast	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%
General increase in salaries, wages and benefits	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%



# 2025-26 Budget Overview & Assumptions

Total Revenue budgeted to increase by 7%, cost increases mainly in Payroll areas.  
Operating Surplus budgeted at \$2.9M for 2025-26.

	2024-25 Forecast	2025-26 Budget	Variance \$	Variance %
<b>Revenue</b>				
Student Fees	\$ 17,091,326	\$ 18,522,600	1,431,274	8.4%
Food and General Revenue	6,476,283	6,926,214	449,931	6.9%
Fitness Membership	809,626	865,568	55,942	6.9%
Other (Investment Income, Donations, Gratuities)	1,741,118	1,632,353	(108,765)	-6.2%
<b>Total Revenue</b>	<b>26,118,353</b>	<b>27,946,735</b>	<b>1,828,382</b>	<b>7.0%</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	\$ 15,339,389	\$ 17,500,029	(2,160,640)	-14.1%
Operations (non-salary)	3,350,138	3,896,771	(546,633)	-16.3%
Building (Maintenance, Utilities, Equipment)	3,110,909	2,817,125	293,784	9.4%
Depreciation	760,748	789,444	(28,696)	-3.8%
<b>Total Expenses</b>	<b>22,561,184</b>	<b>25,003,369</b>	<b>(2,442,185)</b>	<b>-10.8%</b>
Operating result before Commitments & Transfers	\$ 3,557,169	\$ 2,943,366	\$ (613,803)	-17.3%
<b>Commitments &amp; Transfers</b>				
Net Spending on Capital Assets	\$ 3,613,703	\$ 15,454,368		
Add to (spend from) Other Reserves	(57,086)			
Add to (spend from) Operating Reserve	262,344	201,122		
Add to (spend from) Maintenance Reserve	(261,791)	(12,712,124)		
	<b>\$ 3,557,169</b>	<b>\$ 2,943,366</b>		

Majority of spend on Infrastructure  
Renewal in NYB

# 2025-26 Operating Revenue

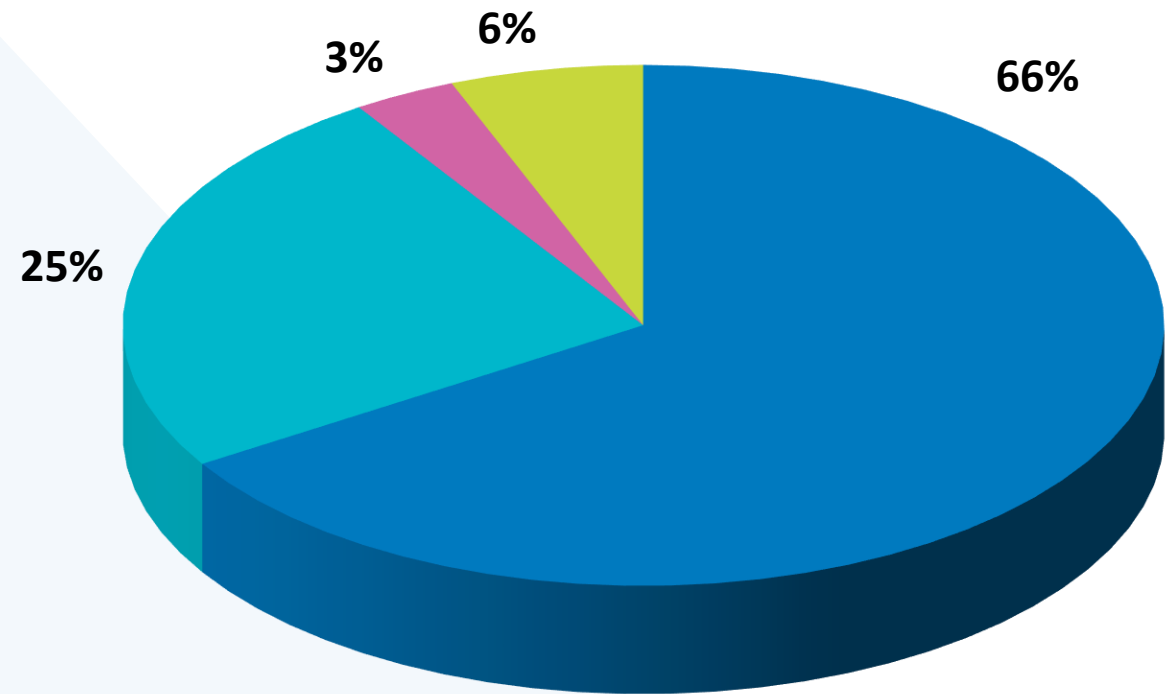
Operating Revenue budgeted at \$27.9 million, a +7.0% increase from current year.

