

# York University Board of Governors Notice of Meeting

Tuesday 1 December 2020 1:30 to 4:30 pm  
 Via videoconference

PAGE

## I. CLOSED SESSION

## II. OPEN SESSION – 2:00pm approximately

1. Chair’s Items (P. Tsaparis) *2:00 pm*
  - a. Report on Items Decided in the Closed Session
  - b. Consent Agenda Approval
2. Executive Committee (P. Tsaparis) *2:10 pm*
3. President’s Items (R. Lenton) *2:15 pm*
  - a. FW 2020-21 Enrolment update and internal risk monitoring
  - b. Developing directions in the external post-secondary environment
  - c. Markham Centre Campus: Next steps
  - d. Pedagogical innovation and student experiences at York
    - Demonstrations: *2:45 pm*
      - Professor Ingrid Veninger, Cinema and Media Arts, School of the Arts, Media, Performance & Design
      - Professor Mojgan Jadidi, Earth & Space Science & Engineering, Lassonde
  - e. Kudos Report.....1

## Break Period – 10 minutes: 3:00 pm to 3:10 pm

4. Academic Resources Committee (A. Di Domenico) *3:10 pm*
  - a. Chairs and Professorships: Establishment of The Helen Carswell Research Chair in Dementia Care (For approval) .....4
5. External Relations Committee (J. Lassonde) *3:20 pm*
  - a. Points of Pride .....8

6. Finance and Audit Committee (B. White) <i>3:30 pm</i>	
a. Ancillary Services Long-term Plan and Budget (For approval) .....	9
b. Fees 2021-2022 (For approval)	
• Meal Plan Rates .....	29
• Undergraduate Residence Rates .....	35
• York Apartments - Rental Rates .....	40
7. Governance and Human Resources Committee (D. McFadden) <i>3:55 pm</i>	
8. Land and Property Committee (R. Williamson) <i>4:05 pm</i>	
9. Other Business	
10. In Camera Session <i>4:15 pm</i>	

**CONSENT AGENDA**

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12. Banking Resolution: Updates to Signing Officers.....	52

# PRESIDENT'S KUDOS REPORT

NOVEMBER 2020



[Anaïs Dagrou](#), a recent graduate of political science at Glendon Campus, was among the recipients of the "Top 100 Black Women to Watch in 2020 in Canada" awards at the Canada International Black Women Event for her outstanding contribution to Toronto's Black and Francophone communities.



The [Financial Times](#) of London has ranked the Kellogg-Schulich Executive MBA (EMBA) the number one EMBA program in Canada. This marks the 13th time that the Kellogg-Schulich EMBA program has been ranked first in Canada during the 14 years it has participated in the ranking.

In its MBA by Career Specialization Rankings 2021, [QS World University Rankings](#) placed the Schulich School of Business 17th globally in Finance, 21st in Operations Management and 22nd in Marketing. Schulich was also the top-ranked MBA program in Canada in the Marketing and Technology categories.



The [R. P. Bratty Family Foundation](#) made a \$10 million donation toward the construction of the Markham Centre Campus (MCC). To honour the contributions of the Bratty Family, the University is naming the new atrium at the MCC "The Bratty Family Atrium."

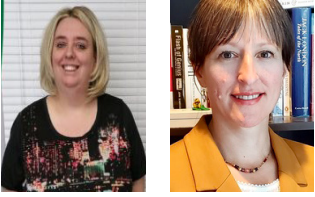


The Canadian Foundation for Innovation (CFI) has awarded \$500,000 in funding to [two York researchers](#) for unique projects focused on mitigating the impact on the COVID-19 pandemic. The funding comes from CFI'S Exceptional Opportunities Fund for cutting edge research infrastructure. The two professors are:

- James Elder, Lassonde School of Engineering, for his project, "Agile AI-Powered Autonomous Robotics for COVID-19 Disinfection" and
- Sergey Krylov, Faculty of Science, for his project, "Development of Rapid and Accessible Diagnostics of COVID-19 using Small-molecule Probes Binding SARS-COV-2 Coat Proteins."

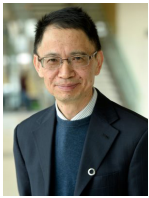


York's [ELLA Altitude](#), a program that helps women-led ventures scale their businesses with personalized assistance from industry leaders, has won the COVID-19 Support Award in the 2020 Canada Innovation and Entrepreneurship Awards, presented in partnership with the Government of Canada's Trade Commissioner Service. The awards celebrate the achievements of outstanding contributors to Canada's entrepreneurial landscape through excellence in innovation and entrepreneurship.

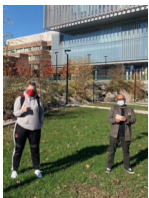


[Five faculty members](#) received the Minister of Colleges and Universities' Awards of Excellence for their commitment to guiding the province of Ontario through the pandemic:

- Henriette Gezundhajt, Department of French Studies, leveraged her expertise in using the University's online learning platform, Moodle, to offer workshops and informal consultations to Francophone colleagues, helping to ensure a smooth transition to distance education;
- Dasantila Golemi-Kotra, Faculty of Science, has expertly guided Canadians looking to get through the pandemic safely, offering advice on how to effectively clean and sanitize homes and workplaces, and correctly use personal protective equipment;
- Steven Hoffman, Faculty of Health & Osgoode Hall Law School, has been appointed by the United Nations Deputy Secretary-General to lead the development of a United Nations Research Roadmap for the COVID-19 Recovery;
- Murat Kristal, Schulich School of Business, along with colleagues at Schulich's Centre of Excellence - Big Data and Analytics Leadership, has developed an analytics dashboard that gives daily insights into the spread of the COVID-19 pandemic; and
- Jianhong Wu, Faculty of Science, is leading the Fields Institute for Research in Mathematical Sciences, a national COVID-19 math modelling team, as it advises public health officials assessing the transmission risk of COVID-19 and the trajectory of potential future outbreaks.



Osgoode PhD candidate and Vanier Scholar [Jake Okechukwu Effoduh](#) has been selected as a member of the World Economic Forum's Global Future Council on Frontier Risks. The Council will identify key future shocks for the next generation and propose policy opportunities that will build resiliency today in the face of these risks.



