

Minutes of the 1305th meeting of the Hart House Board of Stewards held on Thursday, February 13th, 2020 in the Hart House South Dining Room.

- Present: Mr. John Monahan (Warden)
Ms. Janelle Joseph (Chair)
Ms. Beth Ali (Presidential Appointee)
Ms. Avani Singh (UTSU Appointee)
Ms. Amy Intrator (Recording Secretary)
Mr. David Kim (Governing Council Appointee)
Ms. Emily Jin (Steward, Art Committee)
Ms. Felicia Barber (Steward, Farm Committee)
Ms. Habon Ali (UTMSU Representative)
Ms. Hareem Haider (Steward, Theatre Committee)
Mr. J. Luke Kim (Senior Member, RA&W Committee)
Mr. Matthew Lee (Steward, Literary and Library Committee)
Ms. Melissa Giblon (Steward, Social Justice Committee)
Ms. Terese Pierre (Steward, Senior Members Committee)
- Guests: Ms. Davina Chan (Senior Director, Marketing, Communications, Information Services)
Ms. Jenifer Newcombe (Director, Strategic Initiatives)
Mr. Jimmy Cheung (Director, Facilities and Capital Projects)
Ms. Michelle Brownrigg (Senior Director, Co-curricular Education)
Ms. Rebecca Gimmi (Staff Advisor, Art Committee, and Program Coordinator, Art Museum)
Ms. Sherry Kulman (Senior Director, Business and Ancillary Operations and Chief Administrative Officer)
- Regrets: Ms. Charlie Jupp-Adams (Steward, Music Committee)
Ms. Chemi Lhamo (SCSU Representative)
Mr. David Newman (President [*ex-officio*] Designate)
Ms. Jenny Blackbird (Presidential Appointee)
Ms. Kiran Sukdeo (Steward, RA&W Committee)
Mr. Leonardo Jose Uribe Castano (GSU Appointee)
Mr. Nicolas Sartor Campos (Steward, Finance Committee)
Mr. Richie Pyne (APUS Appointee)
Ms. Sanaya Rau (Steward, Debates and Dialogue Committee)

The Chair began the meeting with a Statement of Acknowledgement of Traditional Land.

1. Approval of the Agenda

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 Terese Pierre, seconded by Beth Ali, and carried unanimously by all present voting members of the Board of Stewards:

THEREFORE, BE IT RESOLVED THAT the February 13th, 2020, Board of Stewards Meeting Agenda be approved.

2. Approval of the Minutes of the 1304th Meeting

The Chair asked if there were any amendments to be made to the minutes and none were presented. The following motion to approve the minutes of the previous Board of Stewards meeting was made by Avani Singh, and seconded by Felicia Barber, and carried by present voting members of the Board of Stewards, with one abstention:

THEREFORE, BE IT RESOLVED THAT the Minutes of the 1304th meeting be approved as presented.

3. Hart House Marketing Strategies: Presentation and Facilitated Conversation

(Davina Chan, Senior Director, Marketing, Communications & Information Services)

Davina Chan (DC) introduced the presentation as an important foundation for shaping Hart House's future marketing strategy. Hart House staff are consulting several groups of stakeholders, and we will work to incorporate feedback whenever possible.

Hart House is currently in year 4 of the 5-year Strategic Plan. Our stand is "Delight in Discovery," which is supported by our strategic objectives: Experiential Excellence, Operational Excellence, and Reputational Excellence. The work of the Marketing and Communications team directly supports our goal of achieving reputational excellence by developing strong communication and marketing strategies to increase brand awareness and build relationships with all stakeholders.

In 2018, Hart House went through the process of developing a brand strategy in consultation with stakeholders through a consulting agency. The brand is based around the position "Hart House For You." The idea is whether you are interested in the arts, dialogue, wellness, or community building, there is something for you at Hart House. A visual system was created as part of this brand strategy, which uses two colours to represent duality and the idea that we all have multiple sides that can be explored through Hart House programming. See Appendix A, page 4 and 5 for examples of the brand strategy in action.

It's integral that we track our marketing efforts to measure success and find gaps in our outreach. We track multiple metrics including likes and followers on social media, and newsletter subscribers (we

recently increased subscribers to our monthly newsletter to 38,891). See Appendix A, page 6 for the break down of marketing metrics that we track regularly.

We recently had several digital marketing campaigns that we tracked. In Fall 2019, we ran a campaign to promote renting space at Hart House. The campaign led to 224 leads (individuals who contacted our Hospitality Team) and 5 weddings were booked (last year only one wedding was booked during the same period of time). We are now running a Winter 2020 campaign to promote weddings at Hart House, so far we have 209 leads. Finally, we ran a campaign to promote our two-week free trial of the Fitness Centre, which led to 174 leads. As part of the Fitness Centre campaign, we sent an email to over 900 UofT staff and faculty to advertise the promotion.