■ Student fees - 66%

■ Food and General Revenue - 25%

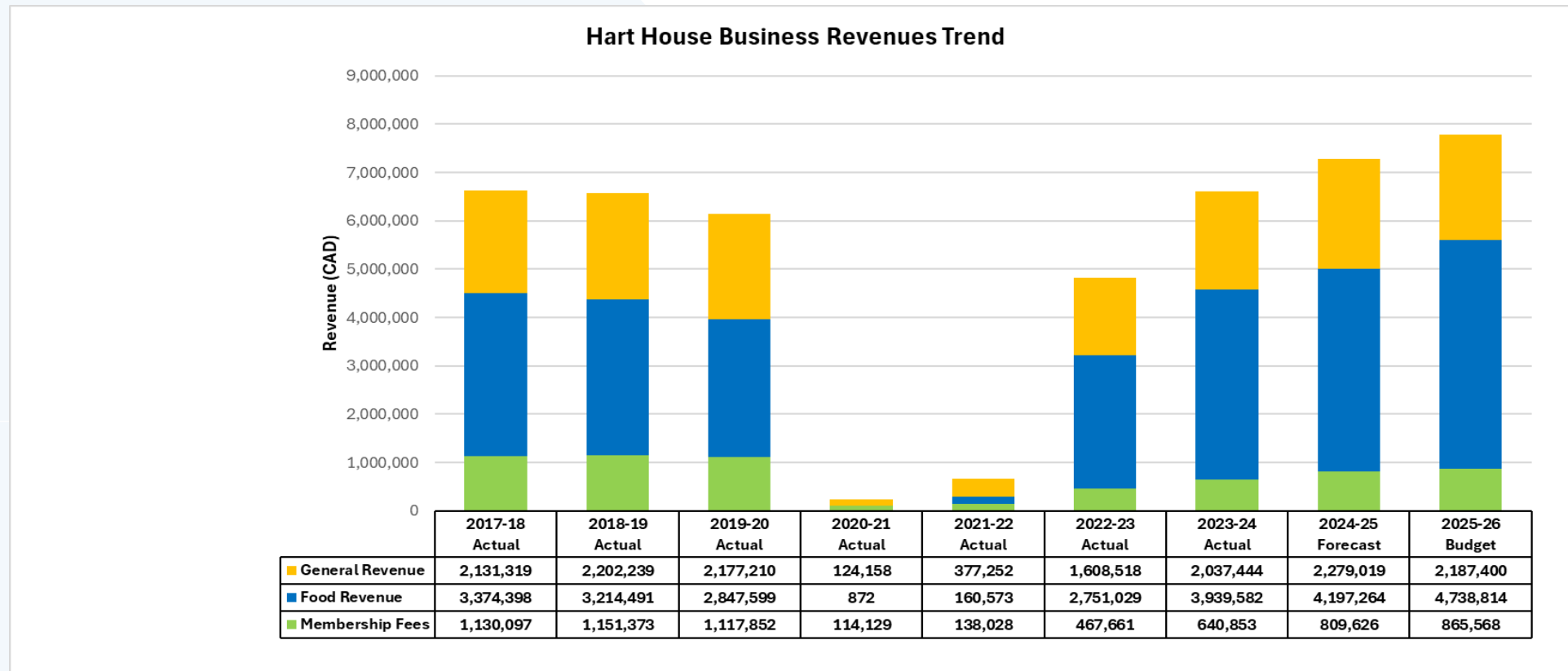
■ Membership fees - 3%

■ Other (Clubs, Investments, Gratuities, Donations) - 6%



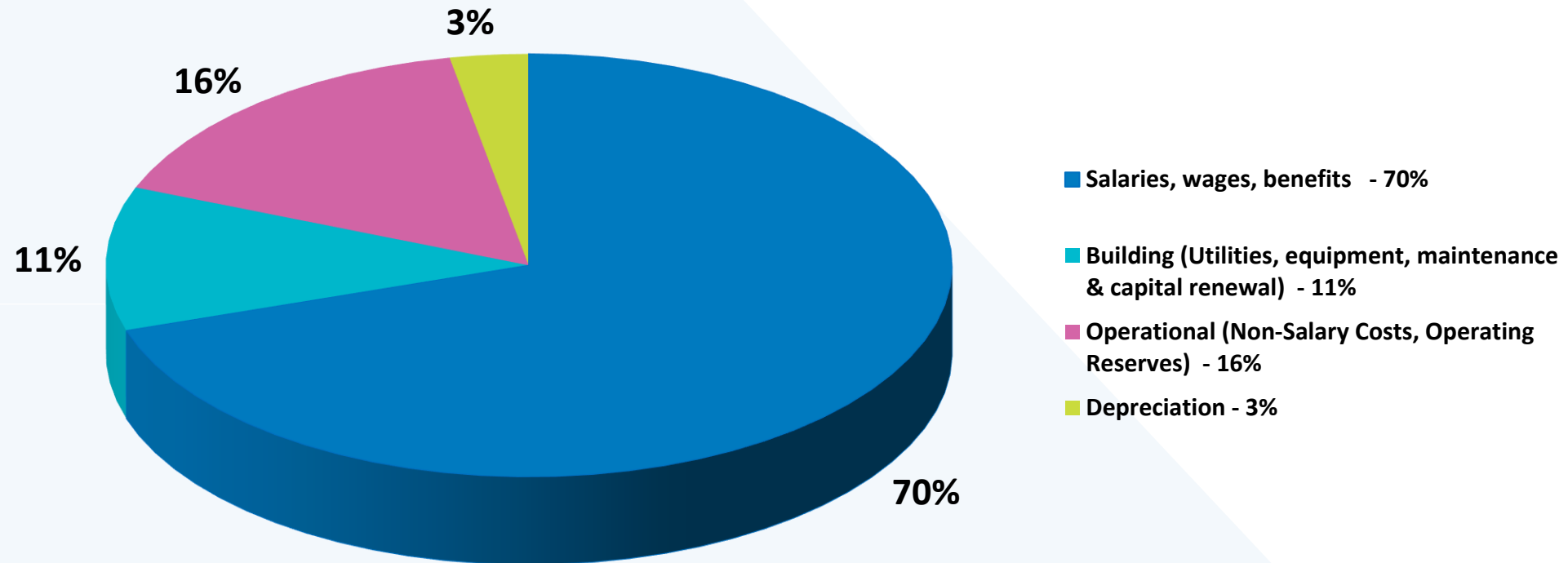
# Business Revenues - Trend

A positively sloped and upward trend in business activity, year over year.



# 2025-26 Expenses & Commitments

Operating Expenses & Commitments is \$25.0 million:





# 2025-26 Planned Capital Expenditures

91% of planned CAPEX spend in 2025-26 directly related to Infrastructure Renewal project

Infrastructure Renewal (Phase 1 Construction)	\$ 14,664,312
Carryover Projects from 2023-24 (HH Theatre lighting)	180,000
<b><u>New Capital Projects</u></b>	
Facilities Projects	987,000
Fitness Centre Equipment Upgrades	61,000
Hospitality Operations Equipment Upgrades	67,000
IT Equipment Upgrades	50,000
Contingency	134,500
<b>Total</b>	<b>\$ 16,143,812</b>



# 4. STUDENT FEES

**HartHouse**  
FOR YOU

# Student Fee Calculations

<b>Adjusted Fee Base</b>		
Fee per Session (previous year)		\$ 129.39
Adjusted fee base		\$ 129.39
<b>CPI - Consumer Price Index</b>		
CPI Index Percent	2.00%	\$ 2.59
<b>\$ Amount of CPI based increase</b>		<b>\$ 2.59</b>
<b>UTI - University of Toronto Index</b>		
Appointed Salary Expenditure Base (previous year budget)		\$ 8,364,265