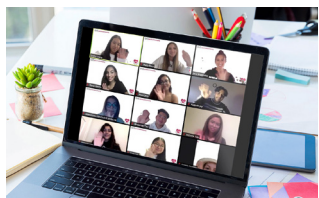
[Lions varsity student-athletes](#) raised \$1235 for the York Sport Council's third annual Halloween for Hunger campaign. The money will be donated to York Food Support Services, which has started the Curbside Food Hamper Distribution Program this year. With the money, the York Federation of Students will be able to create 50 food hampers to give to local community members.



The Organization of American States (OAS) General Assembly has elected Osgoode Hall Law School Professor and York Research Chair in Pluralism and Public Law [Benjamin Berger](#), to the Board of Directors of the Justice Studies Centre of the Americas, an organization that provides technical support to OAS member states in their justice system reform processes.



[Zheng Hong \(George\) Zhu](#), Lassonde School of Engineering professor and the academic director of the Research Commons, has been inducted as a Corresponding Member of the International Academy of Astronautics - IAA Academician. The IAA is an independent organization of distinguished individuals elected by their peers for their outstanding contributions to astronautics and the exploration of space.



The [Schulich Charity Association](#) was recently named the 'Post-Secondary Challenge' award winner after coming in first place in fundraising for the CIBC Run for the Cure event.



[Dr. Shelia Harms](#), MD, a fourth-year PhD candidate in the Faculty of Education, is the recipient of the prestigious 2020 U21 Health Sciences Group (HSG) Teaching Excellence Award, which celebrates and rewards exceptional educational scholarship, particularly among research intensive universities, across the U21 HSG network.



Osgoode student [Jayashree Sivakumar](#) received this year's South Asian Bar Association Student Recognition Award for her outstanding academic achievements and contributions to Osgoode, South Asian Law Students' Association chapters and local communities.



The [Lassonde School of Engineering](#) was profiled in the UN 75 Sustainable Engineering in Action book, which marks the 75th anniversary of the United Nations (UN) and details how engineering is tackling the most pressing challenges outlined in the UN's 17 Sustainable Development Goals.

## APPOINTMENTS



[Maureen Armstrong](#) has been appointed Interim York University Ombudsperson. In addition to the day-to-day work of the ombudsperson, Maureen has a mandate to implement important reforms to the Office of the Ombudsperson to ensure it meets the needs of our community today and in the future.



[Brad Parkes](#) has been named York's next assistant vice-president of Facilities Services. He will lead the planning, development, maintenance and stewardship of York's campuses to advance teaching, learning and research.



Alumnus [Paul Jones](#) has been added to the Canada Basketball board of directors, the governing body of basketball in Canada.

## Board of Governors

### Memorandum

To: Board of Governors

From: Antonio DiDomenico, Chair, Academic Resources Committee

Date: 1 December 2020

Subject: Establishment of the Helen Carswell Research Chair in Dementia Care

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### Recommendation:

**The Academic Resources Committee recommends that the Board of Governors approve the establishment of the Helen Carswell Research Chair in Dementia Care.**

### Rationale:

In accordance with the York Act, individual and program-based Research and Teaching Chairs and Professorships are formally established by the Board of Governors after consultation with Senate through its Academic Policy, Planning and Research Committee. The Academic Resources Committee is responsible for recommending approval by the Board after completing its own review and approval.

The Vice-President Academic and Provost is required to determine that a proposal is consistent with York's academic interests and all relevant policies and agreements. Confirmation of the Provost's support and details about the Chair, which will be housed in the Faculty of Health, are provided in correspondence appended to this memorandum. The Academic Policy, Planning and Research Committee of Senate (APPRC) is reviewing the proposed new Chair being recommended by the Provost at its meeting on 26 November 2020; the recommendation is presented to the Academic Resources Committee at this time contingent upon APPRC expressing its concurrence.

## Board of Governors

### **Policy and Procedures**

**Policy:** Establishment and Designation of Research and Teaching Chairs,  
Professorships and Distinguished Fellowships

<http://secretariat-policies.info.yorku.ca/policies/establishment-and-designation-of-research-and-teaching-chairs-professorships-and-distinguished-fellowships-policy/>

**Guidelines and Procedures:** Establishment and Designation of Research and Teaching  
Chairs, Professorships and Distinguished Fellowships

<http://secretariat-policies.info.yorku.ca/policies/establishment-and-designation-of-research-and-teaching-chairs-professorships-and-distinguished-fellowships-guidelines-and-procedures/>

Documentation is attached as Appendix A.



## Office of the Provost & Vice-President Academic



### Memorandum

To: Brenda Spotton Visano, Chair, APPRC

From: Lisa Philipps, Provost & Vice-President Academic

Date: November 18, 2020

Subject: Establishment of an Endowed Research Chair in the Faculty of Health

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I am writing to seek the concurrence of APPRC for the establishment of an endowed research chair in the Faculty of Health: the **Helen Carswell Research Chair in Dementia Care**. This chair will be funded by a gift from the Carswell Family Foundation; Professor Allan Carswell, the Foundation's President, is a distinguished retired faculty member at York. The gift for the Chair will be endowed and the endowment will be supplemented by matching funds allocated by York University. The gift will also provide multi-year funding to support graduate student fellowships and evaluation and research projects to be supervised by the Chair.

The advancement of health-related programming and research is a long-standing institutional priority at York. The chair is consistent with objectives set out in York's Strategic Research Plan which includes a commitment to advance research excellence related to Healthy Lives, Communities and Environments. It also aligns with the new University Academic Plan 2020-25, especially its priorities related to Knowledge for the Future and Working in Partnership. Consistent with the UAP's commitment to "build cross-sector and inter-community partnerships that can serve as vital catalysts for positive change" by deepening "collaboration with industry, government, alumni, donors, and community partners," the Chair is designed to work in close collaboration with non-profit, health sector and governmental agencies involved with dementia community care. In addition, the Chair will contribute to elevating York's contributions to the UN Sustainable Development Goals, particularly in relation to Goal #3: Good



## Office of the Provost & Vice-President Academic

Health and Well-being. Specifically, the Chair will undertake community engaged research to evaluate current programs and to inform better policies and practices for non-medical community-based approaches to dementia care.

The Chair is well aligned with existing strengths in the Faculty of Health and particularly its School of Health Policy and Management. It will contribute to teaching and supervision in the Faculty and to the development of a critical mass of faculty examining aspects of aging, including the study of long-term care and home services, bringing particular expertise in program evaluation. It also aligns with the work of the York University Centre for Aging Research and Education (YU-CARE), a Health-based ORU.

