

Committee Chairs' Oral Reports to the Board of Governors

Written summaries of the committee Chairs' oral reports to the Board of Governors from the meeting of 5 May 2020 are provided below for the following committees:

- Academic Resources
- External Relations
- Finance and Audit
- Governance and Human Resources
- Investment
- Land and Property

Academic Resources Committee Reference Notes for the May 5, 2020 Board meeting

Information Items

President's Items

President Lenton highlighted York's strong planning and risk management culture manifested by the University Academic Plan, Integrated Resource Plans, budget and capital plans, and the enterprise risk management framework. This culture grounds York's approach to the disruption of University activities as a result of the COVID-19 pandemic, with efforts focused not only on mitigation, but also planning for recovery and sustaining longer-term plans.

Good news shared by President Lenton was York's recognition by the Times Higher Education Impact Rankings for the second year in a row. York was ranked 33rd of 767 universities around the world.

Enterprise Risk Monitoring Report

The Committee reviewed and engaged in discussion of the ERM spring Report, paying particular attention to the risks aligned with its mandate: Academic Quality, Change and Innovation, Service Delivery, Enrolment, and Faculty and Staff.

Measures to mitigate risks emerging from the COVID pandemic were focused on; resources are being dedicated to support the shift to online / remote delivery of programming in the summer and fall terms to preserve a high-quality learning experience for students. Such measures will also serve well recruitment and enrolment efforts. In collaboration with the Senate Executive Committee, guiding principles are being prepared for Faculties and instructors for Fall 2020 course planning amid the current uncertainties about the status of campus operations and health regulations in the Fall.

Provost's Items

Having reviewed the draft **University Academic Plan 2020-2025** in March, members received the updated version released to the community in April. The committee concurred with the decision to adhere to the timelines for seeking Senate approval of the Plan this academic year despite the current challenging circumstances, so as to position the University well for moving forward with its goals and aspirations.

Provost Philipps also shared updates on:

- academic continuity in the context of COVID-19
- Fall/Winter 2019-2020 and Summer 2020 enrolments, with the latter exceeding targets
- a publications database corrections project by the Libraries to identify errors in publication databases; this work has contributed to a 12% increase in the number of publications affiliated with York since 2019

- the status of the ongoing decanal searches in Education, Glendon and Schulich

Vice-President Research and Innovation Items

The Committee welcomed Amir Asif, who began in his role as Vice-President Research and Innovation on May 1, and expressed appreciation to Interim Vice-President Rui Wang

Vice-President Wang shared updates on:

- research activities related to COVID-19, including:
 - the six projects that received funding from the Canadian Institutes for Health Research
 - significant number of recent research publications by York faculty members on the topic
 - the internal call for proposals for COVID-19 related research, with the results to be announced in the coming days
- the mathematical modeling research led by York Professor Jianhong Wu, seeking to develop mathematical technologies to assess the transmission risk of COVID-19; you'll recall that we heard from Professor Wu at our Special Meeting last month
- community engagement activities, including the provision of gloves, masks and a ventilator to local medical facilities and long-term care homes
- the suspension of all on-campus research with the exception of time-sensitive or critical items
- York's Tri-Council competition results and awards for 2019-2020

Cyclical Program Reviews

The Committee received reports from the Joint Sub-Committee on Quality Assurance, transmitting a Final Assessment Report from the completed Cyclical Program Review of the undergraduate and graduate programs in Education. That documentation is included as an information item in your agenda packages.

EXTERNAL RELATIONS COMMITTEE

Reference Notes for the May 5 2020 Board meeting

INFORMATION ITEMS

Communications Update

York's response to COVID-19

Susan Webb, Chief Communications & Marketing Officer, informed the committee of the University's comprehensive, three-pronged communication strategy:

1. Support the needs of the Emergency Operations Centre – positioning the University as caring and supportive, putting the health and well-being of the community first and committed to ensuring our students complete their academic term.
2. Leverage the University's research and academic experts from across our Faculties to contribute positive public awareness and understanding of York's efforts. Communications is using the opportunity to sharpen the way we are positioning the University that aligns with brand differentiation strategy around creating positive change.
3. Highlight the diverse ways York, and the resilient people of York, continue to respond to community needs

York has a dedicated comprehensive COVID-19 information website; frequent direct-to-audience communications (e.g. email/ video messages from the President/Provost to faculty/ staff/ students and alumni); Faculty/Staff Town Halls; yFile articles; media releases/ advisories; social media posts/ digital stories across platforms and accounts; Alumni Matters e-newsletter and a story-telling website yorku.ca/bettertogether focused on the positive stories, and above and beyond the call actions at York.

