

Minutes of the 1307<sup>th</sup> meeting of the Hart House Board of Stewards held on Thursday, September 17<sup>th</sup>, 2020 on Zoom Video Conference online.

Present: Mr. John Monahan (Warden)  
Ms. Amy Intrator (Recording Secretary)  
Ms. Beth Ali (Presidential Appointee)  
Mr. David Kim (Governing Council Appointee)  
Mr. David Newman (President [*ex-officio*] Designate)  
Ms. Emily Jin (Steward, Art Committee)  
Mr. Ian Browne (Steward, Farm Committee)  
Ms. Jenny Blackbird (Presidential Appointee)  
Mr. Josh Allen (Steward, RA&W Committee)  
Mr. Matthew Lee (Steward, Literary and Library Committee)  
Mr. Mussa Marashi (APUS Appointee)  
Mr. Nicolas Sartor Campos (Steward, Finance Committee)  
Ms. Noha Farawi (UTMSU Representative)  
Ms. Sanaya Rau (Steward, Debates and Dialogue Committee)  
Ms. Sarah Mohamed (SCSU Representative)  
Ms. Terese Pierre (Steward, Senior Members Committee)  
Mr. Terry Gardiner (Incoming Chair)  
Mr. Tyler Riches (UTSU Appointee)

Guests: Ms. Amanda Greener (Manager, Staff Relations and Professional Development)  
Ms. Aron Mohr (Director, Hospitality Services)  
Ms. Dhanya Dass (Member, Theatre Committee)  
Ms. Janelle Joseph (Chair)  
Ms. Jenifer Newcombe (Director, Strategic Initiatives)  
Mr. Jimmy Cheung (Director, Facilities and Capital Projects)  
Ms. Michelle Brownrigg (Senior Director, Co-curricular Education)  
Ms. Sherry Kulman (Senior Director, Business and Ancillary Operations and Chief Administrative Officer)  
Ms. Suzanne MacIntyre (Finance Director)  
Ms. Sydnie Phillips (Member, Theatre Committee)

Regrets: Ms. Danielle Karakas (GSU Appointee)  
Ms. Hareem Haider (Steward, Theatre Committee)  
Mr. J. Luke Kim (Senior Member, RA&W Committee)  
Ms. Martina Facchin (Steward, Social Justice Committee)  
Ms. Tara Behruz (Steward, Music Committee)

The Warden began the meeting by introducing himself as the temporary Guest Chair of the meeting until the members of the Board of Stewards vote on the motion to elect a new Chair. The Warden then provided the Statement of Acknowledgement of Traditional Land.

### **1. Approval of the Agenda**

The Guest 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 Tyler Riches, seconded by Noha Farawi, and carried unanimously by all present voting members of the Board of Stewards:

**THEREFORE, BE IT RESOLVED THAT the September 17<sup>th</sup>, 2020, Board of Stewards Meeting Agenda be approved.**

### **2. Welcome and Introduction (John Monahan, Warden)**

The Warden began by welcoming new and returning members of the Board of Stewards to the first meeting of the 2020/21 academic year. The Warden then welcomed all members of the Board of Stewards, and guests of the meeting, to introduce themselves.

The Warden shared a few words about Janelle Joseph, outgoing Chair of the Board of Stewards. Janelle's term as the Chair of the Board of Stewards has come to an end and she will be moving on from the position. The Warden welcomed Sanaya Rau (SR) to make a short presentation on behalf of the students and the Board of Stewards on the occasion of Janelle's final meeting.

SR shared that Janelle has led the Board of Stewards beginning in February 2018 and since that time she has provided students and all members of the Board of Stewards with leadership and a sense of connection. Janelle's career at the University has evolved over her time on the Board of Stewards; currently she is an Assistant Professor of Critical Studies of Race and Indigeneity at the Faculty of Kinesiology and Physical Education. Janelle is also a long-time supporter and partner of Hart House, and just this year she was recognized with the IDERD 2020 Impact Award for Strategic Innovation Initiatives, a group award that was a partnership with Hart House and a dedicated team of UofT staff, faculty and students to co-create programming in art, dialogue, social justice, recreation and sport. SR concluded by thanking Janelle for all of her support and contributions, and offering a donation and a gift on behalf of the Board of Stewards.

