



FOR APPROVAL

PUBLIC

OPEN SESSION

TO: University Affairs Board

SPONSOR: Professor Sandy Welsh, Vice-Provost, Students
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PRESENTER: David Kim, Warden
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DATE: February 23, 2026, for March 5, 2026

AGENDA ITEM: 8(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] (March 5, 2026)

PREVIOUS ACTION TAKEN:

The 2025-26 Hart House operating plans and fees were approved by the University Affairs Board on February 26, 2025.

HIGHLIGHTS:

The current fees for Hart House include:

St. George campus: \$141.35 per session (\$28.27 for part-time students)
UTM & UTSC: \$4.34 per session (\$0.87 for part-time students)

The 2026-27 operating plans and fees for Hart House were unanimously approved by the Hart House Finance Committee and then approved by 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 8(a) on this agenda.

The experiences of Hart House this past year, and operating plans and fees for 2026-27, 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 2026-27 operating plans for service ancillaries.

RECOMMENDATION:

Be It Resolved:

THAT the 2026-27 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 \$141.35 to \$148.39 (\$28.27 to \$29.68 for a part-time student), which represents a year-over-year increase of \$7.04 or 4.98% (\$1.41 or 4.99% for a part-time student); and

THAT the sessional fee for a full-time student at UTM or UTSC be increased from \$4.34 to \$4.56 (\$0.87 to \$0.91 for a part-time student), which represents a year-over-year increase of \$0.22 or 5.06% (\$0.04 or 4.6% for a part-time student).

DOCUMENTATION PROVIDED:

Hart House Presentation to the Council on Student Services



HartHouse

FOR YOU

University Affairs Board
Presentation

March 5, 2026

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



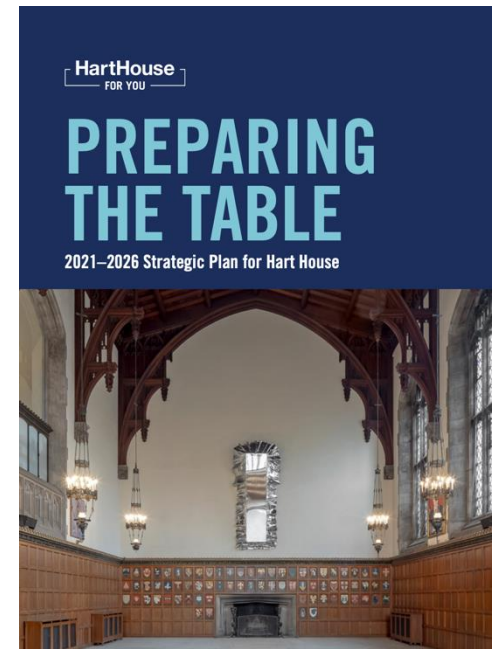
Deepen Student Engagement with **Local and Global** Communities and Issues

5

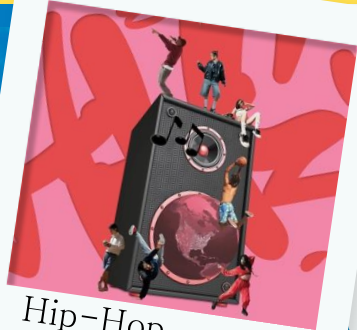


Steward Resources and Relationships Carefully and Creatively to Meet the Challenges of Today and the Opportunities of Tomorrow

2021-2026
Strategic Plan



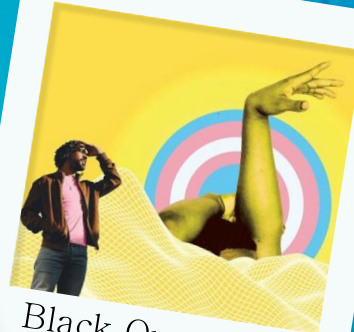
1. Inclusivity & Belonging



Hip-Hop Education



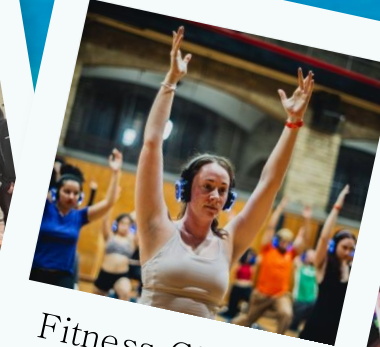
(Un)Mapping



Black Queer & Trans Drop-In



Hart House at UTSC



Fitness Classes



Pride Celebration at Hart House

2. Explore Arts, Dialogue & Wellness



Black Futures



Rest Space



Student Retreat at Hart House Farm



Hart House at UTM



Hart House U of T Festivals



Maamawi: Tattoo Gathering



Talking Walls

Connection. Community. Legacy.

