



HartHouse

FOR YOU

Council on Student Services
Presentation

January 21, 2026

Happy 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



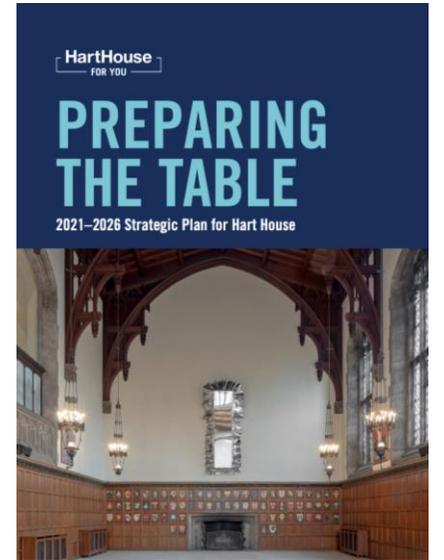
Deepen Student Engagement with **Local and Global** Communities and Issues

5

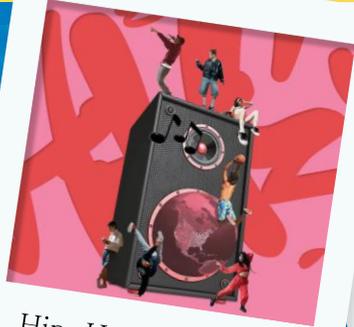


Steward Resources and Relationships Carefully and Creatively to Meet the Challenges of Today and the Opportunities of Tomorrow

2021-2026
Strategic Plan



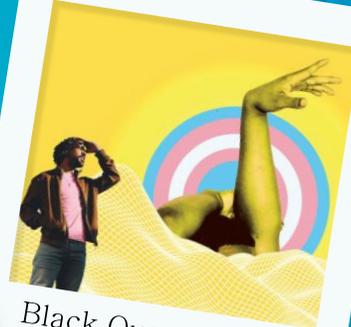
1. Inclusivity & Belonging



Hip-Hop Education



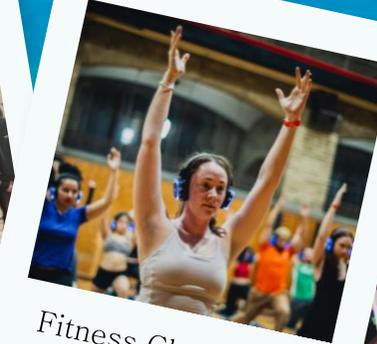
(Un)Mapping



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



Hart House in Frame
ft. student experiences



519 Sports Day



Silhouettes Dance
Company 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
on topical issues



Navigating Global Finance
workshop (Finance
Committee)



Hart House Committees'
Activities



Global Citizen Program
Workshops with CIE

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%*

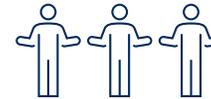


31.3%



2SLGBTQ+ Identified

92%



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

94%

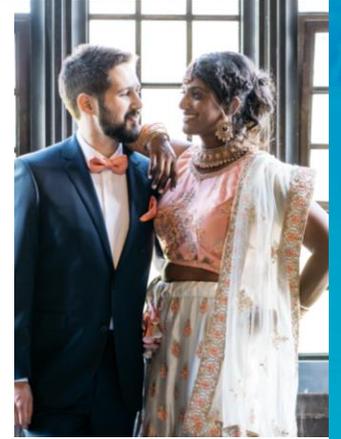


of traditionally underrepresented students agree **Hart House is a supportive and caring environment.**

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

Agenda



Budget Process and Methodology



Review Operating Forecast for 2025–26
(current fiscal period)



Review Operating & Capital Budget for
2026–27 (next fiscal period)



Student Ancillary Fees % increase
proposed for next Academic Year

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.

2025-26 Forecast vs Budget

Operating Surplus
at \$2.7M expected
for Fiscal 2025-26.
Some expense
savings to help
mitigate revenue
impact.