2020 Brand Reputation Tracking & Creative Platform Research Results

Since 2012, the University has done an annual tracking study in the first two weeks of February, so as to have ongoing measures of the reputation of the University and insights into advertising effectiveness. This year, there was a significant increase in first-choice applicants indicating York's reputation had improved and a slight decrease in the view of reputation among non-applicants.

A number of off- and on-campus occurrences around the time of the survey may have affected the decrease in the view of York's reputation, which reinforces the importance of maintaining proactive communication.

The research also showed that while the "Open Your Mind" advertising campaign has been successful, the year-over-year effect is softening. The new brand strategy will completely renew the approach.

Creative Platform Research Results

At its March meeting, the committee positively reviewed the creative platform, "Right the Future", for the brand differentiation strategy. The platform subsequently did well in testing. Following committee feedback in March, two versions were tested in French, and "Formons l'avenir" was preferred. A number of audiences were tested and all found the creative platform inspiring and hopeful.

Points of Pride

The Points of Pride are in your package and are excellent examples of the positive impact York is making internationally, nationally and locally.

1. York University placed an impressive 33rd place out of 767 universities from around the world in Times Higher Education (THE) Global Impact Rankings. The THE's Impact Rankings measure progress universities are making against the UN's Sustainable Development Goal's.
2. The York University community is stepping up in innovative and extraordinary ways to respond to this unprecedented global crisis. Whether through the innovative student laptop loan program, funding ground-breaking research or helping find a vaccine for this global pandemic, our collective efforts are making a positive difference at home and around the world. Check out the yorku.ca/bettertogether website.
3. Professor Steven J. Hoffman has been named the inaugural holder of the Dahdaleh Distinguished Chair in Global Governance & Legal Epidemiology. Made possible by a donation from Victor Phillip Dahdaleh through the Dahdaleh Institute for Global Health Research, it is the first endowed Chair in the world to focus on legal epidemiology.

Campaign and Alumni Engagement Update

Vice-President Jeff O'Hagan provided an update on the campaign. He noted the importance of continued focus on short- and long-term goals and that the engagement of alumni, donors, and other partners is even more critical at this time.

Advancement was able to move quickly to remote work for virtually all activities, with the exception of the student call centre. As activity is continuing remotely, many people are available and willing to talk. Stewardship is particularly important at this time, showing appreciation to supporters and demonstrating the impact of their support. The emergency York University COVID-19 Student Relief Fund has been launched and more than \$100,000 has been raised so far.

There is no data indicating a drop in donations due to the crisis, but it could perhaps be expected.

Numerous alumni events have been cancelled to the end of August, but engagement has continued online as noted in the Communications update as well as with online events. Two speakers' series, the Scholars Hub and York Circle, had very good participation online and attracted more viewers when posted. A combination of in-person and online events for future alumni engagement is being explored.

Community Relations, Summary of Highlights and Goals Moving Forward

The Committee received a report on community relations summarizing the highlights of the past year as well as the goals moving forward over the next 12 months. The community relations role at York University is responsible for establishing and enhancing reciprocal relationships that are mutually beneficial for the University and the external communities in which we work. The Community Relations Strategic Plan 2019-2024 was adopted by President Lenton in April 2019. The Strategic Plan is situated within the UAP priorities in terms of enhancing campus experience and community engagement.

Some of the highlights of the past year include:

- Establishing a Community Engagement Community of Practice
- Working with the York Region Chambers of Commerce
- Supporting a number of public events, including:
 - Doors Open Toronto and Markham
 - Santa Claus Parades in Markham and Etobicoke

- Jane's Walk
- Advancing the goals of the Anchor York U Framework pertaining to the development of a Social Procurement Policy for the University and local hiring
- Partnering with the Vice Provost Academic and the Associate Director of Access Programs and Community Engagement to participate in the Canadian Pilot Cohort of the Carnegie Community Engagement Classification

Over the next year, some of the goals are:

- Strengthen relationships and make connections with communities in York Region in preparation for the development and eventual opening of the Markham Centre Campus.
- Increase participation in events and improve experiences
- Continue Community Engagement Community of Practice meetings
- Explore next steps with the other pilot universities and colleges
- Actively engage with our community partners in responding to issues resulting from the COVID-19 outbreak

Enterprise Risk Management Report

The committee received the Enterprise Risk Management report.

