

Minutes of the 1335th meeting of the Hart House Board of Stewards held on Thursday, January 11, 2024, in-person at the Burwash Room UTSG and virtually via Zoom Video Conferencing.

Present:

Voting Members:

David Kim (Warden)
Beth Ali (Presidential Appointee)
David Newman (Presidential [ex-officio] Designate)
Tee Duke (Governing Council Appointee)
Aidan Thompson (UTSU Representative)
Shanti Dhoré (APUS Representative)
Victoria Lee (Steward, Art Committee)
Tyrus Kalanyos (Steward, Debates and Dialogue Committee)
Jun Ying (Jane) Wen (Steward, Music Committee)
Lucas Olmstead (Steward, Finance Committee)
Jaime Sit (Steward, Recreation, Athletics and Wellness Committee)
Jacky Yu (Steward, Student Literary and Library Committee)

Non-Voting Members:

Trisha Bernabe (Recording Secretary)
Terry Gardiner (Chair)

Guests:

Sherry Kulman (Chief Administrative Officer)
Davina Chan (Senior Director & Chief Marketing Officer)
Michelle Brownrigg (Senior Director & Chief Program Officer)
Jenifer Newcombe (Director, Strategic Initiatives)
Jimmy Cheung (Director, Facilities & Capital Projects)
Stan Xiao (Director, Finance)
Peter Wambera (Associate Director, Advancement)
Shane Kelsey (Coordinator, Indigenous Community Engagement)
Lori MacIntyre (Senior Development Officer, Advancement)
Victoria Kourtis (Executive Assistant, Programs & Communications)
Nicholas Auyang (Treasurer, Finance Committee)
Jiaqi Sun (Chair, Finance Committee)
Gurjinder Gill (Member, Finance Committee)

Regrets:

Nadia Rosemond (Presidential Appointee)
Ruth Alemayehu (UTMSU Representative)
Jady Liang (GSU Representative)
Afsana Miah (SCSU Representative)

1. Welcome, Land Acknowledgement and Introductions (Shanti Dhoré, APUS Representative and Terry Gardiner, Chair)

Terry Gardiner (Chair) opened the meeting by welcoming everyone to the 1335th meeting of the Board of Stewards. Shanti Dhoré delivered the land acknowledgment.

2. Approval of the 1335th Meeting Agenda (Terry Gardiner, Chair)

The Chair asked if there were any amendments to be made to the agenda and none were presented. The following motion to approve the agenda was made by Victoria Lee, seconded by Lucas Olmstead.

THEREFORE, BE IT RESOLVED that the Board of Stewards approve the agenda of the 1335th Meeting.

The motion was carried by voting members of the Board of Stewards.

3. Approval of the Minutes of the 1334th Meeting (Terry Gardiner, Chair)

The Chair asked if there were any amendments to be made to the Minutes from the December 7, 2023, meeting and none were presented. The following motion to approve the Minutes was made by Beth Ali, seconded by Shanti Dhoré.

THEREFORE, BE IT RESOLVED that the Board of Stewards approve the Minutes of the 1334th Meeting.

The motion was carried by voting members of the Board of Stewards.

4. Infrastructure Renewal Presentation (Jimmy Cheung, Director, Facilities and Capital Projects and Peter Wambara, Associate Director Advancement)

Peter and Jimmy presented on Hart House's infrastructure renewal process and plan. There is a high degree of complexity and high stakes that are involved when thinking about infrastructure renewal. In 2008, Hart House began its thinking process for a long-term renewal plan and created the "Hart House Infrastructure Renewal Project" in 2012.

CaPS (Capital Project and Space Allocation Committee) is the university's process that manages all studies and consultation that goes into capital projects (reviewing the scope and pace of the project, ability to pay and the nature of construction). In the CaPS process, construction is the very last step. There is an enormous amount of work and approval (project planning and development) that need to be involved and engaged with before moving with construction. A second (most updated) project planning report was created in 2019 - 27% of that committee was made up of students, and enormous consultation that has driven this process. From this process, it was learnt that 50% of key infrastructure has significantly exceeded life expectancy. By 2023, the number of components deemed 'very likely' to fail has increased to 240% compared to 2018.