	2025-26 Budget	2025-26 Forecast	Var \$	Var %
Revenue				
Student Fees	\$ 18,522,400	\$ 18,472,508	(49,892)	-0.3%
Food Revenue	4,738,814	4,376,433	(362,381)	-7.6%
General Revenue	2,187,400	2,235,402	48,002	2.2%
Fitness Membership	865,568	814,583	(50,985)	-5.9%
Other (Investment Income, Donations, Gratuities)	1,632,353	1,461,989	(170,364)	-10.4%
Total Revenue	27,946,535	27,360,915	(585,620)	-2.1%
Expenses				
Salaries, Wages and Benefits	\$ 17,500,029	\$ 17,492,840	7,189	0.0%
Operations (non salary)	3,636,431	3,277,890	358,541	9.9%
Building Cost (Maintenance, Utilities, Equipment)	3,077,465	3,039,805	37,660	1.2%
Depreciation	789,444	821,721	(32,277)	-4.1%
Total Expenses	25,003,369	24,632,256	371,113	1.5%
Operating results before Commitments & Transfers	\$ 2,943,166	\$ 2,728,659	(214,507)	-7.3%
Commitments & Transfers				
Net Spending on Capital Assets	15,454,368	4,745,181		
Add to (spend from) Other Reserves	-	-		
Add to (spend from) Operating Reserves	201,122	88,312		
Add to (spend from) Maintenance Reserve	(12,712,324)	(2,104,833)		
	\$ 2,943,166	\$ 2,728,659		

2026-27

Operating & Capital Budget



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



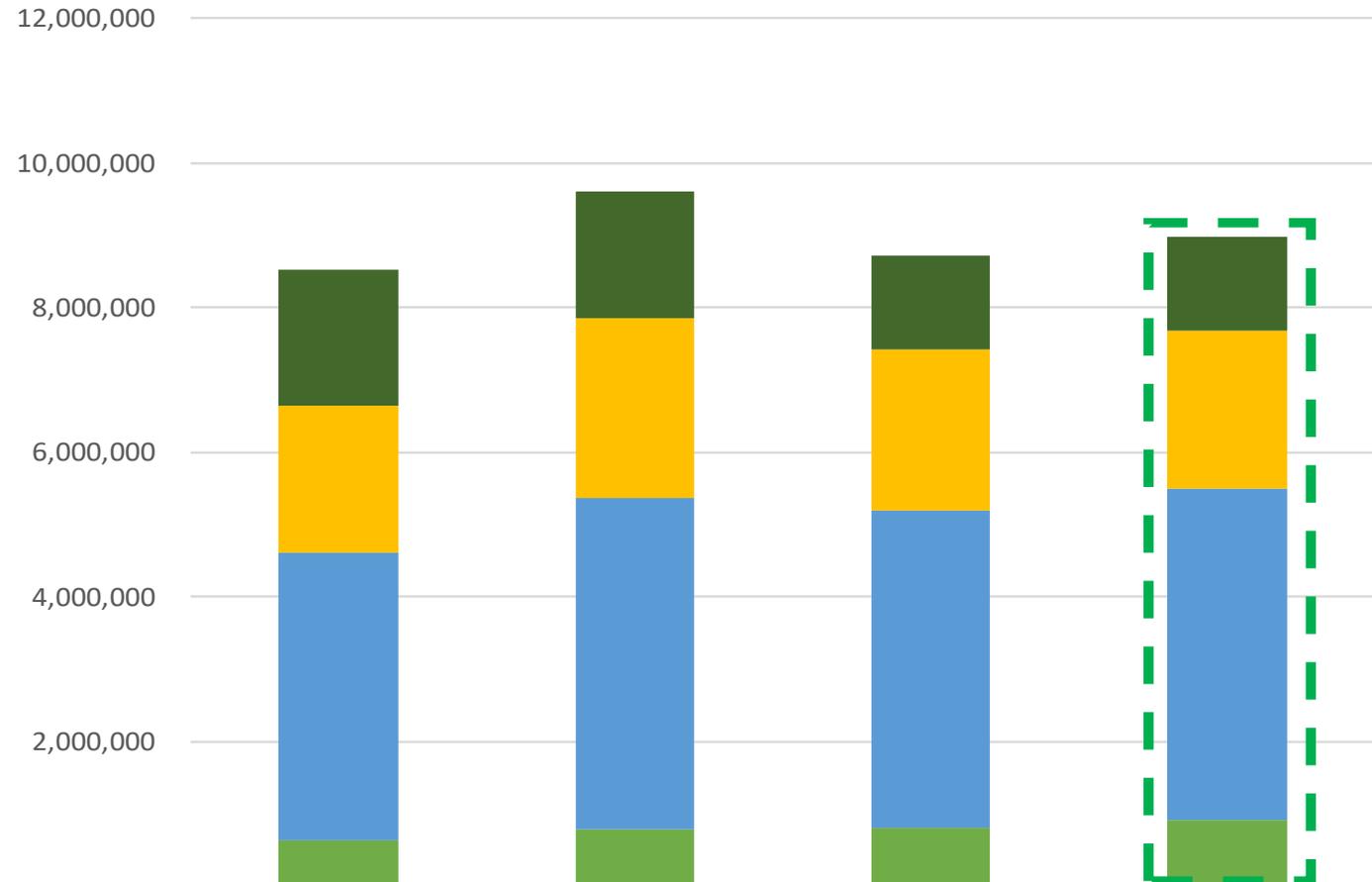
	2025-26 Forecast	2026-27 Budget	Var \$	Var %
Revenue				
Student Fees	\$ 18,472,508	\$ 19,804,700	1,332,192	7.2%
Food Revenue	4,376,433	4,573,000	196,567	4.5%
General Revenue	2,235,402	2,250,394	14,992	0.7%
Fitness Membership	814,583	917,626	103,043	12.6%
Other (Investment Income, Donations, Gratuities)	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		