FINANCE & AUDIT COMMITTEE

Reference Notes for the May 5 2020 Board meeting

INFORMATION ITEMS

York University Markham Centre Campus Update

- The Committee received an update on both the construction component of the York University Markham Centre Campus (YUMCC), as well as the debenture issue.
- The update on the construction component will be given by the Chair of the Land & Property Committee.
- In terms of the debenture, the University placed the \$100M bond on March 27, 2020 with settlement on April 1, 2020. The debenture matures on April 1, 2060. The Interest rate on the Bond is 3.394%.
- While the proceeds of the Bond will be used for Markham, the issuance was designated for general corporate purposes in order to not preempt a future announcement in conjunction with the Province, Region of York and the City of Markham, with respect to the Markham Centre Campus.
- As a result of the COVID 19 crisis, the underlying Government of Canada benchmark yield decreased, while spreads over the underlying benchmark increased considerably in March.
- During the Committee discussion, the importance of taking advantage of infrastructure funding being offered by the federal government was recognized.

Student Systems Renewal Program Update

- The Committee received an update on the progress made in the first year since approval of the next generation Student Information System, now renamed the Student Systems Renewal Program (SSRP).
- The new program director, Marie Limanni, described some of the key activities that have taken place over the last 6 weeks, including the development of a program charter, procurement activities, an initial program risk assessment, and efforts to put together a human resources strategy.
- The program is on track with the revised dates in the wake of the COVID-19 pandemic.

Auditor's Report on Student Associations Financial Statements

- The Committee received an annual report providing 2018-19 audit results of financial statements from student associations that receive levy fee revenue.

Ancillary Operations: Long-term Plans and Budgets

- The Committee received a report providing an overview of the University's Ancillary Operations long-term plan, which was developed prior to the COVID-19 crisis.
- It had been a strong year for ancillaries with full housing and a significant increase in parking revenues.
- If the crisis had not occurred, the plan would have been brought for approval.
 - o However, the move to online courses had a significant impact on ancillaries.
- A revised plan reflecting the crisis will be brought back for approval at the June meeting.

Executive Learning Centre: Long-term Plan and Budget

- The Committee received a report providing an overview of the Executive Learning Centre long-term plan, which was developed prior to the COVID-19 crisis.
- If the crisis had not occurred, the plan would have been brought for approval.

- While programs have been successfully moved online, the largest portion of revenues for the ELC is based on hotel occupancy, space rental, and dining room use, all of which were heavily impacted by COVID-19.
- A revised plan reflecting the crisis will be brought back for approval at the June meeting.

Enterprise Risk Monitoring Report

- The Committee received the Spring Enterprise Risk Monitoring Report and had the opportunity to discuss it, particularly those items most relevant to Finance & Audit.

Budget Update

The Committee received a budget update from the Provost and the VPFA. Some of the key items discussed were:

Enrolment Update

- It has been a very strong year for enrolment, including strong undergraduate and Masters students results for 2019/20.

Estimated Financial Impacts

- The province has provided some financial assistance in the form of a grant toward online learning enablement, support for students, and other emergency measures.
- The key takeaways include:
 - York concluded fiscal 2019-20 favourably, compared to budget; and
 - York is well positioned financially to manage and mitigate the COVID 19 crisis.

Report of the Internal Auditor

- The Committee approved the proposed Internal Audit Plan for 2020–2021.
- The Committee received a comprehensive Internal Audit Status report covering the period of February 1, 2020 – March 31, 2020. The department undertook six audit engagements in this time, of which two have been completed.
- A report on the status of prior audit corrective action recommendations was also received and reported on by the Director.

GOVERNANCE & HUMAN RESOURCES COMMITTEE

Reference Notes for the May 5 2020 Board meetings

In addition to the new appointment brought during the Closed Session of the Board, the Governance & Human Resources Committee discussed the following information items.

