

UNIVERSITY AFFAIRS BOARD PRESENTATION

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

HartHouse
FOR YOU

PREPARING THE TABLE

2021–2026 Strategic Plan for Hart House



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

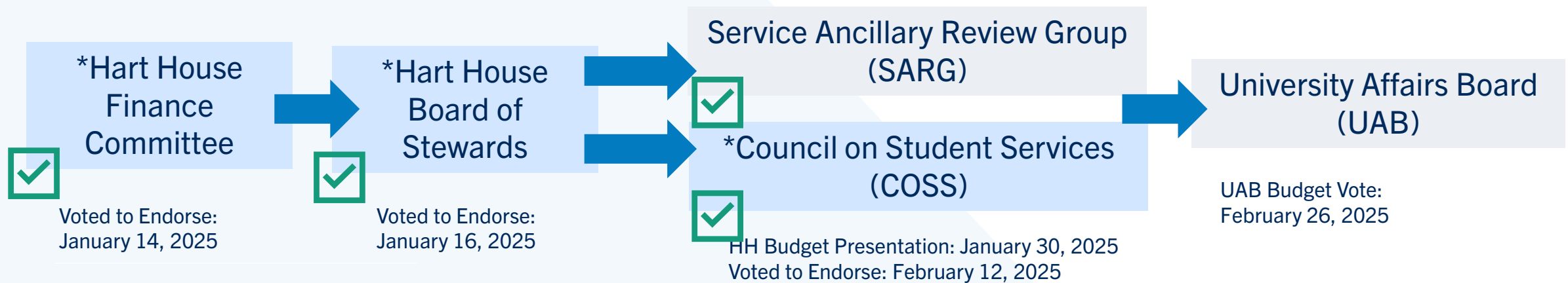
FOR YOU

the Seneca and, most recently, the M
oday, this meeting place is still the h
from across Turtle Island and we are gr
the opportunity to work on this land.

University of Toronto: Har

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.

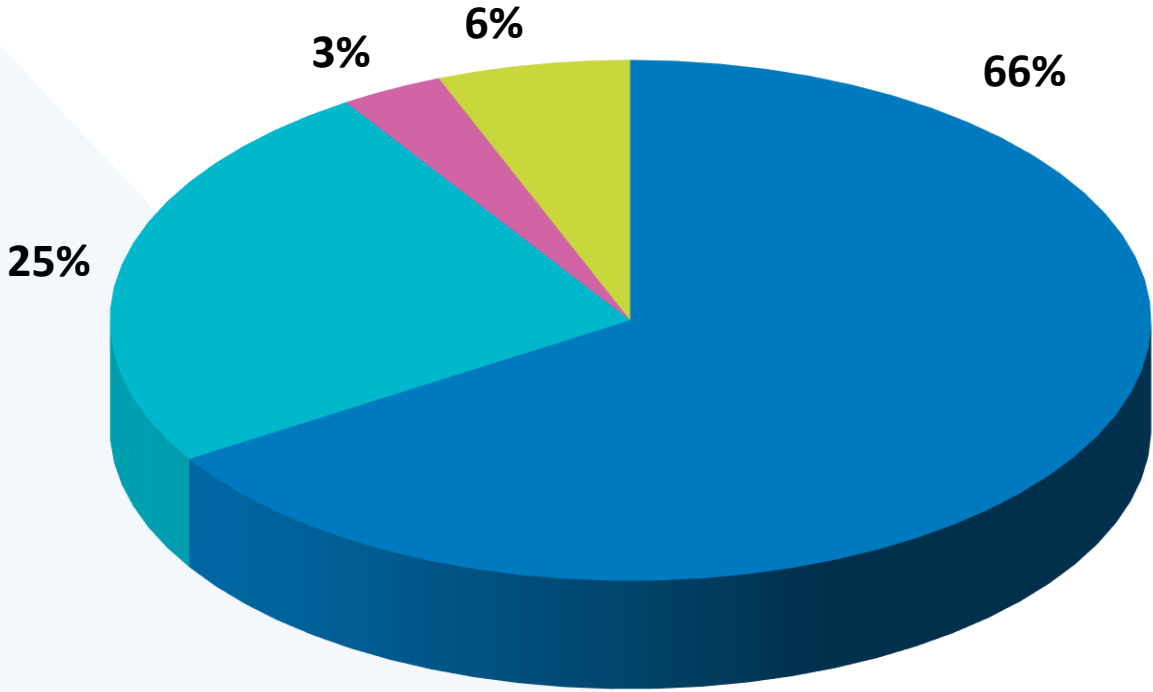
	2024-25 Forecast	2025-26 Budget	Variance \$	Variance %
Revenue				
Student Fees	\$ 17,091,326	\$ 18,522,600	1,431,274	8.4%
Food and General Revenue	6,476,283	6,926,214	449,931	6.9%
Fitness Membership	809,626	865,568	55,942	6.9%
Other (Investment Income, Donations, Gratuities)	1,741,118	1,632,353	(108,765)	-6.2%
Total Revenue	26,118,353	27,946,735	1,828,382	7.0%
Expenses				
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%
Total Expenses	22,561,184	25,003,369	(2,442,185)	-10.8%
Operating result before Commitments & Transfers	\$ 3,557,169	\$ 2,943,366	\$ (613,803)	-17.3%
Commitments & Transfers				
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)		
	\$ 3,557,169	\$ 2,943,366		