### **3. New Business**

#### **a) Motion to Appoint New Chair of the Board of Stewards (John Monahan, Warden)**

The Warden introduced the Motion to elect a new Chair of the Board of Stewards. Terry Gardiner is a long-time partner and collaborator of Hart House and currently works as the Student Mental Health and Wellness Program Manager at the University of Toronto Faculty of Law. Terry has supported students at the University in a variety of roles, beginning in 2009. Terry's work has spanned academic advising, fostering a deeper understanding of diversity and equity on campus, and mental health and wellness support. Terry has worked in various units of the University including the

Faculty of Kinesiology and Physical Education, the Faculty of Social Work, and the Faculty of Law.

The following motion was made by the Warden and seconded by Emily Jin:

**THEREFORE, BE IT RESOLVED THAT that the Board of Stewards approve the appointment of Terry Gardiner as the Chair of the Board of Stewards for a three-year term, effective September 2020 to September 2023.**

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

Terry Gardiner (TG) thanked the Warden and the Board of Stewards for the opportunity to serve in the role. TG then took over Chairing responsibilities for the duration of the meeting.

**b) Motion on the 2020-2021 Committee on Budgets Allocation\*** (Nicolas Sartor Campos, Co-Chair of the Committee on Budgets)

Nicolas Sartor Campos (NC) introduced the Committee on Budgets (CoB), a committee responsible for the allocation of budgets to the nine student-led Hart House Standing Committees. The CoB is comprised of student chairs of the Standing Committees and members of the Finance Committee. The committee is supported by Hart House staff Michelle Brownrigg (Senior Director, Co-Curricular Education) and Suzanne Macintyre (Finance Director).

The 2020/21 CoB process began when the CoB was struck at the Board of Stewards meeting on Apr. 2<sup>nd</sup>, 2020. The CoB held training sessions over the summer to help committee executives create their budget and activity plans.

On July 17<sup>th</sup> and 18<sup>th</sup>, 2020, after preparing and submitting their budgets, representatives from each standing committee presented their budgets and activity plans to the CoB. After the presentations, the CoB suggested revisions where necessary, and at the end of August 2020 all final revised budgets were submitted to the CoB. The allocation was then presented to the Finance Committee on September 15<sup>th</sup>, 2020, and the Board of Stewards is now responsible for the final approval of the allocation.

This year, due to the uncertainty of the pandemic, Standing Committees were asked to plan budgets for two possible scenarios: one budget for a “virtual only” scenario where all programming for the academic year takes place online; and one budget for a “hybrid” scenario where most programming continues online but some small in-person programs take place in the Winter term.

The total request (from all Committees combined) for online-only budgets equalled \$69,247. The total request (from all Committees combined) for hybrid budgets equalled \$82,342. Both total requests falls below the total \$100,000 available for the Committees; however, this allows for a contingency for costs not accounted for in current budgets (e.g. if in-person programming resumes, there may be additional programs added that will come with additional expenses).

In addition to proposing their budgets and activity plans, Committees were responsible for providing a rationale for their activity plans, and for ensuring that their activity plans included plans for

collaborating with other Hart House programming, clear tri-campus connections, and a commitment to engaging with the wider community beyond the University of Toronto.

For the full presentation, please see Appendix A.

There were no questions from the Board of Stewards following NC's presentation.

The following motion was made by Nicolas Campos and seconded by Tyler Riches:

**THEREFORE BE IT RESOLVED that the Board of Stewards approve the 2020-21 Committee on Budgets allocation of Committee budgets.**

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

**c) Motion to Create the 2020-2021 Agenda Committee (John Monahan, Warden)**

JM introduced the Agenda Committee, a standing committee of the Hart House Board of Stewards composed of the Warden, one senior member of the Board and up to four student members of the Board. The responsibilities of the committee include reviewing materials, identifying errors and omissions, reviewing the minutes from the previous meeting, and deciding whether to cancel meetings. The committee reviews materials in a thorough but expedient fashion to help ensure all members of the Board of Stewards receive the final materials in advance of the meeting. Most of the committee business takes place over email.

The following motion was made by John Monahan and seconded by Matthew Lee:

**THEREFORE BE IT RESOLVED that the Board of Stewards create the 2020-21 Agenda Committee.**

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

Tyler Riches (TR) asked if the Board of Stewards is still able to amend the agenda for a meeting after it has been approved by the Agenda Committee, or whether that agenda is final. JM responded that the agenda is not final until it is approved by the Board of Stewards at the meeting, so it can still be amended at the beginning of the meeting in question.