Hart House by the Numbers

902,117 

Visitors to Hart House

Events

20,932 

Participants in 390 events

Access Activities

1,512 

Youth in 97 activities

Classes & Workshops

2,319 

Registrants in 168 classes

Outreach Activities

6,336 

Participants in 103 activities

455 

Students receiving CCR
validation

48% 

Employment contracts
held by students

223 

Total Unique Programming
Partnerships

3. Experiential Learning



Tastes of Culture
UTM



519 Sports Day



Good Ideas Fund



Art Cohort on local gallery tour



Tri-Campus Food Symposium 2025

4. Engage Locally & Globally



Hip-Hop Diaspora 2.0



Board of Stewards



Real Talk with Dave



Hart House Committees' Activities



Global Citizen Program Workshops with CIE



Navigating Global Finance workshop

Connection. Community. Legacy.

Hart House by the Numbers

91%



of traditionally underrepresented students agree **Hart House is an inclusive space.**

26%*



79%



I have learned how to use my strengths to **make positive change** in my community.

10%*

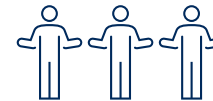


31.3%



2SLGBTQ+ Identified

92%



I am **confident working with people** from different backgrounds than my own.

94%

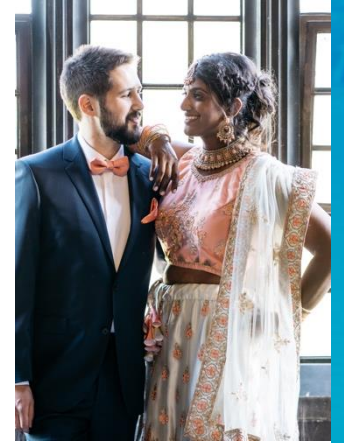


of traditionally underrepresented students agree **Hart House is a supportive and caring environment.**

Data: 2024-2025 Highly Involved Students Survey (HISS)

*% difference from 2019-2020 HISS

5. Steward Resources & Relationships



Connection. Community. Legacy.

Connection. Community. Legacy.

Growth



\$736,530 

Grants Received since
2019

46% 

Progress towards
Defy Gravity Goal*

94% 

Overall client satisfaction*

\$6,600,000 

Hospitality revenue*

\$1,322,000 

Fitness memberships
& services*


\$3,251,332 

Capital Revenue
Contributions *

Sustainability

24.9% 

Carbon footprint reduction since 2019

50%+ 

Vegetarian & plant-based options

LEAF 

Certification in progress

Invasives Removal 

at Farm (year 2)



11 rooms recertified



HartHouse

FOR YOU

Hart House 2026-27 Budget

Governance Structure

Financial objectives include:

1. Being self-sufficient through student fees, business revenues and fundraising
Special Note: Hart House does not receive operating funding from U of T Central
2. Providing for Capital Renewal and Deferred Maintenance
3. Maintaining Operating Reserve = 11% of Budgeted Revenue

Governance Path



*Majority Student Voting Members

2025-26

Financial Overview

Revenue Stability & Cautious Optimism

- Stable revenue performance in current fiscal period (98% achievement forecasted)
- Total revenues to fall \$585K below target but +3.1% versus previous year
- Operating surplus for current fiscal is forecasted at \$2.73 million
- Catering and Events unfavourable to target due to reduced client spend and smaller gatherings

Stewardship in Cost Control

- \$371K savings in various expense categories
- Several cost saving initiatives underway to reduce Operating Expenses
- Improved reporting enables business units to get more cost details to run operations and address any issues

Operating Surplus

- Surplus forecasted at \$2.73 million versus a budgeted amount of \$2.94 million.
- Surplus directed to necessary capital expenditures.