Business Revenues Trend

Total Revenue showing slight increase from forecast. The decrease vs 2025 is mainly interest rate related.



Hart House Business Revenues Trend (\$)



	2023-24 Actual	2024-25 Actual	2025-26 Forecast	2026-27 Budget
Other revenue	1,871,388	1,755,411	1,306,989	1,294,699
General revenue	2,037,444	2,485,581	2,231,972	2,190,394
Food revenue	3,976,782	4,592,946	4,376,433	4,573,000
Membership fees	640,853	775,067	814,583	917,626

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)

Student Ancillary Fees



Components of Student Ancillary Fees

1. CPI (Consumer Price Index) based increase:

- CPI is a general inflation forecast used in U of T's Long-range Budget Projection Assumptions and Strategies.
- 2.00% to be used for next year

2. UTI (University of Toronto Index) based increase:

- UTI is an indexation of a service fee and accounts for changes in:
 - salary and benefit costs
 - revenue from other sources
 - nonsalary expenditure
 - and changes in enrolment.

Student Ancillary Fee Calculation

Fee per Session (current year)		\$	141.35
CPI - Consumer Price Index			
CPI Index Percent	2.00%	\$	2.83
\$ Amount of CPI based increase		\$	2.83
UTI - University of Toronto Index			
Appointed Salary Expenditure Base (previous year budget)		\$	8,892,790
Unbudgeted 2024-25 ATB Increase	0.00%	\$	-
2025-26 Average merit/step/ATM increase/decrease for appointed staff	4.00%	\$	355,712
Indexed salaries		\$	9,248,501
Average Benefit Cost Rate	25.00%	\$	2,312,125
Indexed appointed salary expenditure base		\$	11,560,627
Casual/PT Salary Expenditure Base (previous year budget)		\$	1,704,497
Average ATB Increase/Decrease for casual/part time staff	3.00%	\$	51,135
Indexed salaries		\$	1,755,632
Average Benefit Cost Rate	10.50%	\$	184,341
Indexed Casual/PT Salary Expenditure Base		\$	1,939,974
Indexed Salary and Benefits Expenditure Costs		\$	13,500,601
Subtract the Amount of Net Revenue from Other Sources (previous year)		-\$	2,772,079
Add the Non-Salary Expenditure Base (previous year)		\$	9,047,924
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)		-\$	307,000
Cost for UTI purposes		\$	19,469,446
Divide the difference by the projected weighted FTE enrolment - 2 sessions			131,204
UTI Indexed Fee - per term		\$	148.39
\$ Amount of UTI Based Increase (over adjusted fee)	4.98%	\$	7.04

1 Adjustment for Temporary increase from 3 years ago:
Not applicable for 2026-27

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
- nonsalary 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

MAX Fee calculated at 6.98% (4.98% + 2.00%)

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

History of Student Ancillary Fee Increases

COSS has approved with Student Majority, each year

	2022-23	2023-24	2024-25	2025-26	2026-27
Eligible Percentage	4.90%	7.30%	10.28%	9.24%	6.98%
Actual/ Proposed	4.90%	6.00%	8.25%	9.24%	4.98%
Approved with Student Majority	Yes	Yes	Yes	Yes	
Per-Term Fee for Full-Time UTSG Student	\$ 112.76	\$ 119.53	\$ 129.39	\$ 141.35	\$ 148.39

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.