INFORMATION ITEMS

Human Resources

COVID-19 Related Update

- The Committee received an update on Division of Equity, People and Culture (EPC) initiatives and activities supporting York's response to COVID-19.
- Both Human Resources and Labour Relations have played integral roles in the response to the pandemic in a few different areas, including:
 - o Emergency Operations and Response
 - o Academic Continuity
 - o Business Continuity
 - o Risk Management
 - o Engagement with Community
 - o Benchmarking

Health Safety and Employee Well-being Annual Report

- The Committee received York University's Health, Safety and Employee Well-being (HSEWB) Annual Report for 2019.
- This report provides a summary of the HSEWB activities in 2019 and presents some indicators of the University's performance. Also included are outcomes in 2019 and the key priorities for 2020.
- There were a number of highlights in 2019, including:
 - o Implementing a new operating structure for York's Joint Health and Safety Committees (JHSC) and the introduction of the Health and Safety Executive Council;
 - o Continuing the re-framing of the occupational health and safety management system, including baseline reviews;
 - o Consultation on, and development of, the Disability Support Program;
 - o Managing 805 employee disability and workplace incident claims; a 5% increase from 2018; and
 - o Developing a proposal on building a Culture of Well-Being, which was granted partial funding beginning May 2020.
- Some of the priorities for 2020 include:
 - o Building the HSEWB team by filling 4 vacant/new positions and re-visiting the Mission and Vision
 - o Conducting root cause analysis of the incidents from the past 5 years and embarking on community engagement processes to understand the current state of our culture, and to define and envision the desired future

Labour Relations Update

- The Committee received a confidential update on labour relations.
- CUPE 1356-2
 - o The University and CUPE 1356-2 entered into a Memorandum of Agreement ("MOA") for a renewal of the collective agreement on August 29, 2019, with the

- understanding that the MOA may be subject to the terms of Bill 124, *Protecting a Sustainable Public Sector for Future Generations Act* (the “Act”). The term of the renewed collective agreement is from January 1, 2019 to December 31, 2022, which coincides with the “moderation period” under the Act.
- The University, with the full agreement of the Union, wrote to the President of the Treasury Board and received approval for the moderation period for this Union to begin immediately following the expiry of the current CUPE 1356-2 agreement.
 - CUPE 3903
 - Work continues on institutional approaches to engagement with CUPE 3903 and its members, with a view to strengthening relations and preparing for the next round of negotiations expected to start in the summer of 2020.
 - YUFA
 - Mediation is underway with YUFA over the issue of indexing the minimum guarantee portion of pension under the York Pension Plan, an issue which was a part of negotiations for the renewal of the 2018-21 collective agreement.

Enterprise Risk Monitoring Report

- The Committee received the Spring Enterprise Risk Monitoring Report and had the opportunity to discuss it, particularly those items most relevant to Governance and Human Resources.

Governance

Update on Chancellor Search

- At its February 24, 2020 meeting, the Governance and Human Resources Committee agreed to launch the process for the appointment of a new Chancellor of the University.
- The Chair of the Board subsequently delayed the search in a March e-mail sent in response to the outbreak of the COVID-19 pandemic.
- At its last meeting, the Governance and Human Resources Committee affirmed its support of this decision.
- The matter will be added to the June committee agenda to determine whether there is appropriate capacity at that time to start the process for the Chancellor search, with a new Chancellor taking office after the June 2021 convocations.
- The Chair of the Board has confirmed with Chancellor Sorbara that he will continue to serve in the role for as long as necessary.

Update on Vice-Chair/ Chair-Elect Process

- At its February 24, 2020 meeting, the Governance and Human Resources Committee discussed the process to appoint the Vice-Chair/ Chair-Elect of the Board of Governors.
- According to the *Procedure Governing the Appointment of the Chair of the Board of Governors*, a Vice-Chair/ Chair-Elect needs to be appointed one year prior to the end of the term of the incumbent Chair.
- The Committee determined that the existing associated Guideline that limited the Chair to a three-year, non-renewable term should be reviewed.
- At its last meeting, the Governance and Human Resources Committee concurred with delaying the review of the legislation and the subsequent selection process until Fall 2020.
- The review of the Guideline will be added to the agenda for the October 2020 meeting of the Committee, and the process will commence shortly thereafter.