With the permission of the Chair, JM asked if any student stewards or senior members would be willing to participate in the Agenda Committee. Students stewards Mussa Marashi, Matthew Lee, Emily Jin, and Noha Farawi all volunteered to sit on the 2020-21 Agenda Committee. Terese Pierre, Steward for the Senior Members Committee, volunteered as the senior member representative on the committee.

**4. Hart House Finance Update (Sherry Kulman, Chief Administrative Officer, and Suzanne Macintyre, Director of Finance)**

Sherry Kulman (SK) began by contextualizing that Hart House began the fiscal year with an

approved budget of over \$21 million. In March, Hart House closed its physical plant to the general public due to the pandemic, which meant that Hart House's revenue generation programs (which makes up roughly 45% of Hart House's budget) halted. These programs include the Gallery Grill, catering, weddings, and membership. The numbers in these presentation are a "reforecast" of Hart House finances based on the impact of the pandemic and the realities of this year.

Suzanne Macintyre (SM) then provided details of the new budget for 2020/21. SM explained that during the last academic year, the Board of Stewards approved the student fees to be charged to students in 2020/21. During the summer, when Hart House was physically closed, the Finance team considered the operational savings from the closure of the building. These savings were passed on to students in the form of a reduction of their Hart House incidental fee by 30% for the summer term and 20% for the fall term.

In August, Hart House prepared a financial forecast based on two scenarios (both scenarios take into account the 30% reduction in student fees for the summer and the 20% reduction in student fees for the fall). The first scenario considered a 10% reduction in student enrollment, and the second scenario considered enrolment as originally budgeted. See Appendix B for the full presentation, including budget details. Revenue will be largely impacted due to the reduction in revenue streams, in both scenario one and scenario two.

SM reviewed the expenses of Hart House, which remain the same in both scenarios. The Finance department has cut all expenses possible; however, there are various fixed costs including salaries for those employees who continue to work. Difficult decisions were made related to human resources, including the non-renewal of many non-appointed staff contracts and the temporary layoff of those staff who were not actively engaged in work due to the closure of the building. Hart House originally budgeted to receive \$2.4 million in net revenue after expenses, but the new financial realities have changed this forecast and Hart House now anticipates a significant financial loss. Hart House is mitigating this loss by drawing down on its Operating Reserve. Every year Hart House puts 10% of its earned revenue into this reserve in case it is needed for an emergency.. Hart House will also draw resources from its Maintenance Reserve this year for expenses related to capital assets including the Arbor Room Reconstruction project and the Infrastructure Renewal project.

SM concluded that this current projection will be updated as we receive new information, and we will keep the Board of Stewards abreast of any changes throughout the year.

JM added, in relation to difficult human resource decisions, that Hart House does not receive any base budget funding from the University, and our two main sources of revenue are student incidental fees and revenue-generating business streams such as paid meetings, ,events, and House memberships. All of these revenue-generating streams dried up during the building closure . Hart House put some appointed staff on temporary layoff, a number of whom were reassigned to work at other units of the University. Hart House non-appointed staff often serve in customer-facing positions (e.g. information desk staff, Fitness Centre staff, catering staff), and their numbers often fluctuate throughout the year. During the shutdown, Hart House reduced by a significant margin the number of non-appointed staff with contracts or scheduled shifts , but we have reemployed some of these staff as we ramp up our programming and operations to a limited degree for the Fall term..

For the full presentation, please see Appendix B.

JM welcomed any questions. Tyler Riches (TR) presented a few questions related to finances:

TR asked when the 20% fee reduction for the Fall and Winter terms was decided.

JM responded, with input from David Newman from Student Life, that the fee decision was communicated at the beginning of July 2020 when fee assessment began for the new term. JM added that the Vice-Provost of Students referenced the 20% reduction in a recent [Bulletin Brief article](#).

TR then asked with if the situation were to change and the University moved from a hybrid model to an “online only” model, if the Hart House fee reduction would be changed accordingly.