Majority of spend on Infrastructure Renewal in NYB

2025/26 Operating Revenue

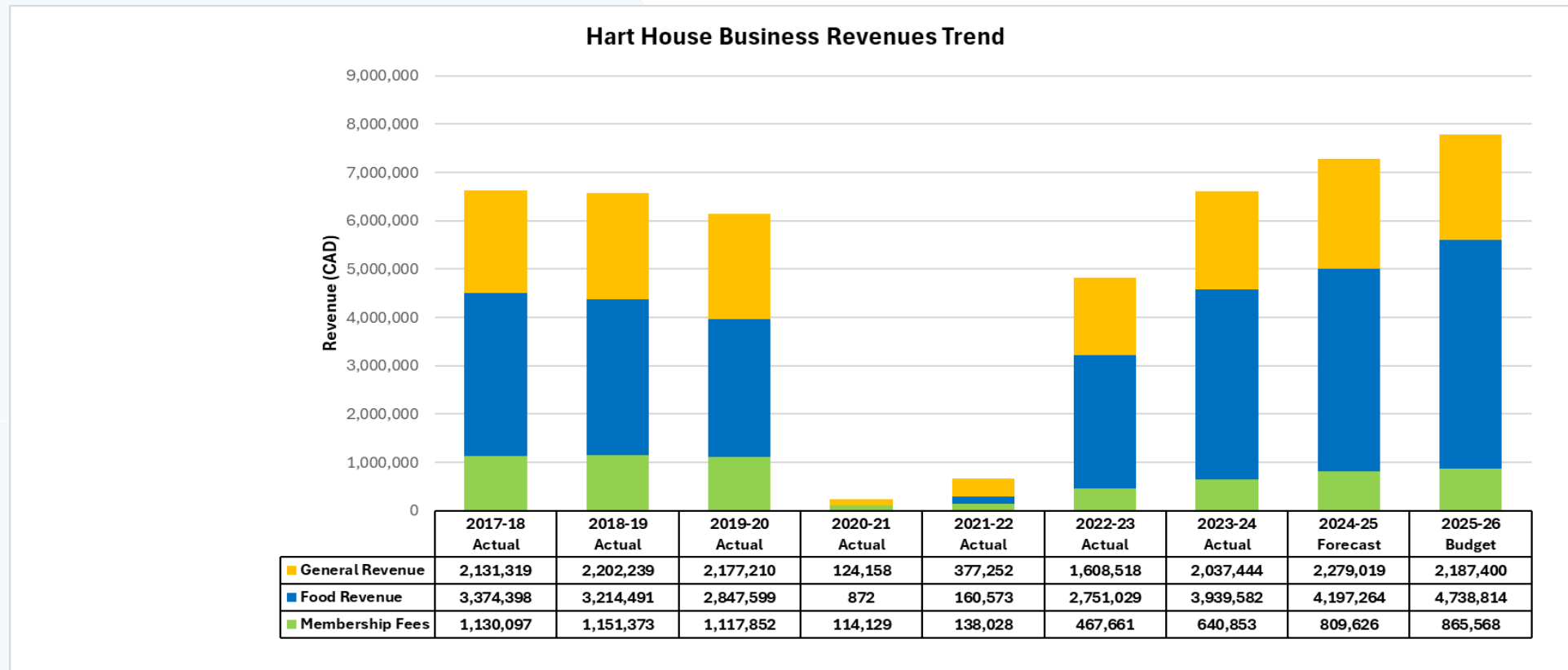
Operating Revenue budgeted at \$27.9 million, a +7.0% increase from current year.