Vacancy Planning

- While vacancy planning had been somewhat deferred due to the outbreak of the pandemic, it will be added to the June committee agenda to determine whether there is appropriate capacity at that time to proceed with filling vacancies.

INVESTMENT COMMITTEE
Reference Notes for the 5 May Board meeting

The Investment committee meets off-cycle of the Board. It met most recently on March 24th.

INFORMATION ITEMS

Annual Investment Review

The University retained the services of Aon Consulting Inc. to conduct a performance monitoring review of the Endowment Fund as at December 31, 2019. The main objectives of the investment review are to assess:

- the performance of the fund from the perspective of the contribution to total investment return;
- the risk generated by each manager and asset class; and
- managers' compliance with their mandates

It is a comprehensive report providing an in-depth analysis that the administration and the Committee use in their analytical review of the investment managers. Recommendations on the Endowment Fund's strategic direction are also offered in the report.

The Investment Committee had a thorough discussion of the report with the consultants; reviewed the annualized performance of the asset allocations and the managers' performance. Strategy was also discussed, particularly in the unprecedented market conditions emerging coincident with the pandemic.

No decisions were made to alter the investment strategy. The Committee was pleased to note that the global based core-satellite equities structure adopted in Spring 2019 was a prudent decision, as it significantly helped weather the market volatility; the investment performance results are better because of it.

Renewable Focused Infrastructure Fund

In 2019 a new strategic asset allocation for the endowment fund was approved by the Board. Changes to the equity portion of the portfolio and the fixed income allocations have been implemented in alignment with that new strategy. The focus for 2020 lies in two areas: progressing on the portfolio's recommended allocation to real assets, and improving the long-term sustainability of the portfolio.

The Committee discussed and endorsed the option of dedicating 10% of the 20% total allocation in the real assets portfolio to a **renewable energy-focused infrastructure fund** to improve the sustainability profile of the portfolio. The renewable infrastructure fund would adopt ESG principles, in alignment with the Investment Committee's *Socially Responsible Investing* (SRI) initiative. Background material reviewed covered common types of renewable assets, their key characteristics, and market trends for renewable assets. Work on this initiative is continuing.

Sustainable Investing Report

The annual report was received and discussed by the Committee. This marks the second such report being issued, which this year includes commentary on ESG from the Fixed Income managers as well as the managers of all other asset portfolios. The reporting exercise on sustainable investing is a work in process, with the rating exercise that managers are doing still in the early stages of getting to a reasonable basis for their reporting on their activity in the ESG context. The Committee discussed how the information will inform its work to support and advance

the SRI principles adopted for the endowment fund. As the exercise and reporting functions build, the Committee’s perspective will develop over time.

The Annual Report has now been posted on the Investment committee’s website, available to the University community for transparency.

Endowment Fixed Income Restructuring Update

As approved by the Board in December 2019, the Fixed Income portfolio was revised to adopt a global unconstrained fixed income (UFI) and multi asset credit (MAC) structure to replace the Canadian bond universe managers in the portfolio. The Committee received an update on the implementation of the FI restructuring. The implementation of the changes to the portfolio have now been completed.

Endowment and Pension Funds’ Consultation Services

To ensure that York is receiving best value quality service, the University will be issuing a request for proposal (RFP) for investment manager search advisory services for York’s Endowment and the Pension funds. Aon has held the contract for several years, and so it is appropriate to conduct a competitive search process to ensure best practices and accountability. One or two members of the Investment Committee will participate in the search process to lend their views and expertise.

Discussion of Sustainability Planning

Based on a discussion Paper prepared by Professor Jose Etcheverry, the Committee engaged in a discussion of possible avenues and initiatives to further sustainability goals at the University within investment strategy and objectives for the University’s endowment and non-endowment assets. The conversation generated thoughtful and innovative ideas that need to be assessed further, including:

- setting targets for greenhouse gas emissions at the University, which is an initiative already in progress under the direction of the Vice-President Finance & Administration; responses to a consultation paper and survey are being reviewed; end goal is the development of an emissions strategy
- in conjunction with the University’s Advancement team, build donations that could resource the President’s Sustainability Council Fund to support sustainability projects at the University
- review the strategies and practices adopted by other universities that have divested their investment portfolios to examine ideas

Endowment Fund Performance

As of **March 31, 2020** (Finalized figures)