JM responded that no one knows what will happen but Hart House staff very quickly pivoted to online programming with the creation of Virtual Hart House, an online hub for programming ranging from wellness to arts to dialogue to community building. Hart House is currently operating in a hybrid model where we are open physically in a limited capacity (including opening our Fitness Centre and “hangout spaces” to students) with new protocols in place, *as well as* approximately 140 hours per month of original virtual programming. Both the in-person and online programming comes at a cost, so even in a virtual-only model, Hart House costs will not disappear entirely. Hart House is aware of the difficult financial circumstances facing students, and does its best to balance the needs of Hart House with those of students.

TR asked for clarification about the difference between the Operating Reserve and the Maintenance Reserve, as well as information about the “UofT Overhead Expense” listed.

SM clarified that the Operating Reserve is the “rainy day” money we put aside in case of an unexpected contingency or emergency. The Deferred and Major Maintenance Reserve is the money we have set aside over the past several years to be used for major maintenance related projects such as Infrastructure Renewal and the Arbor Room renovation.

JM added that last year, Hart House presented before the Capital Project and Space Allocation Committee (CaPS) to propose our Infrastructure Renewal proposal to replace all of Hart House’s electrical systems, plumbing systems, and mechanical systems, as years of deep study had confirmed that the majority of systems across Hart House are at imminent risk of catastrophic failure. The estimate to replace these systems is upward of \$100 million. Hart House is working to do this work incrementally over the coming years, but we need to put a certain amount of money into the Deferred and Major Maintenance Reserve before we can receive University approval to borrow the money necessary to do this critical work.

SM added, in response to the question about the “UofT Overhead” expense that Hart House is charged for using various central University systems (e.g. HR, Finance, Campus Police). Hart House must pay for any central University operations that we make use of throughout the year. JM added that one expense that is not covered centrally are “utilities.” Some units of the University pay this cost centrally, but Hart House is directly responsible for covering utility-related expenses.

## 5. Warden’s Report

The Warden 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 (see Appendix C).

Following this, the Warden provided an update on several broader initiatives and achievements that were not in the written report. For this first meeting of the year, the Warden has invited several Hart House staff to contribute to the House-wide updates. These updates included the following:

- i. **In-Person Programming:** Hart House opened its doors to students on September 8<sup>th</sup> with a number of changes to prioritize health and safety. All visits to Hart House now require pre-registration whether students are attending the Fitness Centre or using one of the "hangout spaces" (e.g. Reading Room, Library, Map Room, Chapel). Next week, hours will be extended and the Fitness Centre will open to community members in addition to students.
- ii. **Facility Changes:** Jimmy Cheung (JC) explained the process of re-opening Hart House. The University's risk assessment tool, known as a "General Assessment Tool" (a.k.a. GAT) requires units of the University to develop a plan for safely reopening in a manner that prioritizes the health and safety of staff, students and all visitors. These plans must be reviewed and approved by the Office of Environmental Health and Safety (EHS) before a unit can reopen. Hart House has submitted six (6) GATs that have been approved for various programs and operations including the Hart House Farm, the Fitness Centre, Staff Offices, Hangout Spaces, Student Activities, and Non-Student Meetings and Events. The Art Museum GAT is still under review.

In addition to these plans, the Facilities department of Hart House has developed procedures to further ensure the safety of all those in Hart House. One example is the new Standard Operating Procedure for Building Access Control, which ensures access to the building is limited so maximum capacity in the building can be maintained and access points limited. Hart House has three separate, designated access points for (1) the Fitness Centre; (2) registered visitors (e.g. for hangout spaces or events); and (3) Hart House staff. Hart House has two exits for (1) the Fitness Centre; and (2) for staff and all guests who are not attending the Fitness Centre.

Hart House has stepped up sanitization across the building. All high-touch surfaces are sanitized *at minimum* five (5) times a day. These surfaces include counters, railings, doorknobs, and elevator buttons. Washrooms are sanitized once every hour. "Hangout Spaces" are sanitized between every 2-hour block of bookings, and the Fitness Centre is sanitized between every 45-minute block of bookings.

Hart House has also added "directional flow" signage throughout the building to maintain traffic flow and physical distancing. Where possible, stairways and hallways have been designated as one direction. Hart House has added "stand here" signage at all customer-facing desks to indicate where visitors should stand to maintain physical distancing. Sneeze guards were added to six (6) areas of Hart House where there is frequent interaction between staff and visitors. These sneeze guards add a barrier between the staff and visitors to limit physical interaction and maintain distance.

Hart House “hangout spaces” have been reconfigured to maintain physical distancing, which includes strategically spacing chairs and tables to maintain 2-meter distancing (which also reduces room capacity).