Unbudgeted 2024-25 ATB Increase	0.00%	\$ -
2025-26 Average merit/step/ATM increase/decrease for appointed staff	4.00%	\$ 334,571
Indexed salaries		\$ 8,698,836
Average Benefit Cost Rate	25.00%	\$ 2,174,709
Indexed appointed salary expenditure base		\$ 10,873,545
Casual/PT Salary Expenditure Base (previous year budget)		\$ 1,389,497
Average ATB Increase/Decrease for casual/part time staff	3.00%	\$ 41,685
Indexed salaries		\$ 1,431,182
Average Benefit Cost Rate	10.50%	\$ 150,274
Indexed Casual/PT Salary Expenditure Base		\$ 1,581,456
Indexed Salary and Benefits Expenditure Costs		\$ 12,455,001
Subtract the Amount of Net Revenue from Other Sources (previous year)		-\$ 2,596,231
Add the Non-Salary Expenditure Base (previous year)		\$ 8,293,930
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)		-\$ 270,600
Cost for UTI purposes		\$ 17,882,099
Divide the difference by the projected weighted FTE enrolment - 2 sessions		128,870
<b>UTI Indexed Fee - per term</b>		<b>\$ 138.76</b>
<b>\$ Amount of UTI Based Increase (over adjusted fee)</b>		<b>\$ 9.37</b>

1

**Adjustment for Temporary increase from 3 years ago:**  
Not applicable for 2025-26

2

**CPI (Consumer Price Index) based increase:**  
CPI is general inflation forecast used in U of T's Long-range Budget Projection Assumptions and Strategies.