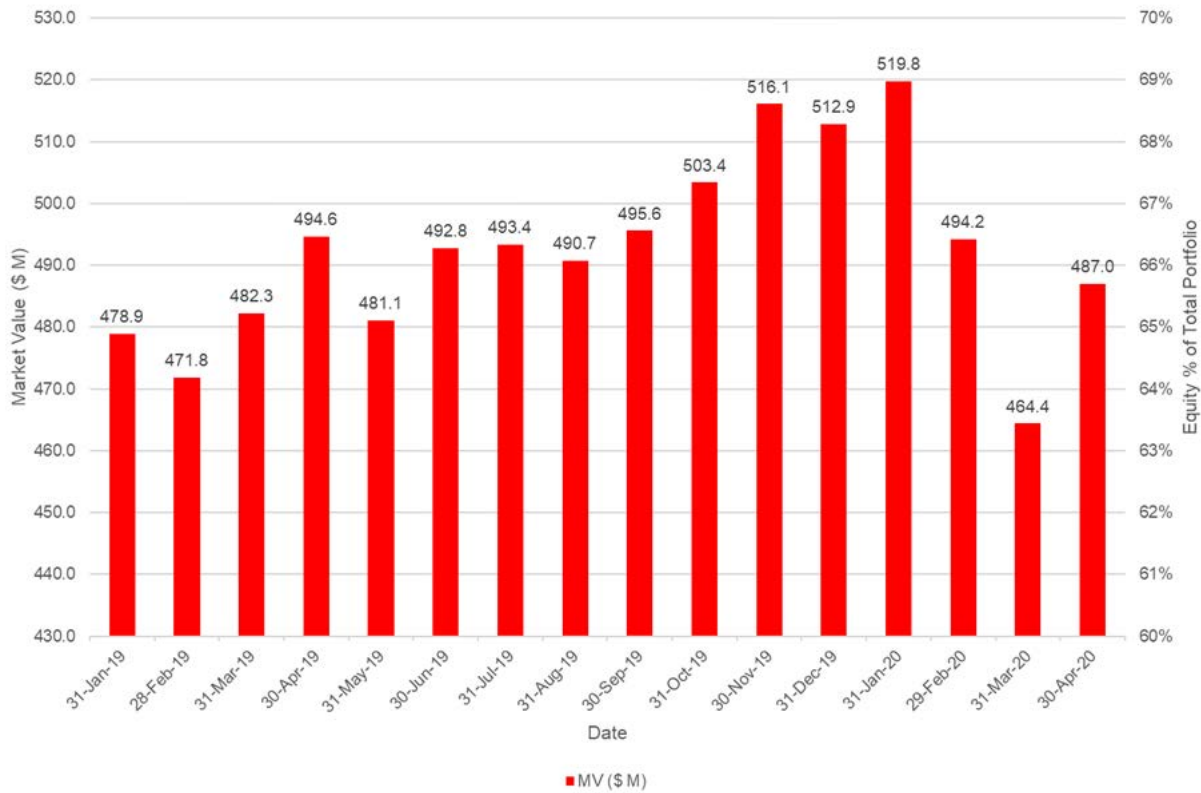
	Year to date (3 months)	Fiscal year to date (11 months)
Fund	-8.76%	-4.31%
Benchmark (Hedged)	-12.08%	-9.24%
Difference	3.88%	4.93%

As of **April 30, 2020** (Estimated figures based custody platform reports)

	Year to date (4 months)	Fiscal year to date (12 months)
Fund	-3.86%	0.63%

Based on estimated change in the endowment fund’s market value, the estimated return for April is 4.94%

Endowment Fund Market Value - 2019 - 2020YTD



In the first calendar quarter, the fund's negative performance is attributable to the sell off in global assets in February and March. There was relative underperformance (vs. MSCI ACWI benchmark return of -13.69%) of three fund managers: TDAM Low Vol (-16.04%), Lazard (-27%), and Harris (-28.19%). The core-satellite structure of the equities has worked with other equity managers outperforming on a relative basis: C Worldwide (-6.55%), Baillie Gifford (5.23%), Morgan Stanley (-3.86%), Unigestion (-9.62%). New globally focused fixed income managers were funded in January (Manulife) and at the end of March (PH&N / RBC Global Asset Management).

The Investment Committee next meets on June 9th.