2026-27

Operating Plan Assumptions

Revenue Growth in Hart House Business Areas

- General inflationary pressures on most items (2%-4%), double digit increase in energy cost (+14%)
- Revenue growth from forecast in all major categories (save for Investment Income, not directly controlled)
- Total HH Revenue \$1.6M more than current forecast and \$2.4M better than Fiscal 2024-25 achievement
- Catering and Events continue to be impacted by reduced client spend and smaller gatherings

Stewardship in Cost Control

- No net new positions introduced during next budget cycle
- Some expense savings, but some increased spend for priority areas (\$75K in incremental spend in Indigenous Initiatives; Clubs and Committees programming increased by \$25K from current levels)
- Payroll conservative due to Collective Agreement renewals and uncertainty (Summer 2026)

Operating Surplus

- Surplus budgeted at \$2.86M is a \$+135K improvement to this year
- Surplus directed to necessary capital expenditures and reserves to support operational, capital and program priorities.

2026-27

Budget Overview & Assumptions

Total Revenue budgeted to increase by 5.8%, Operating Surplus budgeted at \$2.9M for 2026-27 and \$135K improvement from forecast



	2025-26 Forecast	2026-27 Budget	Var \$	Var %
Revenue				
Student Fees	\$ 18,472,508	\$ 19,804,700	1,332,192	7.2%
Food Revenue	4,376,433	4,573,000	196,567	4.5%
General Revenue	2,235,402	2,250,394	14,992	0.7%
Fitness Membership	814,583	917,626	103,043	12.6%
Other (Investment Income, Donations, Gratuities)	1,461,989	1,403,700	(58,289)	-4.0%
Total Revenue	27,360,915	28,949,420	1,588,505	5.8%
Expenses				
Salaries, Wages and Benefits	\$ 17,492,840	\$ 18,151,222	(658,382)	-3.8%
Operations (non salary)	3,277,890	3,812,671	(534,781)	-16.3%
Building Cost (Maintenance, Utilities, Equipment)	3,039,805	3,210,677	(170,872)	-5.6%
Depreciation	821,721	910,462	(88,741)	-10.8%
Total Expenses	24,632,256	26,085,032	(1,452,776)	-5.9%
Operating results before Commitments & Transfers	\$ 2,728,659	\$ 2,864,388	\$ 135,729	5.0%
Commitments & Transfers				
Net Spending on Capital Assets	4,745,181	5,493,533		
Add to (spend from) Other Reserves	-	-		
Add to (spend from) Operating Reserves	88,312	110,295		
Add to (spend from) Maintenance Reserve	(2,104,833)	(2,739,440)		
	\$ 2,728,659	\$ 2,864,388		

2026-27

Planned Capital Expenditures

80% of planned CAPEX spend in 2026-27 is directly related to Building Renewal project.



Building Renewal Project (Phase 1 Construction)	\$	5,000,000
Carry Over Projects from current fiscal (Theatre Lighting)		135,000

New Capital Projects

Facilities Projects		940,000
Hospitality Operations Equipment Upgrades		98,000
Fitness Centre Equipment		43,900
IT Upgrades		25,000
Contingency		60,845
Total	\$	6,302,745

\$ 1,167,745

Major Facility projects include: Freight Elevator #2 (\$300K), Building interior enhancements (\$200K), Arbor Room upgrades (\$100K), Kitchen renovations (\$100K) and Energy reductions projects (\$100K)

2026-27

Proposed Student Ancillary Fee Increase

Proposed increase to student ancillary fees: **4.98%**

Campus	Student Fees Per Term 2025-26	% Net Change	\$ Net Change	Student Fees Per Term 2026-27
St. George (full-time)	\$ 141.35	4.98%	\$ 7.04	\$ 148.39
St. George (part-time)	\$ 28.27	4.98%	\$ 1.41	\$ 29.68
UTSC & UTM (full-time)	\$ 4.34	4.98%	\$ 0.22	\$ 4.56
UTSC & UTM (part-time)	\$ 0.87	4.98%	\$ 0.04	\$ 0.91