3

**UTI (University of Toronto Index) based increase:**

UTI is an indexation of a service's fee; accounts for changes in:

- salary and benefit costs
- revenue from other sources
- non-salary expenditure
- and changes in enrolment.

UTI is calculated based on the previous year's Budget

The enrolment assumption may be revised, pending updated information from Central Planning & Budget



# Student Fee Calculations (Cont'd)

Combined Fee Increase (Eligible)			
Adjusted Fee	+	\$	129.39
CPI Based Fee increase	+	\$	2.59 2.00%
UTI Based Fee increase	+	\$	9.37 7.24%
Indexed Full Time Fee per Term (Eligible)		\$	141.35
% Increase Eligible			9.24%

Combined Fee Increase (Requested)			
Adjusted Fee	+	\$	129.39
CPI Based Fee increase (Requested)	+	\$	2.59 2.00%
UTI Based Fee increase (Requested)	+	\$	9.37 7.24%
Indexed Full Time Fee per Term (Requested)		\$	141.35
% INCREASE REQUESTED			9.24%

# 2025-26 Hart House Fee Increase

## Student Majority at COSS Approved 2020/21 to 2024/25 Budgets

Proposed increase to student fees: 9.24%

Campus	Student Fees Per Term 2024-25	% Net Change	\$ Net Change	Student Fees Per Term 2025-26
St. George (full-time)	\$ 129.39	9.24%*	\$ 11.96	\$ 141.35
St. George (part-time)	\$ 25.88	9.24%*	\$ 2.39	\$ 28.27
UTSC & UTM (full-time)	\$ 3.97	9.24%*	\$ 0.37	\$ 4.34
UTSC & UTM (part-time)	\$ 0.81	9.24%*	\$ 0.07	\$ 0.88

\* Any difference due to rounding to the nearest percent

# Key Budget Takeaways

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- Hart House continues to prioritize students.
- The 2025/26 operating budget addresses challenges in cost inflation (salaries and capital projects). This was done through reasonable assumptions and increasing revenue targets.
- Hart House is requesting a student fee increase of 9.24%, the maximum under the Protocol. This will help provide more funds towards Infrastructure Renewal.
- Careful management of Reserves to support critical Infrastructure Renewal and various programs.



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# THANK YOU!

## Questions?

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[harthouse.ca](https://harthouse.ca) / [@harthouseuoft](https://www.instagram.com/harthouseuoft)