HartHouse

Building Renewal

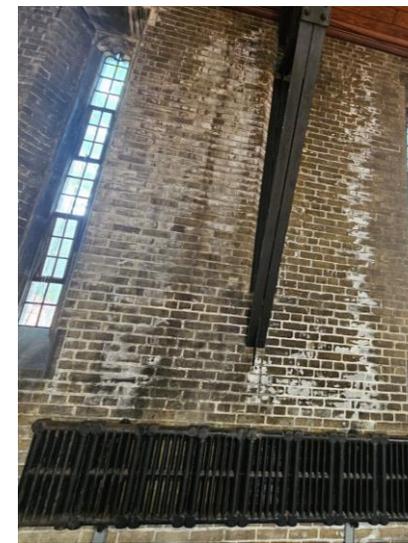
Connection. Community. Legacy:

Building Our Future



Buying Time

Repair & Renovation

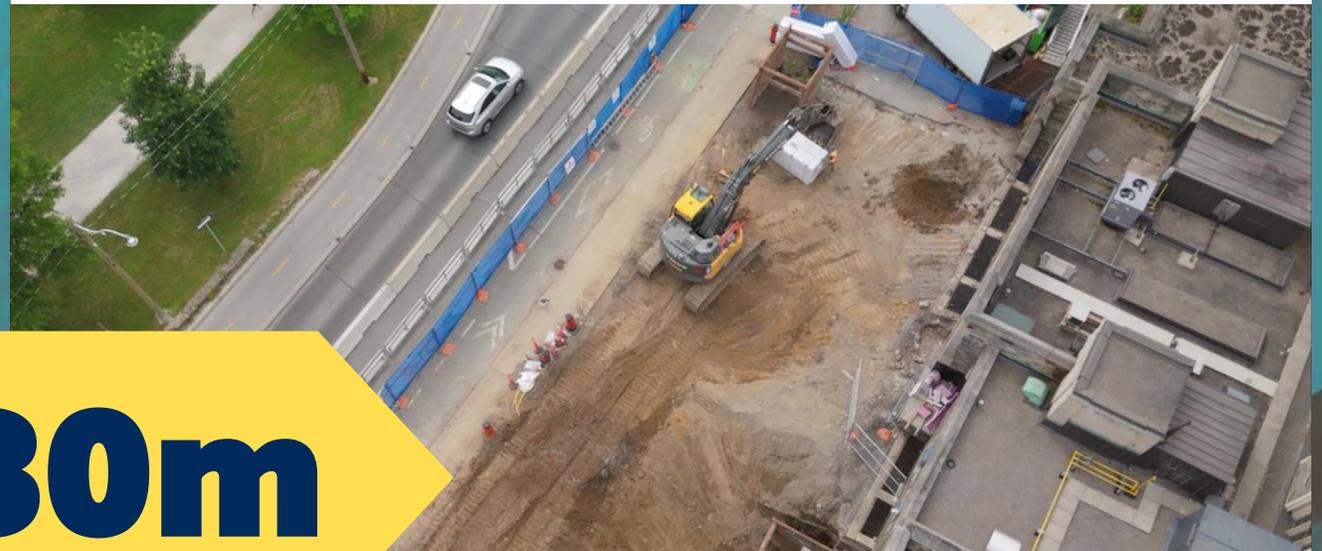
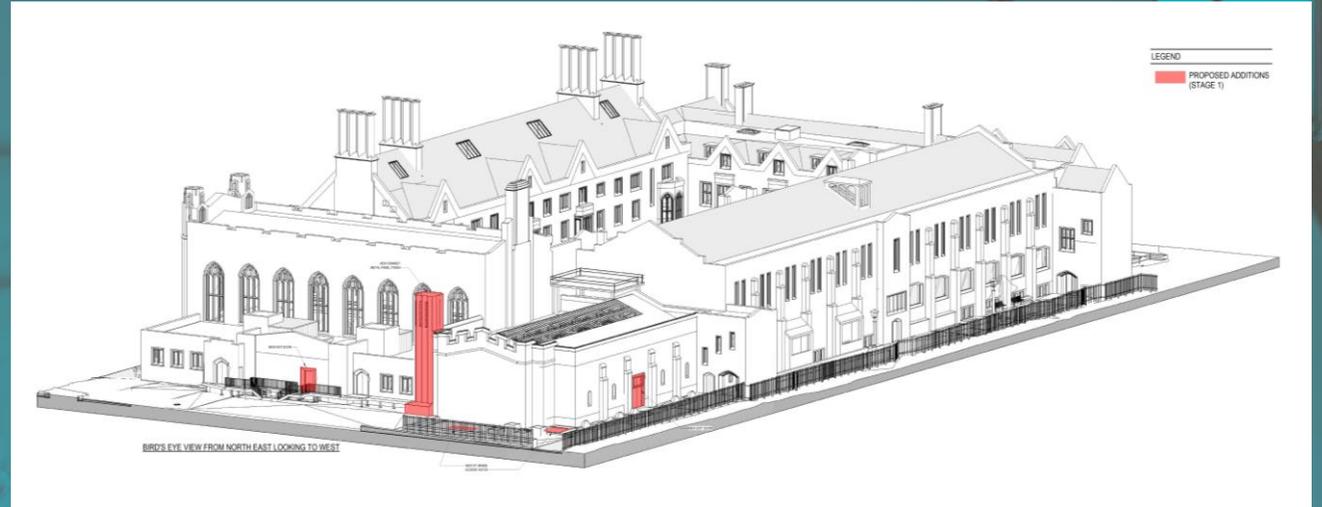