* Any difference due to rounding to the nearest percent

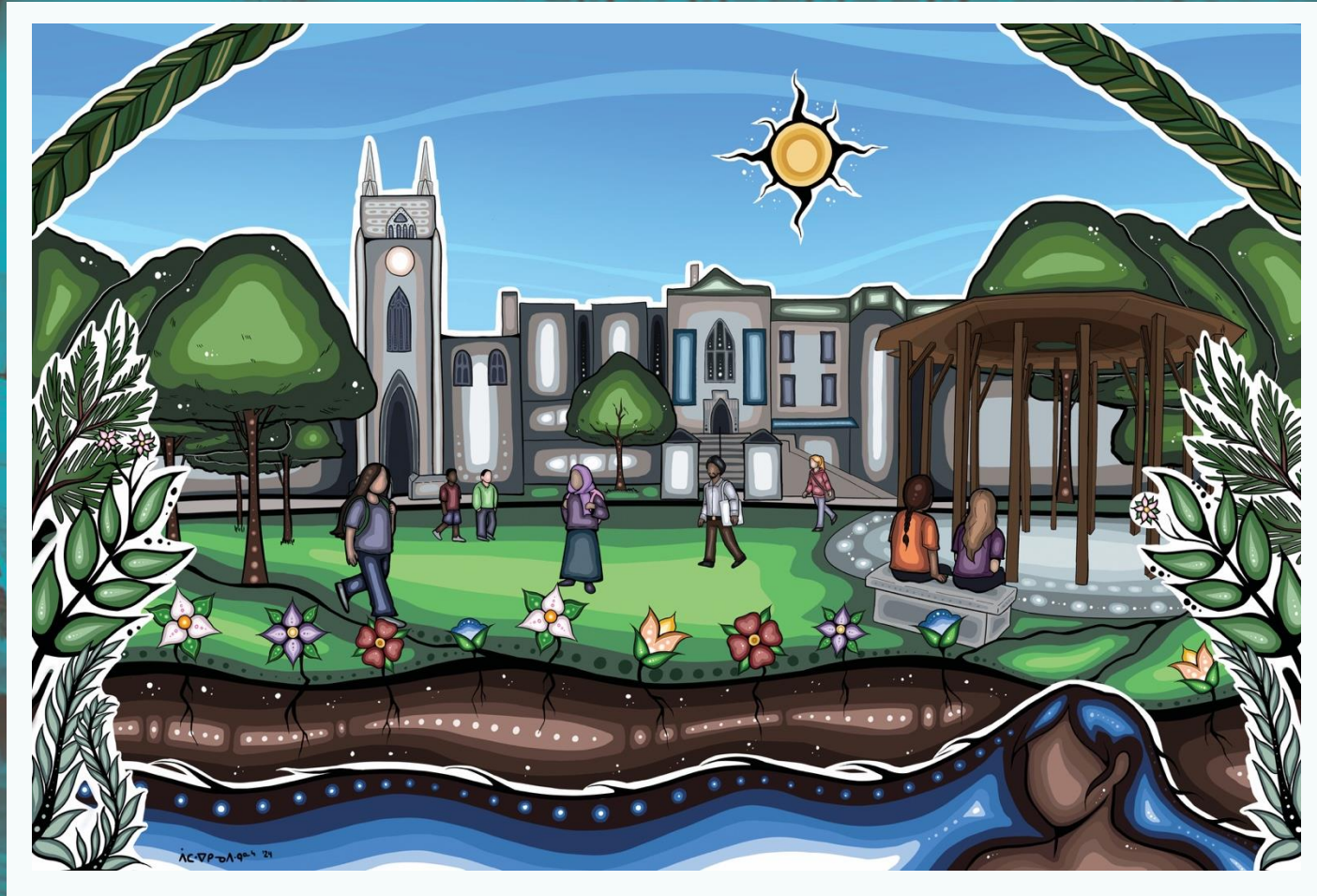
Key Budget Takeaways

1 Hart House continues to prioritize students.

2 The 2026/27 operating budget addresses challenges in cost inflation (utilities, salaries and capital projects). This was done through reasonable assumptions and increasing revenue targets.

3 Hart House is requesting a student ancillary fee increase of 4.98%, which is 2% below the allowable maximum under the Protocol.

4 Careful management of Reserves will support operational, capital and program priorities.



Thank you for **your support.**

HartHouse
FOR YOU