It is anticipated that the Chair holder will be appointed to SHPM at the Associate or Full Professor level; and that they will carry out evaluative research projects in relation to community oriented dementia service design and implementation, as well as externally funded scholarly research. The Chair holder will lead the University's partnership with the York Region Alzheimer Society and an advisory committee with external membership, which will contribute to the identification and dissemination of research. The initial term of the Chair is five years, with the possibility of renewal, and the Chair holder will provide an annual report on activities and achievements.

The Senate Policy, and associated Guidelines and Procedures, on the *Establishment and Designation of Research and Teaching Chairs, Professorships and Distinguished Fellowships*, require that in such cases as this, where the proposed chair is consistent with an existing Senate-approved teaching program and where the other terms and conditions set out in the policy are met, the Provost & Vice-President Academic seeks the concurrence of APPRC prior to the Board of Governors' consideration of the proposal. By this memorandum, I confirm that the proposed Chair satisfies the expectations of the Senate policy, and unless APPRC has questions regarding it, I ask that this matter be transmitted to the Board of Governors for consideration.



cc: Dean P. McDonald

NOVEMBER 2020

# Points of Pride



Image Credit: Diamond Schmitt Architects

*York University is a leading international teaching and research university and a driving force for positive change.*

## 1 YORK CENTRE FOR RESEARCH IN EARTH AND SPACE SCIENCE IS OUT OF THIS WORLD

Prof. Michael Daly, director of York's Centre for Research in Earth and Space Science ([CRESS](#)), led the development of the OSIRIS-REx laser altimeter (OLA) used by NASA in its first mission to the near-earth asteroid Bennu to collect samples from its surface. OSIRIS-REx provided unprecedented topographical measurements to select the site on Bennu where on October 20 NASA collected the samples, expected to return to Earth in 2023.

## 3 R.P. BRATTY FAMILY FOUNDATION GIFT TO THE NEW MARKHAM CENTRE CAMPUS BOOSTS YORK'S EFFORTS TO RAISE \$50 MILLION

A generous \$10 million gift from the R.P. Bratty Family Foundation is the first private donation announced to support York's new Markham Centre Campus (MCC), now under development. This contribution will support MCC's ability to provide a high-quality student learning experience in York Region, and equally important, supports York's larger mission to build inclusive and resilient communities in one of the fastest-growing regions in Canada.

## 2 MINISTER'S AWARDS OF EXCELLENCE RECOGNIZE YORK RESEARCHERS MAKING A DIFFERENCE

Five York faculty members were recently recognized by the Minister of Colleges and Universities' Awards of Excellence program for their commitment to help guide the province of Ontario through the pandemic. In stepping up in the fight against COVID-19, these individuals exemplify York's diverse community of change leaders by demonstrating their commitment to creating a better future.



# Board of Governors

## Memorandum

To: Board of Governors

From: Bobbi White, Chair, Finance and Audit Committee

Date: 1 December 2020

Subject: Ancillary Operations Long-term Plan

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### **Recommendation:**

**The Finance and Audit Committee recommends that the Board of Governors approve the Ancillary Operations long-term plan and related budgets, attached as Appendix A.**

### **Background**

The ancillary budget plans are updated annually to reflect the changes in the economy, technology, enrolment, market conditions, capital projects, and internal organizational changes

Detailed plans for each ancillary operation are outlined in the attached report.

The purpose of this report is to provide an overview of the University's Ancillary Operations long-term plan. This report was developed prior to the onset of the COVID-19 pandemic and subsequently submitted to the Board for information in June with an estimation of the impact of the pandemic for the Summer term. The plans herein have been updated to reflect the anticipated financial impact of the pandemic on operations for fiscal 2020-21, within a context of significant uncertainty in the short term.



**ANCILLARY OPERATIONS**

**LONG-TERM PLAN**

**2020/21 - 2023/24**

**Finance and Audit Committee**

**23 November 2020**

## 1. Purpose of this Report and Historical Results

The purpose of this report is to update the Finance and Audit Committee on the University's long-term plan for Ancillary Operations. The report contains a discussion of each business unit.

Ancillary Operations are budgeted to break even over the long run, which includes the repayment of debt, capital renewal, and contributions to shared services and the University Fund.

The following is a summary of the consolidated expected financial results of the Ancillary Operations:

	<b>ANCILLARY OPERATIONS</b>					
	<b>in \$000s</b>					
	<b>Actual</b>	<b>Budget</b>				
<b>2019</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2023</b>
<b>2020</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2024</b>
Revenue	\$66,284	\$64,271	\$69,347	\$70,202	\$71,217	\$72,047
Expenses	(65,813)	(63,793)	(68,847)	(69,511)	(70,525)	(71,352)
Provision for COVID 19			(18,114)			
<b>Revenue less Expenses</b>	<b>\$471</b>	<b>\$478</b>	<b>(\$17,614)</b>	<b>\$691</b>	<b>\$692</b>	<b>\$695</b>
<b>Opening Deficit</b>	<b>(2,907)</b>	<b>(2,436)</b>	<b>(1,958)</b>	<b>(19,572)</b>	<b>(18,881)</b>	<b>(18,189)</b>
<b>Closing Deficit</b>	<b>(2,436)</b>	<b>(1,958)</b>	<b>(19,572)</b>	<b>(18,881)</b>	<b>(18,189)</b>	<b>(17,494)</b>

The impact of COVID-19 on Ancillary operations for 2020-21 is \$27.6M in net lost profit, including previously budgeted contributions to capital reserves of \$9.4M.

The impact on each business unit is as follows:

<b>Business Unit</b>	<b>Impact (\$M)</b>
Parking (monthly parking and daily parking revenue)	\$11.7
Housing (lost residence fees and conference business)	12.2
Bookstore (lost retail sales)	1.2
Food Services (lost retail and vending commission revenue and increased operating costs)	1.9
YU-card (lost commission revenue)	0.2
Printing Services (net lost revenue)	0.4
<b>Total</b>	<b>\$27.6</b>

Yearly contributions are made to the University for Shared Services (\$3.5M) and land rent (\$1.1M) from parking operations. In addition a contribution is made each year to the University Fund (\$2.2M).