**HartHouse**  
FOR YOU

# UNIVERSITY AFFAIRS BOARD PRESENTATION

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Feb. 26, 2025

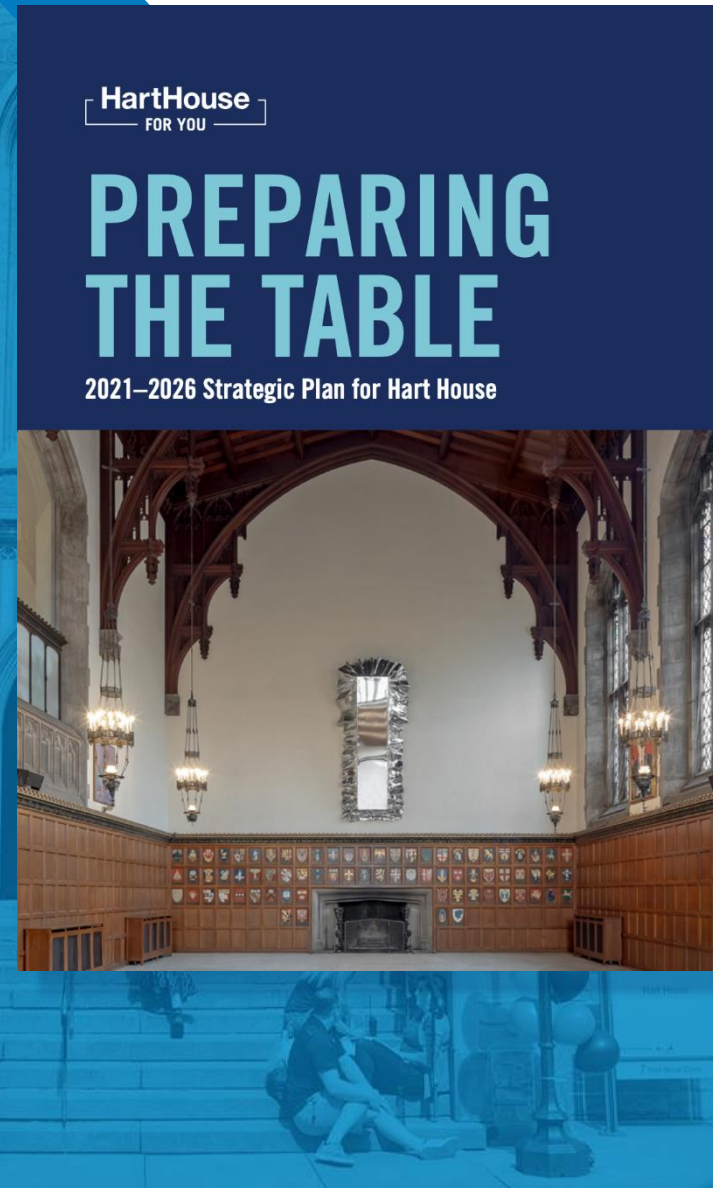
**HartHouse**  
FOR YOU



# Preparing the Table

## Our Five 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





# Hart House For You

## Tri-Campus Activities & Engagement



Tastes of Culture with UTM International Education Centre



Acorn Tri-Campus Art Festival collaboration  
with UTSC's Gallery 1265

**1,499,712** Foot traffic

**293,704** visitors to Hart House  
Fitness Centre

**42** events & outreach activities with UTM & UTSC

**37%** Graduate students\*

**32%** 2SLGBTQ+ students\*

**32%** International students\*

Data: May 2023 to November 2024  
\*23/24 Highly Involved Students Survey (HISS)

# Hart House For You

Focus on Stewardship, Accessibility & Sustainability

## Building Renewal & Revitalization Project

- Phase 1A construction mobilized in December
- Building the shell of mechanical and electrical rooms
- Estimated cost: \$30 million



## Focus on Accessibility



## Focus on Sustainability



**29.6%**

Carbon Footprint reduction  
since 2018-19



# Hart House For You

Focus on Continued Success in  
Revenue-Generating Operational Areas

## Focus on Growth



### Hospitality\*

#### Meeting & Events Services

- **6,418** space bookings
- **18% increase** in bookings from 2022-2023



### Students Focused Services\*

- **4,224** guests served over eleven 5-buck lunches; 83% guests are students
- **4,318** student-related bookings delivered



### Culinary Operations

- Gallery Grill hosted **5,391** reservations, 16,744 guests\*
- The Arbor Room recorded **140,528** transactions

## Fitness, Wellness & Recreation

**1,381**

fee paying memberships\*\*

**2,809**

Personal Training & Reformer  
Pilates Training sold\*\*

**337**

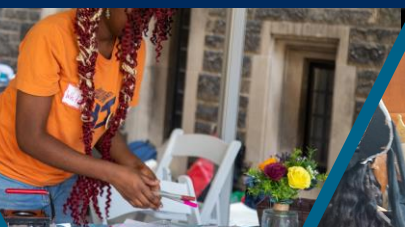
registered programs offered\*\*

\*May 2023 to April 2024 \*\*May 2023 to November 2024



# HartHouse

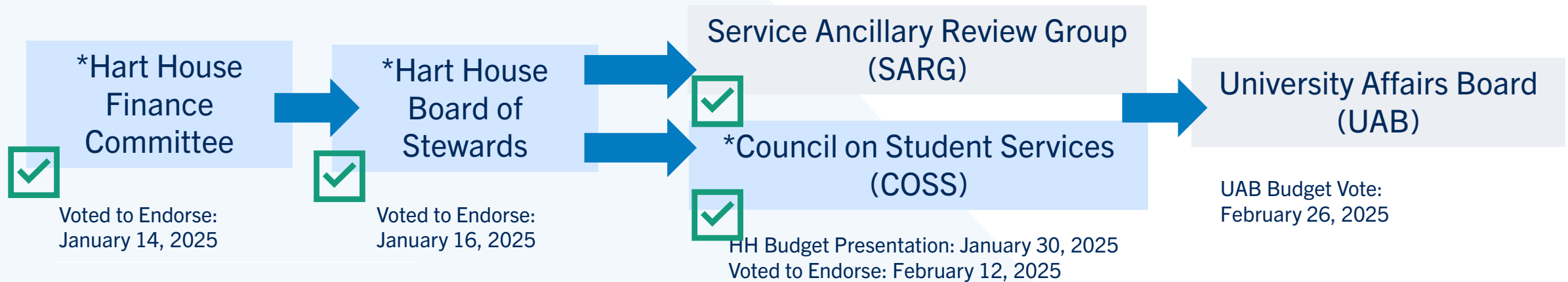
## FOR YOU





# Hart House Budget Approval Process

## Our Governance Path



\*Majority Student Voting Members

# 2024-25 Financial Overview

## Revenue Growth and Operating Surplus



- Strong revenue performance in current fiscal period
- Total Revenues \$329K (+1.2%) ahead of plan, despite \$110K estimated revenue disruption (some cancelled events & restaurant reservations during the 2-month period)
- Operating surplus forecasted at \$3.57 million
- Growth in several areas, Fitness showing more signs of recovery