LAND & PROPERTY COMMITTEE

Reference Notes for the May 5 2020 Board meeting

INFORMATION ITEMS

York University Markham Centre Campus Update

- The Committee received an update on both the construction component of the York University Markham Centre Campus (YUMCC), as well as the debenture issue.
- Despite the challenges of COVID-19, all critical elements of the project are continuing to move forward. The entire project team has successfully moved to remote operation as has the City of Markham planning and legal staff.
- In terms of municipal approval, the City of Markham issued a draft site plan agreement in mid-March. The target for execution of the final site plan agreement is mid- to late- May 2020.
 - o The City of Markham has agreed to the University's proposal with respect to parkland dedication, which will result in a savings of \$2.7M in exchange for a small transfer of green space on campus.
- The building design is proceeding with the architects working remotely, and the 40% set of Construction Documents was issued on March 16, 2020 as scheduled. The design is now near 60% complete.
- The Construction Manager has been selected (Stuart Olson Construction) based on its enthusiasm for the project, demonstrated superior technical capabilities and significantly more competitive pricing than the other bidders.
 - o This pricing was below what had been anticipated in the approved Project Budget for Construction Management services, and this savings will reflect positively into the project construction contingency.
- The University has developed a potentially viable project plan (derived from the current project schedule) that reflects construction start in mid-August 2020, still allowing for a September 2023 opening.
- The debenture issue was discussed by the Chair of the Finance & Audit Committee.
- There was a highly engaging discussion amongst committee members, and a number of clarifications were provided:
 - o In terms of governance, the Executive Committee will discuss the project in the larger context of risk mitigation and the financial consequences of COVID-19.
 - o Language has been added to the construction documents to protect against potential bonding issues, as well as to offer an exit strategy.
- Committee members participated in a highly engaging discussion, raising a number of important points:
 - o Process for managing cost consultants
 - o Approach to planning bid projects
 - o Protection from potential downside in bonding
 - o Larger governance issue
 - o Existence of potential exit strategies
- Conversations continue with the provincial government, and the University hopes that the province may be in a position to make a campus expansion announcement at the end of June.

Capital Construction Report

- The Committee received a capital construction report dated to March 31, 2020.
- While most construction-related activities had been halted due to the pandemic, the provincial government announced on Friday that some construction projects could reopen as of May 4.
- The University is now in the process of remobilizing its projects.
- At the time of the shutdown, business continuity plans were created for each project, taking into account any changes to the schedule.
- The University is ready to take advantage of any infrastructure funding being offered by the federal government.

Lands for Learning Market Sounding Report – Deloitte

- Deloitte was contracted by the University to review best practices in ancillary land development to inform the University's *Lands for Learning* delivery strategy.
- The Committee received a presentation from Deloitte on its report at its meeting, offering key trends on themes based on:
 - o (1) Institutional Market Soundings and
 - o (2) Executive Consultations.
- Deloitte proposed a decision-making framework to assist the University as it develops a plan to realize the full potential of the *Lands for Learning*, including a "Blue Ribbon Committee."
- The Blue Ribbon Committee is an expert panel that combines the University's academic expertise, eminent volunteer members, and key independent external advisors to rapidly define the key objectives, strategy and land uses for the LFL as well as to make recommendations regarding potential transaction structures and optimal partnership options.
- Deloitte also proposed a high-level roadmap to the *Lands for Learning*.
- The administration just received the report last week and will come back with a specific recommendation, considering some feedback offered by the committee including:
 - o Including internal stakeholders (students, labour unions) in consultations
 - o Considering a mix of housing options (not just student residences), including affordable housing

Lands for Learning Strategy – Next Steps

- In late 2019, the University asked YUDC to update the work undertaken in 2013 to develop a Vision for *Lands for Learning*.
- A review of strategy documents guiding similar development by other universities revealed that, beyond a vision statement, several universities had a real estate strategy.
- The University has extended the work requested to be conducted by YUDC to encompass this concept of a real estate strategy, and an RFP was issued in late February 2020, setting out an aggressive timetable leading to York University Board of Governor approval of a RES by the end of 2020 or in the first quarter of 2021.

Enterprise Risk Monitoring Report

- The Committee received the Spring Enterprise Risk Monitoring Report and had the opportunity to discuss it, particularly those items most relevant to Land & Property.