Building Renewal in Progress

Project vision:
Sustainability,
Resilience,
Access

**Fully funded phase 1:
Fall 2024 to Spring 2027**

- New and retrofit existing spaces into mechanical and electrical rooms
- Main high voltage electrical duct bank under north lane



\$30m



A Way Forward

Future phases with U of T full support of master plan

- Upgrade HVAC systems to central heating and cooling
- Upgrade domestic water and drainage systems
- Select roof and pool skylight upgrades
- Upgrade base building electrical systems
- All Gender changerooms in Fitness Centre



A Way Forward: Thinking Big



Broad consultations and engagement to help shape our vision



Your Visions, Our Future



Café: Affordable Nourishment

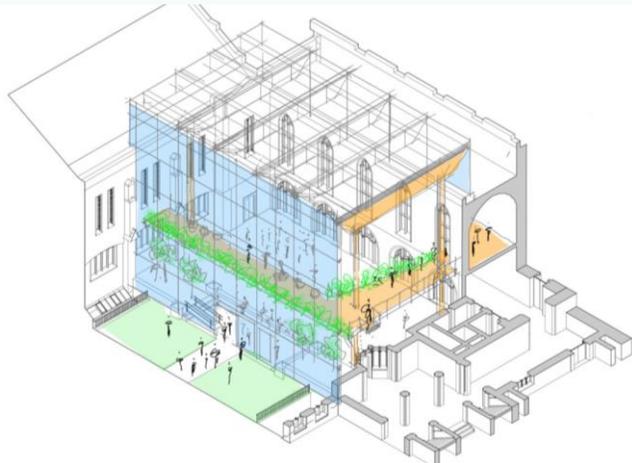


Front Entrance:
Accessible & Welcoming



Map + East Common Rooms:
Global Commons Creation

Your Visions, Our Future



Quad Enclosure:
Year-round, Flexible Expansion



Maker Space:
Ideation & Creativity Flourishes



Reading Room:
Rest, Play, Community

Your Visions, Our Future

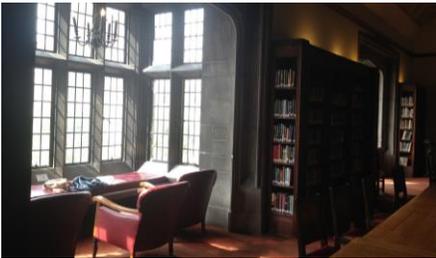


Clubs & Committees Workspace:
Collaborate & Have Fun



Fitness Centre Entrance:
Accessible & Welcoming

Also, Estimated in Five Years



Revitalized
Library



Improved
Functionality in
the Chapel



All Gender
Changerooms in
Fitness Centre



Alcove Space
Enhancements for
Student Use

Beyond Five Years



Maker Space development



Pool upgrades & new skylight



Global Commons creation



Refreshed Reading Room



Front entrance exterior

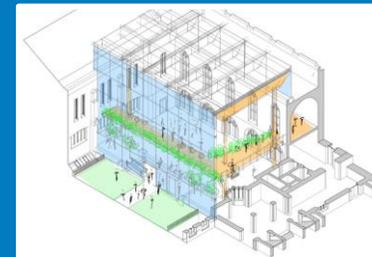


Gallery Grill accessibility upgrades



Fitness Centre Upgrades:

- New room
- New exterior



Partial Quad enclosure

2046



An Investment In Our Future



Completing first phase of work (\$30M), after historic university and donor investment.



Initial estimates forecast additional project costs at a minimum of \$240M, with construction over 20 years.