Financial projections for 2021-22 and beyond were developed prior to the start of the pandemic and reflect pre-COVID assumptions. While enrolments have some impact on ancillary business revenues, the level of activity/population on campus is a more significant driver and this is highly speculative beyond the Winter 2021 term, although it is likely that public health measures will continue to impact drivers like residence occupancy levels and the campus population. Budgets for 2021-22 will be recast accordingly in step with broader University planning. To balance the cumulative deficit over a reasonable horizon, Ancillary Services business units are adapting to modify operations and provide new services, and accelerating initiatives to provide long-term efficiencies and cost reductions. A variety of other measures may be employed depending on business conditions that continue to evolve, including new business models and lines of business to grow revenue, price increases, closures, suspension of contributions to the University Fund, use of reserves and/or reductions to reserve contributions, deferral of capital maintenance, and/or leveraging P3 arrangements to fund capital needs.

## **2. Student Housing Services**

Student Housing Services provides and manages approximately 2,760 undergraduate beds and 1,253 self-contained apartment units for York's undergraduate, graduate, law, exchange, and YUELI students at the Keele and Glendon campuses.

Execution of the Housing Strategy approved by the Board in June 2012 continues and includes the following:

- A 10-year building renewal plan valued at \$70M, funded from annual housing revenues that are directed to building renewal.
- A focus on first-year students with enhanced programming to promote a culture for student success.
- An institutional framework to oversee the long-term planning and implementation for the Strategy, including a Student Housing Steering Committee and Housing Working Groups.

Applications for new and returning students prior to the pandemic remained strong and both the undergraduate residences and the York Apartments have had full occupancy through the fall/winter terms. However, the decline in student enrolment at Glendon

has resulted in a concomitant decrease in occupancy for Glendon residences, which have been filled with overflow from the Keele campus, particularly exchange students.

### **Marketing Plan**

Price increases for undergraduate and graduate residence rates for 2020-21, consistent with the approved Housing Strategy and Ontario Rent Increase Guidelines respectively, were approved by the Board in November 2019. Pricing for York's residences remains highly competitive with other institutions and the surrounding rental market. The Ontario government has publicly stated intentions to limit or freeze rent increases for 2021 as part of its COVID-19 relief actions for individuals.

Food Services is developing plans for renovations of the residence dining halls and the implementation of a change in the type of meal plans for Fall 2022, to enhance the quality of residence dining and the student experience. A request for proposals for architectural and kitchen consultants was awarded in May 2020 and an architectural feasibility study is nearing completion.

Housing Services is focusing on customer service enhancements and improvements in maintenance operations, including staff training and communications with residents, and enabling more online functionality. An operational review of Housing Services was conducted by an external consultant and their final report is being reviewed. Findings from their study will inform marketing initiatives and operational improvements.

### **Market Trends**

Demand for student housing is generally strong and many universities across Canada and the United States are pursuing a range of strategic options for the expansion and/or enhancement of campus residence facilities. These range from self-funding capital development, to leveraging third-party investment while retaining institutional management of facilities, to complete third-party financing and operation of buildings, with each model having its benefits and constraints. York University has employed both in-house development/renovation and third-party build/operation (The Quad). Ancillary Services is undertaking two studies nearing completion to inform the development of a new strategic plan for Housing Services: a comprehensive facility condition assessment of each residence building to inform capital planning; and a market demand analysis and operational review. The intent of the strategic plan is to determine the appropriate path forward to address any quantified gaps in supply versus demand in support of the University's Strategic Enrolment Management objectives and accelerate capital improvements to the University's residences, within the context of other factors such as the University's brand, debt capacity and other capital priorities. The lasting impact of



the COVID-19 pandemic on future demand for various types of accommodation and amenity designs (e.g. double occupancy and shared washrooms) is not yet known.

### Operational Plan

Significant renovations (\$7M) to the Hilliard residence on the Glendon campus are being undertaken in 2020, along with a number of other capital maintenance and improvement projects in Glendon's Wood residence and various buildings on the Keele campus, funded through the 10-year Housing Strategy.

In response to COVID-19, and consistent with guidance from public health and other institutions, maximum occupancy in the undergraduate residences was reduced by approximately 50% for 2020-21 to facilitate physical distancing and to limit sharing of washrooms. While early applications were positive, a large number of cancellations were subsequently received following announcements that winter courses will be primarily delivered online, coupled with travel restrictions remaining in place. As such, occupancy is falling well below the reduced target and revenue has been significantly impacted. While many offers were deferred to the Winter term, there is a high degree of uncertainty as to whether these will convert to occupied rooms in January.

### Financial Plan

#### ANCILLARY OPERATIONS HOUSING AND CONFERENCE SERVICES in \$000s

	Actual	Budget				
		2019	2020	2021	2022	2023
Revenue	\$34,285	\$30,644	\$35,585	\$36,377	\$37,046	\$37,730
Expenses and Capital Renewal	(32,760)	(30,265)	(34,891)	(35,879)	(36,670)	(37,472)
Provision for COVID 19			(4,566)			
<b>Revenue less Expenses</b>	<b>1,525</b>	<b>379</b>	<b>(3,872)</b>	<b>498</b>	<b>376</b>	<b>258</b>

### 3. Bookstore

The York University Bookstore supports the University's academic mission by providing students, faculty and staff access to a wide range of academic materials, York-branded merchandise and school supplies. The bookstore has seven locations. The main bookstore is in York Lanes on the Keele Campus and the Glendon Campus Bookstore is in York Hall. The bookstore assumed the operations of the Trading Floor store in the

Schulich School of Business in 2013, and Osgoode's Bookstore in 2014. The bookstore team also currently manages three small satellite stores in York lanes adjacent to the main bookstore.

The bookstore has implemented several student focused initiatives including one of Canada's largest rental textbook programs, a much larger offering of used textbooks and value-priced apparel. The team is also very focused on community engagement, hosting in-store events throughout the year including book launches and weekly game nights for students, faculty and staff.

In the coming year, the strategic priorities of the bookstore will be in the following four areas:

- Innovation
- an enhanced student-centred approach
- environmental sustainability
- financial sustainability

## **Marketing Plan**

The Bookstore will be focused on innovation in both learning materials and other categories.