## Stewardship in Cost Control

- \$841K savings in SW&B resulting from temporary savings due to vacant positions following staff departures and the timing required to recruit and fill those roles accordingly
- General savings (\$243K) related to reduced travel, office expense savings

## Capital Expenditures & Reserves

- Forecasted surplus will be used to finance Infrastructure Renewal project
- Net increase in capital assets forecasted at \$3.6 million

# 2025/26 Budget Overview & Assumptions

Total Revenue budgeted to increase by 7%, cost increases mainly in Payroll areas.  
Operating Surplus budgeted at \$2.9M for 2025-26.

	2024-25 Forecast	2025-26 Budget	Variance \$	Variance %
<b>Revenue</b>				
Student Fees	\$ 17,091,326	\$ 18,522,600	1,431,274	8.4%
Food and General Revenue	6,476,283	6,926,214	449,931	6.9%
Fitness Membership	809,626	865,568	55,942	6.9%
Other (Investment Income, Donations, Gratuities)	1,741,118	1,632,353	(108,765)	-6.2%
<b>Total Revenue</b>	<b>26,118,353</b>	<b>27,946,735</b>	<b>1,828,382</b>	<b>7.0%</b>
<b>Expenses</b>				
Salaries, Wages and Benefits	\$ 15,339,389	\$ 17,500,029	(2,160,640)	-14.1%
Operations (non-salary)	3,350,138	3,896,771	(546,633)	-16.3%
Building (Maintenance, Utilities, Equipment)	3,110,909	2,817,125	293,784	9.4%
Depreciation	760,748	789,444	(28,696)	-3.8%
<b>Total Expenses</b>	<b>22,561,184</b>	<b>25,003,369</b>	<b>(2,442,185)</b>	<b>-10.8%</b>
Operating result before Commitments & Transfers	\$ 3,557,169	\$ 2,943,366	\$ (613,803)	-17.3%
<b>Commitments &amp; Transfers</b>				
Net Spending on Capital Assets	\$ 3,613,703	\$ 15,454,368		
Add to (spend from) Other Reserves	(57,086)			
Add to (spend from) Operating Reserve	262,344	201,122		
Add to (spend from) Maintenance Reserve	(261,791)	(12,712,124)		
	<b>\$ 3,557,169</b>	<b>\$ 2,943,366</b>		

Majority of spend on Infrastructure  
Renewal in NYB

# 2025/26 Operating Revenue

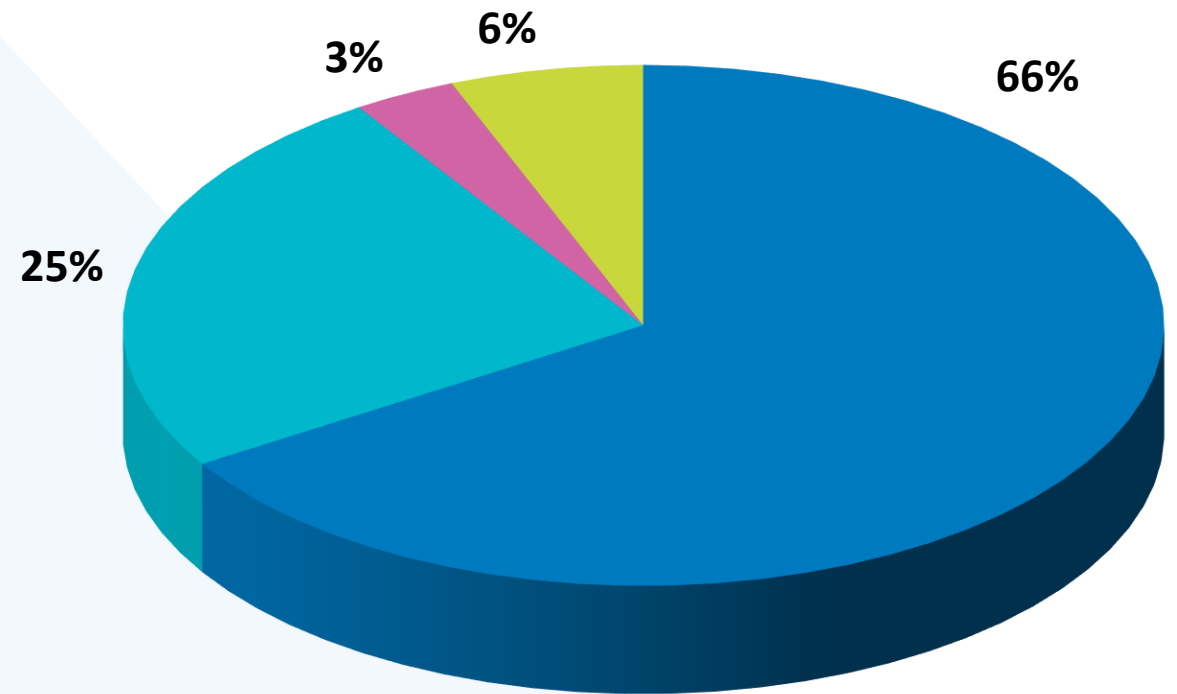
Operating Revenue budgeted at \$27.9 million, a +7.0% increase from current year.