Realizing this vision requires an all-in approach.



Hart House seeking new levels of investment from all its partners.

Capital Fee Proposal

Time-limited Capital Fee - 20 Years

\$60/term +2% annual growth

- FT UTSG Students

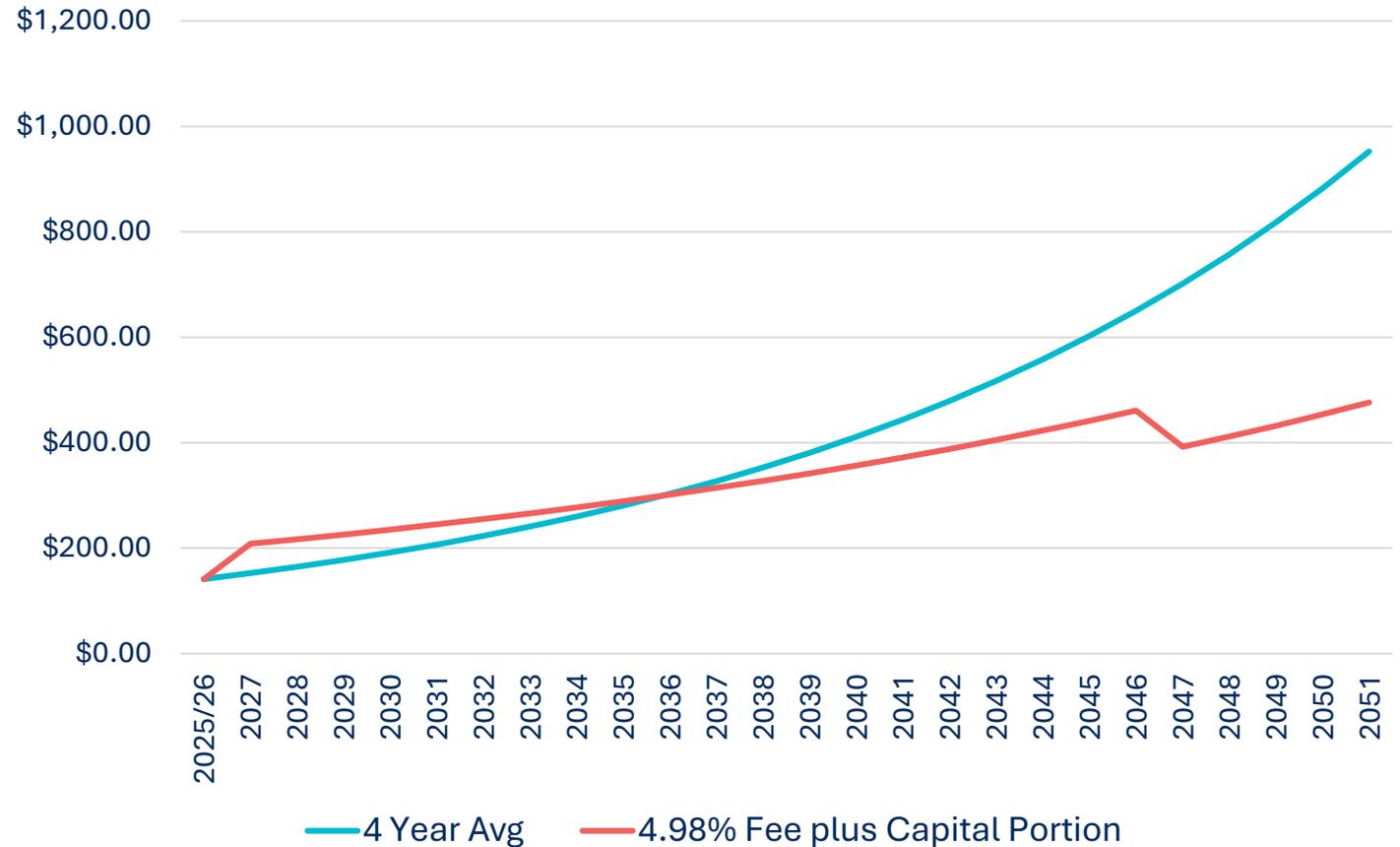
\$12/term +2% annual growth

- PT UTSG Students



Capital Fee vs. Operating Budget

25 Year Time Horizon - Comparison of Per term Fee approaches:
4-year average of 7.93% vs 4.98% and \$60 capital fee



A Lens Toward Affordability

Continue

- ↑ spaces that promote sense of belonging
- ↑ access to free spaces
- ↑ discounted catering & AV for campus-recognized groups



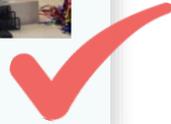
NEW

- ↑ student employment
- ↑ spaces for students, Clubs & Committees activities, partnerships
- ↑ 5-buck lunches, food offerings & food security programs
- ↑ wellness features
- ↑ Good Ideas Fund to finance student group activities



Committed to end capital fee collection as soon as project is paid for.