While most students still prefer printed course materials, electronic resources are rapidly becoming more popular due to lower cost, higher efficacy and ease of access. The Bookstore already distributes a significant number of electronic learning materials through the sale of access codes, but this approach is not as student focused as some of the emerging alternatives that integrate with the Moodle and Canvas learning management systems. The new models vary from all-inclusive access models paid for as part of fees with full single sign-on capability, to simply allowing the purchase of access codes through the learning management system. The Bookstore implemented one such solution in Summer 2020 and is working to add more publishers and titles. Publishers are also advancing their own direct-to-student digital offerings to earn higher margins in competition with campus bookstores.

Based on national averages for Canadian campus bookstores, there are several underserved product categories on campus that will be a focus for growth. The University has a strong brand with students, and the Bookstore will support this brand by increasing the availability of York University branded items, especially in apparel, where

we currently sell half the amount of clothing per FTE compared to the Canadian average. School supplies and technology products are also under index in sales per FTE and will be expanded, including considerations for the sale of cell phones.

A number of initiatives are also planned that will enhance our student-centred approach. In a recent online survey of students (September 2019), students rated their overall experience at the Bookstore very well, with 90%+ students agreeing that their overall expectations were met or exceeded. Despite the high rating overall, only 67% of students were satisfied with wait times in line, which declined from 70% in the prior year. The Bookstore is taking several actions to reduce wait times during its busiest period, including upgrading the point-of-sale system to employ a more user-friendly and faster interface and purchasing additional cash registers, along with implementation of the University's virtual queueing system.

The Bookstore has also constructed an in-store Canada Post outlet. The postal outlet will be full service, with the ability to send and receive packages and mail, including internationally, purchase stamps and mailing supplies and send money transfers. The postal outlet in itself is not expected to contribute significantly to revenue, but rather to drive traffic to the store.

## **Market Trends**

Several key trends, explored below, are influencing the learning materials and campus retail markets:

1. Affordability

With students pressured more by debt levels than previous generations, affordability is a trend that continues to rise in importance. Due to cost, many students are opting to not obtain required course materials which can have a negative impact on learning outcomes. With the rising cost of course materials, the Bookstore must be a leader in providing affordable options for students to obtain their learning materials.

2. Digital evolution

Unlike other industries, the transition to digital in course materials has been slow and fragmented, however the pandemic is accelerating this transition. Ed-tech startups continue to disrupt the market, but a true digital solution has yet to present itself. Publishers are experimenting with a variety of strategies, some slow to transition with a strong focus still on print, and others with an aggressive digital-only strategy. It will be increasingly important for the Bookstore team to remain nimble and on the forefront of

these trends, supporting faculty members in researching and experimenting with alternative forms of delivery.

### 3. Growth in non-book categories

Based on the 2019 Independent College Stores Report, while industry book sales for stores reporting have declined consistently for five years at an average of 6% annually, other categories continue to grow, such as insignia products, which has increased in each of the last five years by an average of 5%. Also, the Bookstore under-indexes to the market in sales per student in key categories such as campus branded apparel, supplies and technology products. Building student demand in these growing areas will be an important priority in the short and mid-term. In addition to strengthening the operation, growing these businesses, particularly York branded items, helps to strengthen the overall brand and spirit of the University. The shift to online orders because of the pandemic presents challenges in marketing these items, many of which are impulse purchases in store.

## **Operational Plan**

The Bookstore provides an important service to the community but currently operates at a deficit, which increased significantly in the most recent fiscal year. The operational plan of the Bookstore will be very focused on financial sustainability, with the goal of becoming self-sustaining in two to four years. In addition to the growth initiatives mentioned above, the Bookstore will also manage its operations carefully in several ways, outlined below.

### 1. Careful management of expenses

Non-book businesses for the Bookstore are consistently growing and are large enough to provide a stable foundation for a successful Bookstore regardless of the size of the book business, provided that the Bookstore manages expenses carefully as the book business declines. This will be accomplished by anticipating expected declines in textbooks and mirroring them with a decrease in expenses, with a contingency plan in case sales decline faster than expected.

### 2. Reallocation of resources

Despite an overall declining business, it is important that the Bookstore still invest resources through reallocation into growth areas. Resources can include floor space, inventory levels, marketing effort, staff levels and strategic focus overall.

### 3. Tightening of processes

Increasing operational efficiencies through refining processes will eliminate waste, reduce shrinkage, and improve service to the community. Since May the Bookstore has streamlined its online order fulfilment and shipping processes to significantly increase throughput and will be focusing on inventory management.

### 4. Review of satellite locations

With seven locations, the Bookstore has above the Canadian average number of locations per FTE. During the year, the team will evaluate its retail location portfolio to ensure it has the right balance of service and cost. Some of the locations are required to ensure we are serving the community effectively, but it may be possible to improve service and lower costs by consolidating other locations, particularly as online shopping increases.

### 5. Improved product sourcing

The Bookstore is reviewing its supplier selection and sourcing practices to create meaningful partnerships, eliminate a level in the supply chain where possible, improve product quality, increase flexibility and lower cost. For example, the Bookstore recently negotiated a new partner to supply its program hooded sweatshirts (e.g. Music, Nursing, Chemistry). The new partner is providing a slightly better-quality garment, at a lower cost and is willing to produce single units which will allow the bookstore to expand the service to include all 120+ programs.

The Bookstore continues to be very focused on advancing its plans in environmental sustainability. In the coming year the Bookstore will evaluate its remaining use of plastic single use shopping bags, expand its offerings of organic apparel and increase the selection of Canadian made products which have a much smaller eco-footprint to transport to the store.

In response to COVID-19 and consistent with many other institutions, the Bookstore's physical store has remained closed and the operation has focused on processing a higher volume of online orders. As a result, the Bookstore is experiencing a significant decline in sales of impulse-driven higher-margin apparel and general merchandise, which are key revenue drivers. During this time the Bookstore has also played a significant role in supporting important institutional needs, including the sourcing and distribution of cloth mouth and nose coverings, Convocation celebration kits and orientation kits, leveraging its expertise in sourcing and staff resources to provide cost savings for the University.