■ Student fees - 66%

■ Food and General Revenue - 25%

■ Membership fees - 3%

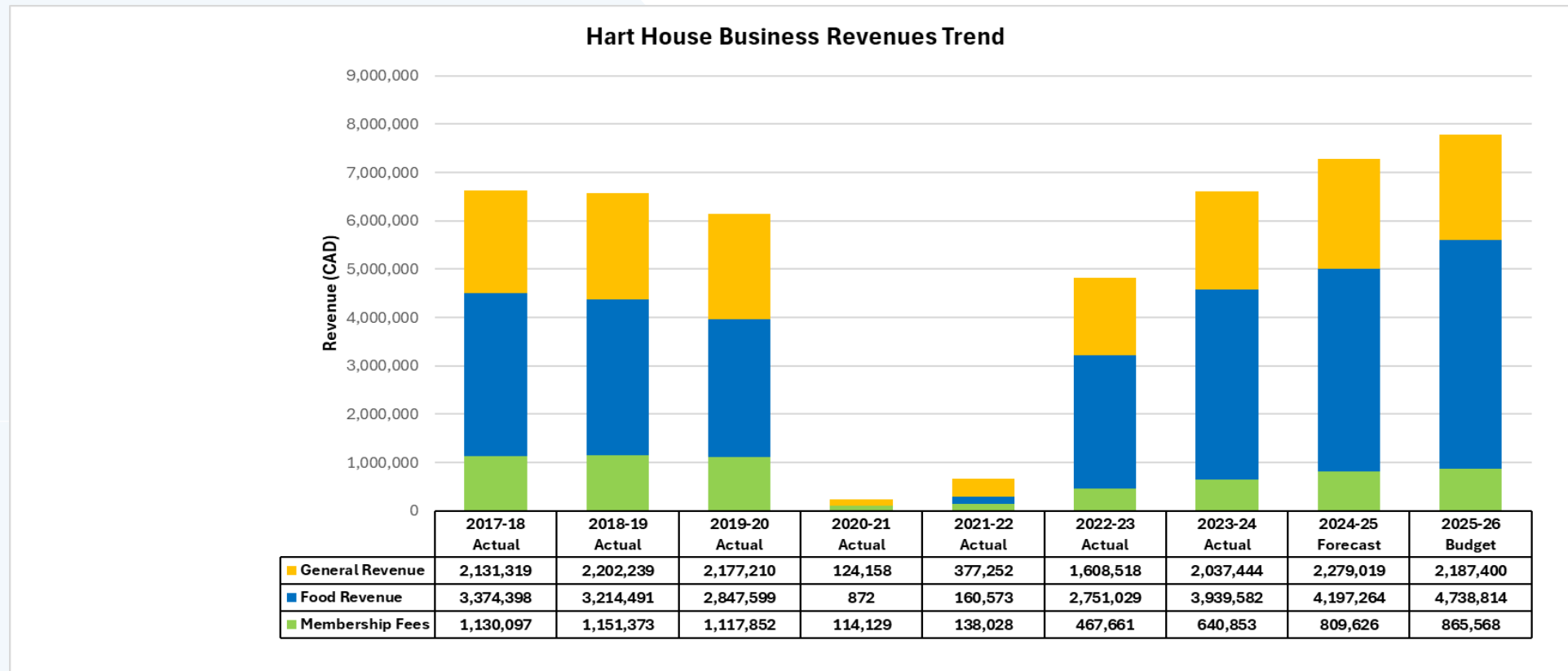
■ Other (Clubs, Investments, Gratuities, Donations) - 6%