David Kim (DK) responded that he signed up for the two-week trial, and he received a follow-up call from Fitness Centre staff to check-in after the trial ended. DK hadn't used the trial during the two weeks, and the staff on the phone offered to extend another two weeks so he could try the facilities. He added that it was nice to get a call that wasn't spam.

In her leadership role, DC has developed three main marketing objectives for the House: increasing brand awareness, maximizing attendance at Hart House programs, and developing digital marketing capabilities. For the full list of objectives, see Appendix A, page 7.

Habon Ali (HA) asked if Hart House has different audiences on different social media channels.

DC responded that we have several different social media channels, and she is still learning about the demographics of our different groups of followers.

HA responded that the UTMSU were observing different social media platforms and noticed that their Facebook had more alumni followers, whereas Instagram had more student followers. This information changed the type of content they post on different platforms.

DC responded that she would like to get to a point where we are strategically posting different content on different platforms. We need to get to a place where we build emotional relationships with our stakeholders through our social media content.

DC then asked for the Board's feedback about other marketing objectives that Hart House should consider when formulating our Marketing Plan for the House. The Board contributed several ideas to leverage Hart House's presence on all three campuses.

JM added that this is one conversation about marketing, and we will have many more, but this input is extremely important in helping to formulate our objectives.

DC showed the Board examples of the various social feeds Hart House content currently sits on including our own channels, our club and committee channels, and other University media. DC then showed examples of three Hart House social media channels: Our main Instagram account, our Fitness Centre Instagram account, and our Theatre Instagram account.

JM then engaged members of the Board in a discussion about the benefits of having multiple social media accounts versus a singular account. The Board contributed their diverse opinions.

DC then shared an example of our social media content: a video created to promote our *Humanz of Hip Hop* program that was shared on social media. The video was produced by the Hart House Film Board.

DC asked the Board a final brainstorming question: “Imagine you’re a first-year student starting at the University of Toronto in September 2020: How can Hart House be most effective in reaching *you*?” The members of the Board contributed a variety of ideas about how to best engage students.

DC concluded by thanking all students for their feedback throughout the marketing presentation. For the full presentation, see Appendix A.

4. Committee Presentations

a) Art Committee (Emily Jin, Steward)

Emily Jin (EJ) began by introducing the Art Committee’s mandate as providing students who are passionate and/or curious about art with opportunities to meet like-minded individuals and work together to connect Hart House to Toronto’s vibrant art scene. The committee works towards this mandate through distinct sub-committees:

- **Acquisitions:** The members work with Art Museum staff to purchase new works for the Hart House Collection.
- **Student Projects:** The members engage students to create site-specific artworks, and the winning proposal is featured on-site at Hart House.
- **Education and Outreach:** The members plan events, workshops, and a variety of hands-on programs that are offered throughout the academic year.

The Art Committee plans a variety of activities offered both terms. This year, one of the Co-Chairs of the Education and Outreach Sub-Committee is a UTSC student, which has helped the committee expand their tri-campus programming.

The Committee plans a variety of arts-focused programming in collaboration with other groups. Upcoming programs include the ArtWORK Conference in March, where various members of the art community will come together to discuss different career opportunities. Also in March, the Committee is planning the “Arbor Room Event” in partnership with the Hart House Jazz Ensemble.

Other Committee updates: the 2019-20 acquisitions are in the final stages of being confirmed; and the student project has been chosen and is going through the approval process.

EJ concluded that the Art Committee is far-reaching and inclusive, and members create a variety of programming that allow for different levels of engagement and commitment.

MB asked for the larger scale events, how does the Art Committee promote their programming.

EJ responded that the ArtWORK conference is a partnership, which helps since the Committee can also tap into partner networks to promote the event. The communication plan for promoting this event is to slowly roll out speaker blurbs to build anticipation and excitement for the program.

For the full presentation, see Appendix B.

5. Warden's Report

The Warden (JM) then directed the Board's attention to the written summary of departmental highlights that was circulated at the meeting. This document underlined several of the ongoing issues, opportunities, and activities of the House. For the full report, please see Appendix C. Following this, the Warden provided an update on several broader initiatives and achievements that were not in the report. These included:

- i. **2020-21 Budget:** The Hart House Budget for 2020-21 has moved through various stages of approval including: the Finance Committee (approved on Jan. 7th); the Board of Stewards (approved unanimously on Jan. 9th); and the Service Ancillaries Review Group (review on Jan. 24th). Most recently, on Feb. 3rd the budget was approved unanimously by the Council of Student Services, including all student union representatives present at the meeting. The final stage of approval will be the University Affairs Board, who will review the budget on March 11th, 2020.
- ii. **Global Commons:** Today we held our Global Commons winter conference, *Visions and Actions Towards Climate Change*. The event was technologically flawless and the conversation was rich and productive. Today our online series also launched, which allows students around the world to take part in a 5-week program on the topic of climate justice action.
- iii. **Greening Hart House:** The Facilities Department has been working to reduce Hart House energy consumption in all forms to create a more sustainable Hart House. JM then introduced Jimmy Cheung, Director of Facilities and Capital Projects, to share more about this initiative.