## Financial Plan

### ANCILLARY OPERATIONS BOOKSTORE in \$000s

	Actual	Budget				
		2019	2020	2021	2022	2023
		2019	2020	2021	2022	2023
		2020	2021	2022	2023	2024
Revenue	\$13,749	\$14,401	\$13,530	\$13,383	\$13,265	\$13,177
Expenses	(14,889)	(14,527)	(13,991)	(13,612)	(13,353)	(13,119)
Provision for COVID 19			(1,218)			
<b>Revenue less expenses</b>	<b>(1,140)</b>	<b>(126)</b>	<b>(1,679)</b>	<b>(229)</b>	<b>(88)</b>	<b>58</b>

## 4. YU-card

The YU-card program provides official University photo identification for York University students, faculty and staff in the form of a campus “one-card” program. The program’s objective is to improve the student experience by enabling convenient access to campus services, and to provide cost efficiencies and opportunities for service enhancement and innovation for University departments. The YU-card has eliminated several redundant identification and payment cards on campus since its inception.

While the YU-card is a photo identification card at its core, it provides payment services to internal departments and external merchants, and charges cost recovery fees to those participating in the program. Revenue drivers for the program are meal plan sales and card usage related to other services, while the drivers for expenditures are the annual license/maintenance fees for the YU-card system software and the labour, and material costs to produce cards. The YU-card program currently absorbs all software license fees for the integration of services such as libraries and recreation facilities to provide a seamless student experience and operating savings for participating departments. Students are provided their first YU-card at no charge.

The YU-card debit card service has grown substantially since its introduction in 2006. In 2015-16 the YU-card began to dispense the Student Life Award bursary funds to students, which increased card use and provided the University with administrative efficiencies by eliminating the issuing of cheques, however that award was discontinued for Fall 2020. YU-card is accepted at hundreds of points of sale on the Keele and Glendon campuses and processes more than \$13M in annual cardholder deposits.

## **Marketing Plan**

Revenue increases have generally been limited to growing card usage, which has somewhat plateaued. The YU-card Program was informed that the Student Life Award will be discontinued after Winter 2020. This will result in a decrease in card deposits of approximately \$3M per year, or approximately 20%. Marketing plans will be developed to maintain usage among those who previously received funds, and to grow additional deposits, leveraging the Bookstore Rewards program and other incentives.

The YU-card program is also exploring the development of new service offerings including attendance/validation services, point-of-sale solutions for departments and value-added services for cardholders. Commission rates charged to participating merchants are on par with those charged by other institutions and are not planned to increase.

## **Market Trends**

While YU-card implemented leading contactless technology in 2014, the issuance of credentials via mobile devices is a growing trend and the YU-card program has been in discussions with its system vendor to pursue its mobile credential option. While our current contactless technology is NFC-compliant and compatible with the mobile solution, there are several other technical dependencies affecting campus systems that must be resolved to implement the mobile credential, as well as additional software license fees that currently present a financial challenge for the program.

## **Operational Plan**

YU-card is planning \$50,000 in capital expenditures to replace obsolete retail, vending and laundry room card readers, funded from the program's capital reserve. The YU-card Office will also be going live with new card printers and software in Winter 2021 that will enable more cost-effective production, yielding savings of approximately \$25,000 per year. The YU-card Office also went live in Fall 2020 with the Q-Less virtual queuing system and an enhanced online photo submission service, to eliminate the long line-ups and wait times typically experienced in September. These initiatives position the program to pursue adoption of a mobile credential, as a replacement for physical cards, for 2021-22.

As a result of COVID-19, with most courses being delivered online and campus activity and residence occupancy significantly reduced, the YU-card program will earn significantly less in commissions during 2020-21 than originally planned. As a required



service that has continued to operate on premise during the pandemic, the YU-card Office has also been a central service point for the distribution of cloth mouth and nose coverings to community members.

## Financial Plan

### ANCILLARY OPERATIONS YU-card Program in \$000s

	Actual	Budget				
		2019	2020	2021	2022	2023
		2019	2020	2021	2022	2023
		2020	2021	2022	2023	2024
Revenue	\$1,145	\$1,020	\$1,072	\$1,093	\$1,115	\$1,137
Expenses	(1,116)	(991)	(1,046)	(1,068)	(1,082)	(1,100)
Provision for COVID 19			(285)			
<b>Revenue less Expenses</b>	<b>29</b>	<b>29</b>	<b>(259)</b>	<b>25</b>	<b>33</b>	<b>37</b>

## 5. Food Services and Contract Management

Food and Vending Services establishes and manages contracts with third-party vendors to provide students, faculty, staff and visitors with a variety of dining options and amenity services. Vending contracts include laundry machines for student residences, banking machines, beverage and snack machines and other minor contracts in numerous locations across both campuses. Food service operations in York Lanes, the Student Centre and the Schulich School of Business are managed independently by York University Development Corporation, the York University Student Centre Inc., and the Schulich School of Business respectively. The Quad residence operation also manages its own retail food service tenants.

Food Services has grown over the last number of years, both in terms of the number of locations operated and gross sales, in responding to student input on dining options. The unit oversees 19 eateries across both campuses and serves more than 2.3M customers per year. There has also been significant growth in revenues from vending contracts.

Contract Management negotiates and manages revenue generating contracts and hosting agreements with third parties on behalf of the University. The long-term plan includes revenue sources from roof top cell antenna contracts, media advertising and Crestwood Valley Day Camp at Glendon. Revenues from other contracts such as Tennis

Canada, Seneca College and Computer Methods Building, flow to the central University budget.

## **Marketing Plan**

York has a decentralized and competitive food service environment compared to other universities, and retail prices for food on campus are set independently by each operator within that context. Food prices in Canada have been increasing at a much higher rate than the overall price index in recent years. Food Services reviews menus and dining concepts with its contractors annually to respond to current food trends and improve satisfaction and sales. The unit is also implementing enhanced vending and self-serve micro-market options for select locations on the Keele, Glendon and Markham Centre campuses.

The unit's strategic focus for 2020-21 will be to advance the implementation of the "Anytime Dining" concept for students in residence. While the pandemic may have a lasting effect on buffet-style service that will require modifications to this model, Food Services is implementing several tactics to build communication and feedback with customers, including new food service committees and the "Happy or Not" customer feedback solution. A mobile order-and-pay app that integrates with the YU-card system and meal plans is also being launched for the Fall term.

## **Market Trends**

As previously reported, several Canadian universities have switched from "declining balance" to "all you care to eat" or "Anytime Dining" meal plan models in the last few years. Institutions that have made the change report significant increases in student satisfaction, food quality and food options. An external consultant report commissioned by Food Services recommended implementation of this model at York University. Food Services will be focusing effort on implementing this model for Fall 2022, including program design, facility renovations, contractual arrangements and communications. An architectural feasibility study is currently underway. While the pandemic will likely have a lasting impact on buffet-style dining that will require modifications to the program, it has also highlighted challenges in resiliency and reliability that are inherent in the University's current decentralized food service model.