- iii. **Fitness Centre Changes:** Michelle Brownrigg (MB) then provided an update on the Hart House Fitness Centre, which opened to students on September 8<sup>th</sup> and will open to community members on September 21<sup>st</sup>. Community members refer to those individuals who had already paid for a membership to Hart House before the building closure. A number of changes have been made to prioritize the safety of all Fitness Centre visitors. These changes include the following:
- 80% of Fitness Centre bookings are for student-use only (to prioritize student access to spaces);
  - All visits require a pre-registration online;
  - There is a new entryway at the North Lane of Hart House where there is a registration desk set up;
  - The Fitness Centre has strict physical distancing enforced, with 4-meter distancing between weight equipment, and 6-meter distancing between cardio equipment (with equipment pieces facing away from each other);
  - Masks are required when moving between activities and spaces, but visitors can remove the mask when engaging in physical activity;
  - Hours are reduced to maintain a strict cleaning schedule.
- iv. **Activity Booking Update:** Aron Mohr (AM) provided an update on student activities, which are now permitted to take place at Hart House with many safety measures in effect. The large meeting rooms of Hart House can be reserved for activities, while the majority of small meeting spaces remain closed. Hart House has taken a number of activity types into consideration when planning for activities including the religious activities, classroom-style activities, single-presented activities, and physical activities. Unique activities can still be held, but will require Hart House to submit an Event Assessment Tool (EAT) to outline the special considerations that must be taken to hold a particular event safely.
- v. **Virtual Hart House Opportunities:** MB provided an update on Hart House’s virtual programming. Since closure, Hart House has provided approximately 140 hours per month of online programming including live virtual events, as well as “anytime, any time zone” programming, which allows student to engage where they are and how they’re able. Programs include Hart House-original podcasts, online dance programming, student networking events and online exhibitions. We will continue to create in-person and virtual iterations of our programming (e.g. Talking Walls exhibits).

This past week, Hart House held a virtual iteration of our signature orientation event “Explore Hart House.” This event is intended to engage and welcome new students and familiarize them with Hart House. Our Hospitality Team worked with colleagues across Hart House to engage students in online activities and provide resources for navigating the student experience.

- vi. **Strategic Planning:** Jenifer Newcombe (JN) shared an update on the process for Hart House's next Strategic Plan.

Hart House's 5-year Strategic Plan, "Delight in Discovery," is nearing its completion, so Hart House has engaged in the planning and consultation process for our next 5-year plan which will extend from 2021 to 2026. Hart House has engaged staff across the University, students across all three campuses, and recently launched an online portal for students, staff, and community members to share feedback.

There are upcoming consultation sessions open for students and the University community, but we will also be organizing consultation sessions specifically for Board of Stewards members. Before the October 8<sup>th</sup> and November 5<sup>th</sup> Board of Stewards meetings, from 5pm to 5:30pm, Board of Stewards members will be invited to attend a consultation session to provide their feedback. Details will follow soon.

JN also welcomed Board of Steward members to reach out to her directly at [jenifer.newcombe@utoronto.ca](mailto:jenifer.newcombe@utoronto.ca) to provide feedback.

JM thanked to Board of Stewards for attending the first meeting of the academic year and providing their input.

For the full presentation, please see Appendix D.

## **6. Other Business & Announcements**

No other business or announcements were presented by the Board of Stewards.

The incoming Chair thanked the Board for welcoming him into the role and recognized that this meeting is taking place at a particularly challenging time that affects student, staff and faculty experience. In addition to the pandemic, the world has been reminded in new and troubling ways of the ongoing scourge and prevalence of anti-Black racism. The Chair encouraged members to reach out to their Hart House community as a source of support during these difficult times and recognized that members are going above and beyond through their participation in the Board of Stewards.

## **7. Next Meeting**

The next Board of Stewards meeting will be held on Thursday, October 8th, 2020, online via Zoom video conferencing.

## **8. Adjournment**

Motion to adjourn was made by Ian Browne seconded by Tyler Riches.

The meeting adjourned at 7:30pm.

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Chair  
September 30, 2020

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Recording Secretary

**Appendices:**

Appendix A: Committee on Budgets 2020-21 Allocation (Nicolas Sartor Campos).

Appendix B: Hart House Finance Update (Jimmy Cheung).

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

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