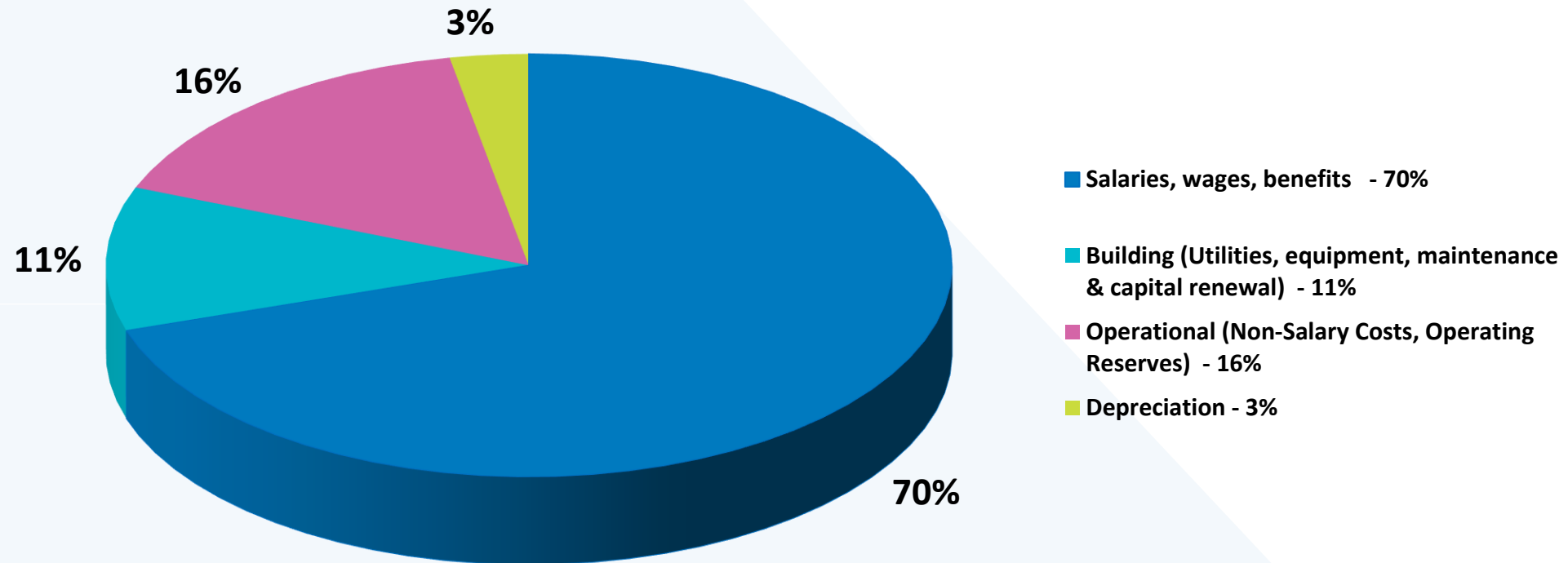
# Business Revenues - Trend

A positively sloped and upward trend in business activity, year over year.



# 2025-26 Expenses & Commitments

Operating Expenses & Commitments is \$25.0 million:



# 2025-26 Planned Capital Expenditures

91% of planned CAPEX spend in 2025-26 directly related to Infrastructure Renewal project

Infrastructure Renewal (Phase 1 Construction)	\$ 14,664,312
Carryover Projects from 2023-24 (HH Theatre lighting)	180,000
<b><u>New Capital Projects</u></b>	
Facilities Projects	987,000
Fitness Centre Equipment Upgrades	61,000
Hospitality Operations Equipment Upgrades	67,000
IT Equipment Upgrades	50,000
Contingency	134,500
<b>Total</b>	<b>\$ 16,143,812</b>

# 2025-26 Hart House Fee Increase

## Student Majority at COSS Approved 2020/21 to 2024/25 Budgets

Proposed increase to student fees: 9.24%

Campus	Student Fees Per Term 2024-25	% Net Change	\$ Net Change	Student Fees Per Term 2025-26
St. George (full-time)	\$ 129.39	9.24%*	\$ 11.96	\$ 141.35
St. George (part-time)	\$ 25.88	9.24%*	\$ 2.39	\$ 28.27
UTSC & UTM (full-time)	\$ 3.97	9.24%*	\$ 0.37	\$ 4.34
UTSC & UTM (part-time)	\$ 0.80	9.24%*	\$ 0.07	\$ 0.87

\* Any difference due to rounding to the nearest percent



# Key Budget Takeaways

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- Hart House continues to prioritize students.
- The 2025/26 operating budget addresses challenges in cost inflation (salaries and capital projects). This was done through reasonable assumptions and increasing revenue targets.
- Hart House is requesting a student fee increase of 9.24%, the maximum under the Protocol. This will help provide more funds towards Infrastructure Renewal.
- Careful management of Reserves to support critical Infrastructure Renewal and various programs.

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# THANK YOU!

## Questions?

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[harthouse.ca](https://harthouse.ca) / [@harthouseuoft](https://www.instagram.com/harthouseuoft)

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