Some campuses are engaged in efforts to reduce their reliance on franchised brands (in favour of in-house/non-branded concepts) to reduce licensing fees and capital costs, however Food Services continues to experience strong sales from various franchises and these brands remain highly popular with the community. Campuses are also observing

the growing use of food delivery apps by students, which present additional competition for on-campus eateries as well as issues with parking/drop-off.

### Operational Plan

Food Services is investing in an operational quality program that incorporates quarterly third-party audits of each of its outlets. These audits will assess elements of food and facility safety and the quality of customer service at each location and were expanded to include “COVID readiness” assessments for campus eateries that are reopening.

Ancillary Services is hiring a finance manager within the Contract Management function, not only to provide financial planning and management support for the department but also to proactively manage and develop the leasing and licensing portfolio.

As a result of COVID-19, with most courses being delivered online and residence occupancy significantly reduced, Food Services will earn significantly less revenue during 2020-21 than originally planned and will incur additional costs to implement safety measures and modify service formats. With many independent eateries on campus remaining closed due to the reduced campus population, Food Services is maintaining service in the residence dining halls, a select number of retail outlets and vending machines to ensure the continued and reliable provision of food to those living in residence and attending campus for work. This has required a temporary renegotiation of the business terms for some contracts, which is impacting related revenues and costs.

### Financial Plan

**ANCILLARY OPERATIONS  
FOOD AND CONTRACT MANAGEMENT  
in \$000s**

	Actual	Budget				
	2019 2020	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024
Revenue	\$2,539	\$2,961	\$2,793	\$2,837	\$2,960	\$3,022
Expenses	(2,390)	(2,814)	(2,752) (1,424)	(2,609)	(2,732)	(2,791)
<b>Revenue less Expenses</b>	149	147	(1,383)	228	228	231

## **6. Parking Services**

Parking Services manage approximately 8,800 parking stalls on the Glendon and Keele campuses across 35 parking lots and various on-street parking areas, and conducts parking enforcement and traffic control functions on both campuses. Parking options include daily/visitor parking and monthly permits, along with service arrangements for special events such as the annual Rogers Cup tennis tournament.

Parking Services issues more than 7,000 permits per year with revenues split evenly between daily and permit parking. The Parking Services office also provides front-line customer service and execution of various Transportation Services programs, including discount transit passes, carshare and carpool programs, and bicycle lockers. In 2019-20 the Transportation Services and Parking Services units formally merged, providing an opportunity to align activities and to realize efficiencies.

In July 2019 Parking Services converted from issuing private parking citations to issuing City of Toronto parking tickets. While all revenue from City parking tickets flow to the City of Toronto, the new enforcement program has resulted in a significant improvement in payment compliance and a 50% reduction in parking tickets issued this year.

### **Marketing Plan**

Prices for parking are reviewed annually and set to ensure funding for both operating and capital costs, and to achieve transportation demand management (TDM) objectives. Slight modifications to parking rates for 2020-21 were approved by the Board at its December 2019 meeting.

Marketing activities for Parking Services are intended less to promote sales of parking, and more to provide information about the various commuting options available, in alignment with the University's sustainability objectives. This presents a fine balance between advancing broader use of more sustainable forms of transportation, being sensitive to affordability for students, and generating revenue to fund operating and capital costs. The installation of electric vehicle chargers on campus in 2020 along with the opening of the Northwest Gate parking lots surrounding the Pioneer Village TTC station provide opportunities to market parking options to commuters outside of the York community. The unit is also pursuing with York Region Transit a discount monthly transit pass program for employees.

## **Market Trends**

Approximately 80% of community members arrive on campus via means other than single-occupant vehicles, however there will continue to be demand for parking from those for whom public transit is not a viable option. While permit parking has continued to experience a gradual annual decline, to date the TTC subway has not yet had a dramatic impact on parking demand and daily/occasional parking has increased slightly. The longer-term impact of COVID-19 on modal split and overall parking demand has not been ascertained.

Increasing adoption of electric vehicles necessitates the prudent installation of charging solutions on campus, which Parking Services is pursuing in 2020-21 as a result of receiving funding from the federal government. Demographic shifts toward carshare and rideshare programs in Toronto are reducing demand for single-occupant vehicles and are being accommodated by hosting carshare companies on campus. Emerging transportation alternatives such as electric scooters are also being explored, with a campus pilot program under development. The City of Toronto's bike share program is also being expanded to include stations at the University.

## **Operational Plan**

Parking Services completed several significant initiatives in 2019-20 including the conversion to the City of Toronto's parking enforcement program and an upgrade to the parking management system. In 2020-21 Parking Services is integrating front-line services with the QLess virtual queuing system, and enhancing online services, to reduce wait times and provide clients with a better service experience while reducing operational costs.

With the upgrade to the parking management system completed, mobile license plate recognition technology for parking enforcement is being implemented to provide operational efficiencies. Further, a mobile payment application is being implemented to provide an additional modern contactless payment option.

Construction of phase 2 of the Quad Residence complex will eliminate more than 400 parking spaces from the Pond Road lot in May 2020. Parking Services is working to accommodate displaced clients in other nearby parking facilities.

Since the University moved to remote/required services in March, parking has been operating on a complimentary basis thus the operation has not earned revenue from May through September. Even if paid parking is reintroduced this fiscal year, the low

level of activity on campus will significantly impair parking revenue through April. While available short-term cost reduction measures have been applied, the unit has a high level of fixed costs including debt payments and land rent, and ongoing operating costs such as utilities, snow clearing and enforcement.