Hart House aims to ensure another 100 years of service to the U of T student community and plans to achieve that by upgrading major infrastructure (heating and cooling systems, air handling systems, electrical and plumbing systems, and selective roof repairs), having accessibility, the building's historic site preservation and sustainability in mind.

Within the last two years, Hart House has lost and replaced equipment that consultants have predicted to fail e.g. the chiller in the Theatre, several air conditioning units in the Fitness Centre and the Great Hall, the food refrigerator systems have failed (non-repairable).

Project Timeline:

- Project planning (involved schematic design and design development) - 3 years (2020-2023)
- Communications plan development - January & February 2024
- CaPS Meeting to seek approval - March 2024

- Communications plan roll-out - Late May
- Building Permit Awarded - May-June
- Breaking ground - July 2, 2024
- Construction Completion - December 2026

Excavation will occur over a span of 2 months around the North Alley (also impacting Wycliffe), but the loading dock will not be impacted. The interior areas that will be affected are the sub-basement and basement floors (Theatre, Prep Kitchen, Gyms, and Fitness Studios). Traffic diversion around the construction will be necessary for the dump trucks that will take away the dig (earth).

As a historic site, renderings made will be subjected to receiving approval from the city's Heritage Committee. The additional exterior hardware to the building once construction is completed includes new emergency exit doors, chimneystack, air intake and exhaust vents, at grade access hatches, elevator hoist way shaft extension (on roof), and cooling tower (on roof).

David Kim added that the infrastructure renewal project was not just renewing and repairing certain systems within Hart House but also for improving sustainability, accessibility and increasing revenue generation capacity through the introduction of air-conditioning in certain spaces (especially around sweltering summer months when the House can get warm)

Gurjinder Gill asked if there was an opportunity to build in solar panels during the infrastructure renewal. Jimmy Cheung responded that it was discussed but there were concerns regarding adding solar panels as they would need to be on the roof. One of the concerns is that the project is quite cost prohibitive, therefore more focus was given to infrastructure upgrade. Also, the Heritage team might not have been on board with the idea of including solar panels on the roof due to its heritage element.

Aidan Thompson asked if the project was seeking more energy efficient systems such as heat pumps. Jimmy responded that we have heat pumps, and, in this project, our equipment will be ready for geothermal for when landmark distributes hot water to Hart House. These systems (sustainable) are covered in the project scope but not necessarily in phase 1 of the project's implementation.

Terry commended the thought and consideration given to the project's scope of work while preserving the building's heritage site.

5. 2024-25 Hart House Budget Presentation (Stan Xiao, Director of Finance, Jiaqi Sun, Finance Committee Student Chair, and Nicholas Auyang, Finance Committee Treasurer)

Stan Xiao presented the Hart House Budget Approval process whereby a draft budget was presented to the Finance Committee and the Board of Stewards in December 2023. The final budget presentation happened on January 9, 2024, where the Hart House Finance Committee unanimously endorsed it. After the Board of Stewards vote of approval (January 11, 2024), the next approval stage was the Hart House Budget presentation at Council on Student Services (COSS) on January 16, 2024, then the COSS budget vote on February 12, 2024. Also, the budget was presented to the Service Ancillary Review Group (SARG) on January 26, 2024. Finally, the University Affairs Board (UAB) votes on the budget in March 2024.

The 2024-25 operating and capital budget's key priorities are to deliver on commitments to students through programming and services and infrastructural renewal. The challenges are the pressures of inflation, salaries increase and adjusting to new business realities and consumer habits.

The first phase of the infrastructure renewal was projected to cost an estimate of \$30 million over 3-4 years. This phase will be funded by Hart House's internal funds and reserves, the university's contributions, donor contributions, and a capital loan. To finance this project, \$2-3 million per year would need to be contributed

during the construction phase.

Jiaqi Sun presented the 2024-25 Hart House budget overview and assumption reviewing proposed total revenue and expenses. The assumptions made for the proposed revenues were based on the student fees (Hart House requested an increase of 8.25%), hospitality revenue (menu prices adjustment), and the Fitness Centre revenue (budget target reduction). As for the proposed expenses, the assumptions were based on salary increments and operating expenditures.