- Student fees - 66%
- Food and General Revenue - 25%
- Membership fees - 3%
- Other (Clubs, Investments, Gratuities, Donations) - 6%



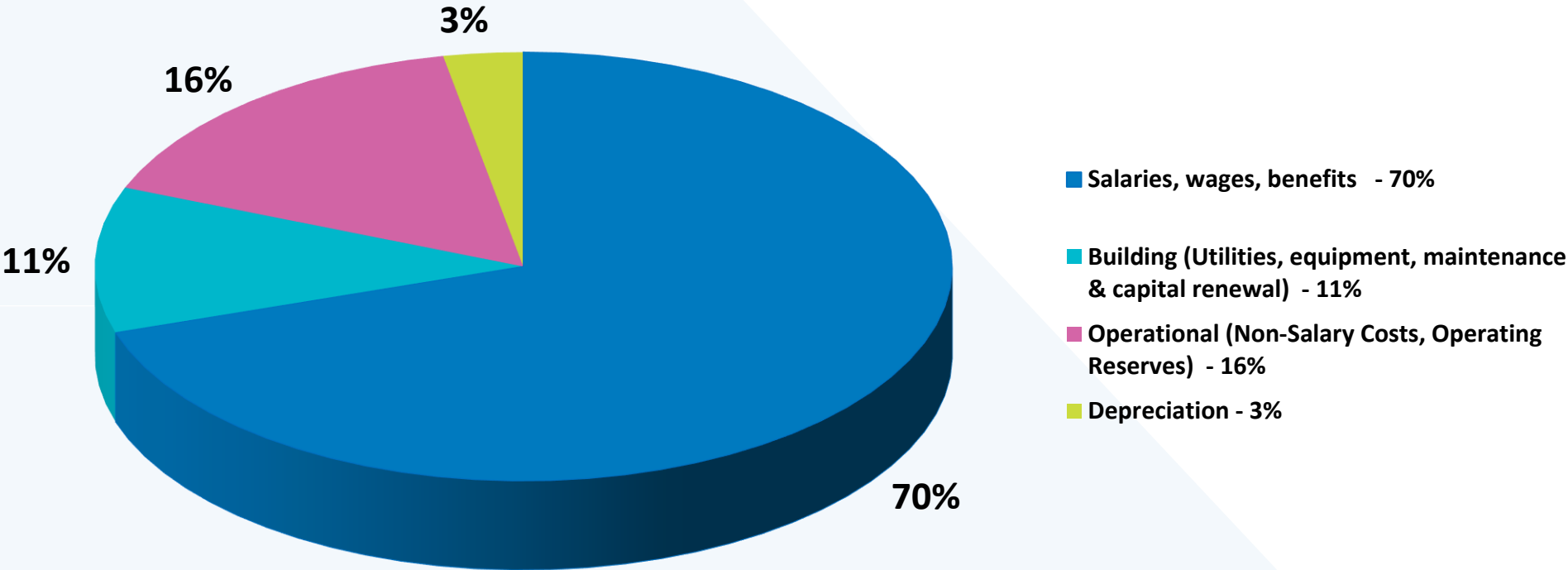
Business Revenues - Trend

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
<u>New Capital Projects</u>	
Facilities Projects	987,000
Fitness Centre Equipment Upgrades	61,000
Hospitality Operations Equipment Upgrades	67,000
IT Equipment Upgrades	50,000
Contingency	134,500
Total	\$ 16,143,812

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

Key Budget Takeaways

- 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.

THANK YOU!

Questions?



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

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