Jimmy Cheung (JC) referred to the slide on sustainability initiatives (see Appendix D, page 4). The data over the last three years shows the trends towards energy reduction. Steam consumption is trending towards a steady decrease. We are replacing failed steam traps, and committing to regular steam audits. The water consumption has also decreased dramatically over the last three years, 21% reduction or the equivalent of 1.7 Olympic size swimming pools.

JM added that we are on target to reduce levels of greenhouse gas emissions by 30%, which complies with Canada's Paris Agreement. These are just a couple examples of opportunities to reduce our footprint.

JC added that other opportunities include converting our water-cooled appliances with steam-cooled systems, which would massively reduce our water consumption. We are also hoping to switch to proper control systems for steam and electricity to further reduce energy consumption.

JM concluded that we do not need to wait for the Infrastructure Renewal to make many of these changes, which means further energy reductions in the near future.

- iv. **Centennial Programming:** After tonight's meeting, we will host our fifth Centennial Concert Series event, the Orchestra Concert. Other upcoming programs include the Jazz Choir Concert (Apr. 3rd); the Chamber Strings Concert (Apr. 4th); and our final Centennial Dialogue Series event- *From Nuclear Weapons to Killer Robots: A Conversation on Science and Responsibility*, featuring Dr. John Polanyi.

For more information about all Centennial programming, visit <http://www.harthouse100.ca/>

- v. **Other Upcoming Programs:** Hart House is hosting a variety of programs including:
- **Black Futures Programming** (throughout February): This series of programs uses the lens of Afro Futurism to explore arts, dialogue and well-being. To explore all programs, visit <https://harthouse.ca/%20series/black-futures>
 - **Hancock Lecture** (Mar. 10th, 6:30pm): This annual event will feature Margaret Hancock and Azeezah Kanji in an intergenerational discussion about the past, present and future of social justice work. For more information visit <https://harthouse.ca/events/hancock-conversation-2020/>
 - **Oh, What a Lovely War!** (Feb. 28th – Mar. 2nd): The final production of the 2020-21 Hart House Theatre series is a World War I satire with songs that question humanity's glorification of battle and the cycle of violence. For tickets visit <https://harthouse.ca/theatre/show/oh-what-a-lovely-war#tickets>
- vi. **Hart House Student Awards:** This week the Awards Jury convened to review the short-listed candidates for the three Hart House Student Awards that will be distributed for 2019-20 (two Judi Schwartz Memorial Scholarship and one Audrey Hozack Student Leadership Award). More information will be announced in early April about award recipients.
- vii. **Student Chair Elections:** The campaigning period is on until Feb. 25th for Hart House Student Chairs (see all candidates by visiting <https://harthouse.ca/series/vote>). Voting will take place online on Feb. 26th and Feb. 27th. You can vote by visiting <http://voting.utoronto.ca>.
- viii. **Partnerships with Academic Courses:** Hart House is currently partnered with two courses to provide students will hands-on experience to explore course concepts:
- **Representing UX (Faculty of Information, INF2192):** Students will work to improve the user experience of accessing podcasts and exhibits on the Hart House website.
 - **Facilities Management (School of Continuing Studies, Course 3302):** Students will develop a survey to identify facility management challenges as Hart House, and will then design solutions.

- ix. **Brainstorm for the Hart House Alumni-Student Dinner Series:** On March 18th, the Warden is speaking about the next 100 years of Hart House for the Alumni-Student Dinner Series organized by the Senior Members' Committee. The Warden then engaged the Board in a brainstorming discussion about what Hart House should look like in 100 years.

For the full presentation, please see Appendix D.

6. Other Business & Announcements

The Chair asked if there was any other business or announcements to be made and none were presented.

7. Next Meeting

The next Board of Stewards meeting will be held on Thursday, March 12th, 2020 at the University of Toronto Mississauga Campus in the Council Chambers (William G. Davis Building, Room 3130).

8. Adjournment

Motion to adjourn was made by Melissa Giblon seconded by Habon Ali.

The meeting adjourned at 7:15pm.

Chair
July 14, 2020

Recording Secretary

Appendices:

Appendix A: Hart House Marketing Strategies Presentation (Davina Chan).

Appendix B: Art Committee (Emily Jin).

Appendix C: Hart House Departmental Report (John Monahan).

Appendix D: Warden's Report (John Monahan).