Enrolment assumption risk:

- Budget revenue assumed a 2% increase in enrolment. HH budget begins before enrolment projections start.
- New preliminary enrolment model showed a decrease of 2200 FTEs
- Based on new projections, maximum eligible fee increase would be 12.45 instead of 10.51
- If decreased enrolment materialized, estimated rev loss would be around \$290,000.
- There is a mitigation plan in place; will re-forecast student fee revenue to assess financial exposure. If estimated revenue loss is significant, will work internally to reduce expenses.

Nicholas Auyang presented on Hart House's business revenues trend from 2017 till present highlighting the decline in revenue during the pandemic (2020-2021) and the fast recovery afterwards. 2024-25 revenue is projected to surpass pre-pandemic levels.

About \$4.9 million has been allocated to 2024-25 planned capital expenditures. For foreseeable future, will shift focus to infrastructure renewal (IR), limit smaller projects and focus on IR. Expecting capital spend of \$10 million annually for IR, keeping other capital expenses to under \$1 million.

Stan Xiao discussed the student fees which are governed by protocol on the increase or introduction of compulsory non-tuition related fees. If we get majority student votes approving the fee increase, the fee increase will be permanent. We are requesting 8.25%, 2% less than the maximum allowed. We continue to develop revenue generating business to alleviate reliance on student fees, recognizing the financial pressures that students face.

- a. **Motion to approve the 2024-25 Hart House Budget** (Lucas Olmstead, Hart House Finance Committee Steward)

The following motion was made by Lucas Olmstead, seconded by Tyrus Kalanyos.

THEREFORE, BE IT RESOLVED that the Board of Stewards approve the 2024-25 Hart House Budget.

The motion was carried by voting members of the Board of Stewards.

6. Warden's Report (David Kim, Warden, Jenifer Newcombe, Director, Strategic Initiatives))

David Kim welcomed everyone back from the break. It was announced that Stan Xiao's last day at Hart House would be on Friday, February 9, as he moves into a new role at York University. Also, Sako Khederlarian last day was on Thursday, January 18 and he will be at the Faculty of Law as Student Programs Manager. An overview of winter programming was shared like the Winter Solstice Dinner, Board Game, etc.

The Chess Club attended their annual Pan-American Intercollegiate Chess Championship in McAllen, Texas from January 3-8. Eight players competed in the tournament against schools including Harvard, Stanford, UChicago, and various other leading chess schools across the Americas. The team won both Top International and the Top Upset prizes, after 4 tough rounds. The Hart House Debating club had two teams place among the top 50 in the World Universities Debating Championships [Serena Yuan and Arpi Yang (48th), Adam Banihani and Max Williams(41st)]

The ongoing construction at the Information Hub is proceeding as planned.

Upcoming Programming:

- Frost week: January 15-21
- Black Self Care Fair: January 17
- Inaugural Hart House UofT Festival of Music: January 20-21
- Taste of Culture: January 29
- RAWC indoor triathlon: February 13
- Chinatown, The Best! ongoing till February 15

Reimagining the Hart House Farm, an ongoing project was discussed by David Kim, Jenifer Newcombe and Shane Kelsey. Work on reviewing the farm has been launched as well as building partnerships with FNH, WIIIH, Faculty, etc., to fulfill the goal of calls to action. This project will be carried out for 4-6 months with implementation taking place in the Fall. There will be a scheduled meeting prior to the February Board of Stewards meeting to have a conversation about the Hart House Farm.

Terry Gardiner suggested a Board of Stewards trip to the farm.

7. Other Business

Hart House student awards are due on Friday, January 19. Awards to come from donor funds, also working with Peter Wambera closely on these awards.

Tyrus Kalanyos asked how Hart House programs are advertised. David Kim responded that in addition to including them in our newsletters, the programs are across all our social media pages on several platforms. The website is also a resource for full program information.

Jamie Sit made an announcement that the Triathlon is happening on February 3.

Michelle discussed February's programming for Black History Month including collaboration with Institute for Dance Studies with Tommy Defrance as a keynote speaker on Friday, February 2.

8. Next Meeting

The 1336th Board of Stewards meeting will be held from 5:30pm-7:30pm on February 8, 2024, at the Burwash Room in Hart House.

9. Adjournment

The following motion to adjourn the meeting was made by Victoria Lee seconded by Tyrus Kalanyos.