Commitments To You



**60 new
student
employment
opportunities**



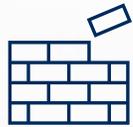
**Close to
10,000 new
square footage
for student
experiences**



**New kitchen
space for
students to use
in Reading Room**



Hart House
operational
reserves



Student
Capital Fee



University
of Toronto



A Way Forward: Source of Funds



Donations



Government
funding and
grants

Capital Fee Proposal

Time-limited Capital Fee - 20 Years



\$60/term +2% annual growth

- FT UTSG Students

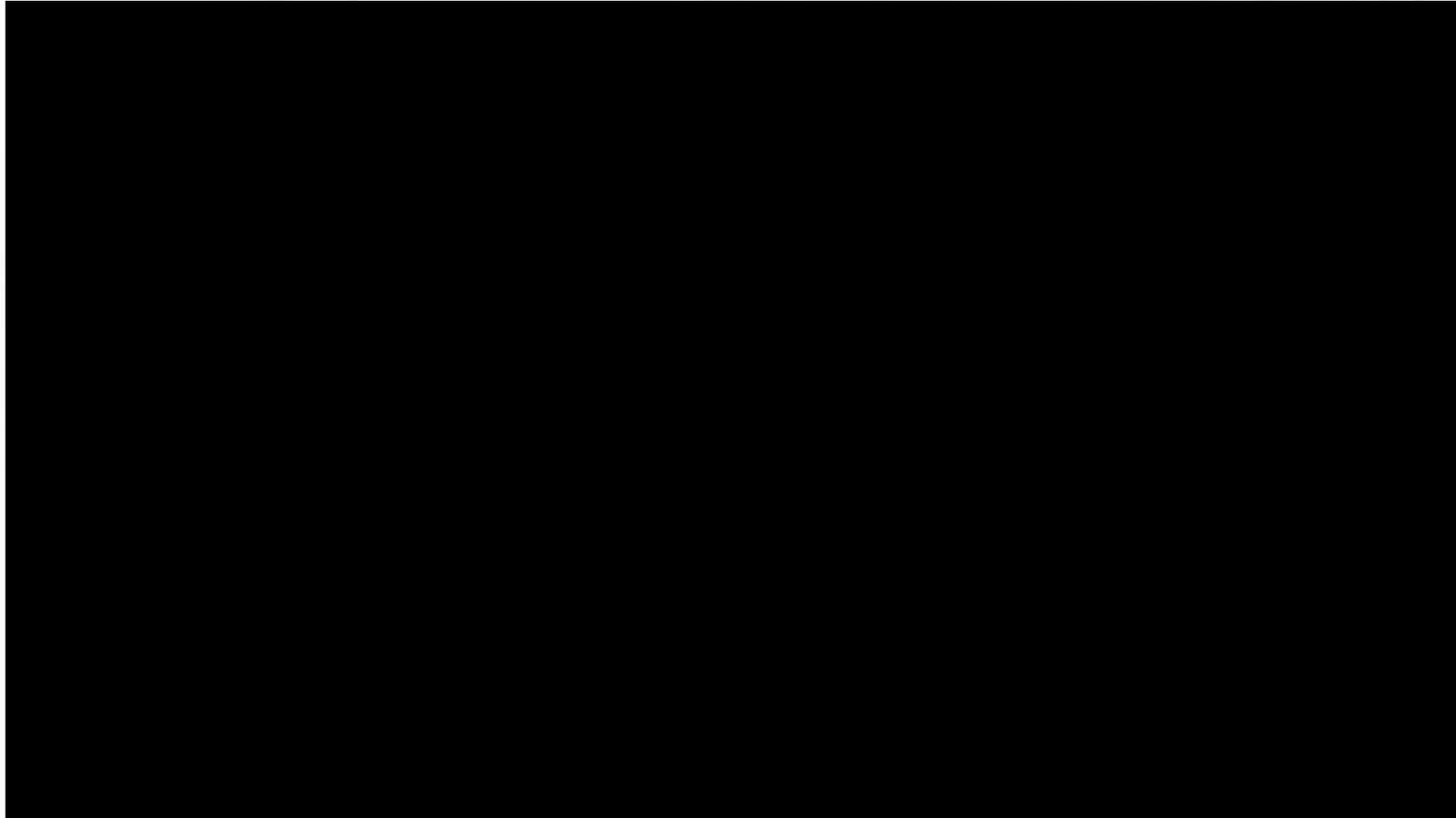
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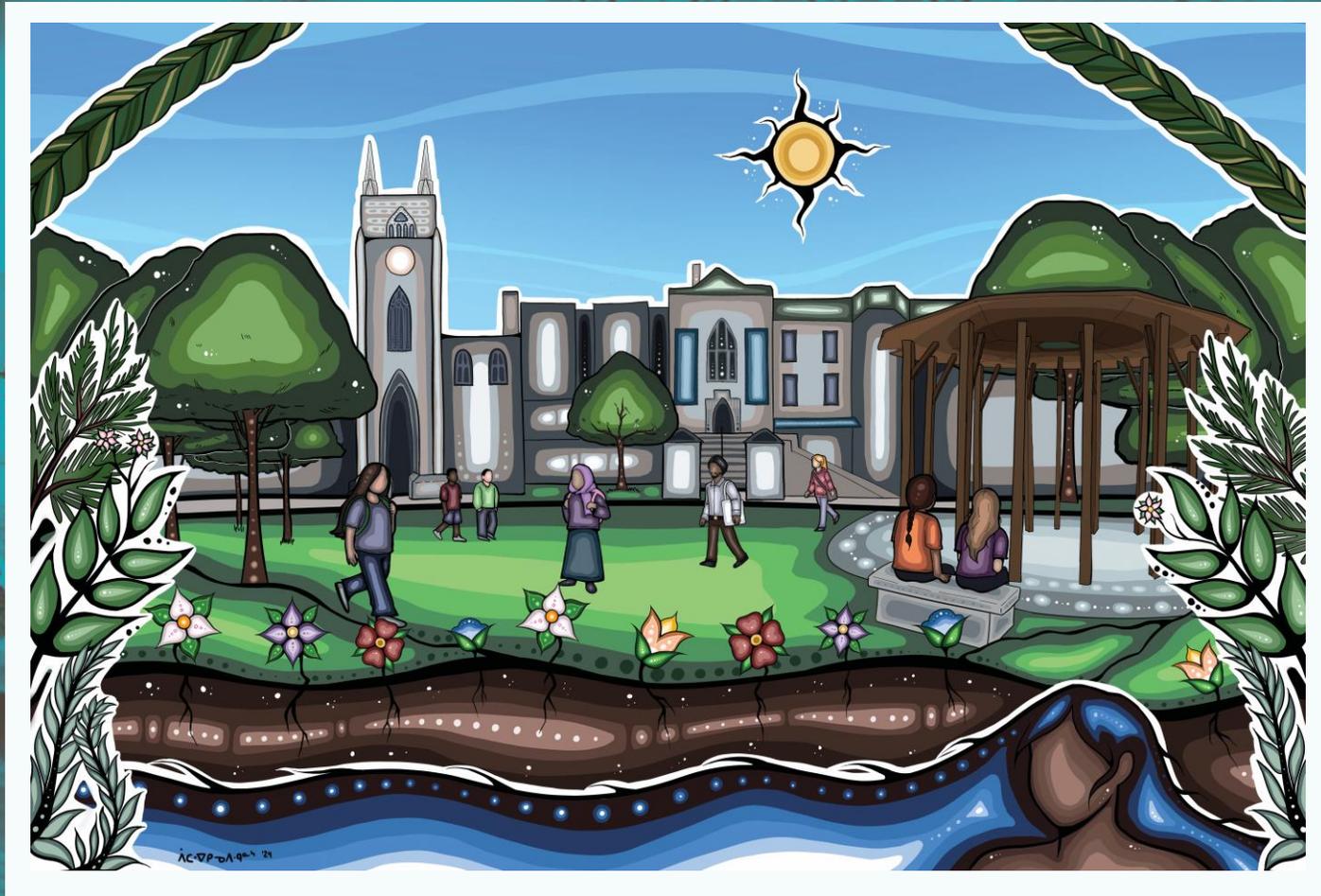
- PT UTSG Students



Committed to end capital fee collection as soon as project is paid for.

Your Visions, Our Future





Thank you for **your support.**

HartHouse
FOR YOU