## Financial Plan

### ANCILLARY OPERATIONS PARKING SERVICES in \$000s

	Actual	Budget				
	2019 2020	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024
Revenue	\$13,328	\$13,620	\$14,839	\$14,951	\$15,236	\$15,351
Expenses	(13,305)	(13,597)	(14,663)	(14,818)	(15,131)	(15,278)
Provision for COVID 19			(10,252)			
<b>Revenue less Expenses</b>	<b>23</b>	<b>23</b>	<b>(10,076)</b>	<b>133</b>	<b>105</b>	<b>73</b>

## 7. Printing Services

Printing Services provides a mix of ancillary and non-ancillary services to produce stationery, secure printing of exams and diplomas, secure scanning and tabulation of University multiple choice examinations, printing of course materials, and a range of marketing and communication projects. Printing Services incorporates the Course Kit Centre, which provides customized publishing services while ensuring that copyright royalties are respected. Printing Services competes with external vendors in many product categories and yet also works with external vendors to offer a wide portfolio of services to the community. The knowledgeable customer service staff are a valuable resource to community members and can help manage the process of procuring print projects to meet budgetary constraints.

Historically, Printing Services has been a leader in the production of course kits and is well respected for its work and the volume of titles produced, as is appropriate for the interdisciplinary approach at York University. The unit provides a high level of consultative services to professors in advising them on materials available to include in their curriculum and negotiating permissions for content, all in addition to the functional role of assembly and production. Printing Services has produced customized course books in digital format, and the Bookstore has developed a secure platform for selling the “e-kits”.

Revenue from course kit printing had traditionally been 50% of total revenues in Printing Services but because of the ongoing Access Copyright legal case, Printing Services has been operating under an outsourced printing and copyright clearance agreement with an external vendor. The production unit was adjusted to reduce equipment costs but still retains a capacity of approximately 20 million impressions per year. Staffing in the course kit area also has been reduced significantly during this period.

## **Marketing Plan**

The unit has excellent management and workflow systems, which are critical in a digital print environment. The emphasis is on short runs, fast turn-around, convenience, security and competitive pricing. Although prices have not materially increased in recent years, cost pressures from labour and raw material increases generally are offset by efficiencies. Market prices and costs are continually reviewed to ensure continued market competitiveness.

A new online self-service portal for order submission went live in May 2020. The new portal provides a much better customer experience including enhancements such as online proofing and more options for ordering and cataloguing of printed items.

Marketing communications for Printing Services in 2020-21 was to be focused on promoting ecommerce options, non-course kit materials including colour and wide format printing, our secure printing service options, and print-on-demand book and journal publishing. The move to required services and online course delivery for 2020-21 has disrupted these plans, however the unit has shifted operations to leverage its expertise to source plexiglass for counter/desk shields and to produce and install safety-related signage, decals and other materials for the University's physical distancing needs.

## **Market Trends**

As digital disruption continues to impact the print business, and as teaching methodologies evolve accelerated by the pandemic, Printing Services, like many print-based businesses is at a tipping point between traditional print delivery and digital services. Focused efforts on growing colour and wide format printing services including signage, and the core business of secure printing including exams and diplomas are key elements of limiting the effects of the decline of traditional printing revenues. While business conditions for print-based businesses are challenging, in particular the uncertainty related to the Access Copyright decision, some 40 post-secondary institutions in Canada maintain an in-house (or "in-plant") printing service.



## Operational Plan

Significant capital expenditures are not expected in fiscal 2020-21. The upgraded e-commerce applications provide benefits, including enhanced auto client registration, online proofing, credit card processing and library and catalog features. As in prior years, there will be focused control of labour and other operating expenses to achieve cost savings. While the pivot to remote learning has caused a decline in exam printing and other regular business, the unit has pivoted to engage in other opportunities including the production of Convocation celebration kits, orientation kits for new students, and as previously noted sourcing and production of safety-related plexiglass and signage for the campuses.

## Financial Plan

The financial plan is based on the unit's current operations and positioning.

### ANCILLARY OPERATIONS PRINTING SERVICES in \$000s

	Actual	Budget				
	2019 2020	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024
Revenue	1,238	1,625	1,528	1,561	1,595	1,630
Expenses	(1,353)	(1,599)	(1,504)	(1,525)	(1,557)	(1,592)
Provision for COVID 19			(369)			
<b>Net Income/(Loss) for Fiscal Year</b>	<b>(115)</b>	<b>26</b>	<b>(345)</b>	<b>36</b>	<b>38</b>	<b>38</b>



# Board of Governors

## Memorandum

To: Board of Governors

From: Bobbi White, Chair, Finance and Audit Committee

Date: 1 December 2020

Subject: Meal Plan Rates

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### Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the 2021-22 mandatory Meal Plan rates listed below.

Mandatory Meal Plans – proposed rate changes	2020/2021	2021/2022
<b>Bronze: increase of 6%</b>	<b>\$ 3750</b>	<b>\$ 4000</b>
<b>Silver: increase of 6%</b>	<b>\$ 4250</b>	<b>\$ 4500</b>
<b>Gold: increase of 5%</b>	<b>\$ 4750</b>	<b>\$ 5000</b>
<b>Platinum: increase of 5%</b>	<b>\$ 5250</b>	<b>\$ 5500</b>
<b>Convenience: increase of 9% (optional plan for students living in suite-style accommodations)</b>	<b>\$ 2500</b>	<b>\$ 2750</b>

(Rates are rounded to the closest \$50 increment)

## Board of Governors

### **Background**

Undergraduate students living in traditional residence rooms are required to purchase a meal plan, which is exempt from HST. Undergraduate students living in suites, graduate students living in York Apartments, and commuter students may optionally choose to purchase a meal plan to enjoy the tax savings that the plans provide.

In order to offer students the HST exemption when meals are purchased, the University and its participating food operators must comply with the relevant provisions of the Excise Tax Act and any rulings issued by Canada Revenue Agency. These regulations define the minimum pricing of plans, eligible purchases, and other conditions.

York University operates a “declining balance” meal plan program, in which funds are loaded onto a student’s YU-card in designated accounts. As food is purchased at eateries, the retail purchase price of the meal is deducted from the account. Declining balance meal plans are offered at several other Ontario universities, while some offer “board” plans that provide unlimited access to dining halls for a single all-inclusive price.

Meal plan programs exist not only to ensure that students have a reasonable budget set aside for food during the year, but also to contribute to the social fabric of residence life. They also underpin an institution’s foodservice infrastructure. While it is common at other institutions to limit meal-plan use to a specific cafeteria, York has to date enabled meal plans to be accepted at all eateries across the Keele and Glendon campuses.

The pandemic has highlighted operational and financial challenges posed by the highly decentralized nature of the current meal plan program and food service operations at the University. While some institutions altered their meal plan programs for 2020-21 in response to the pandemic (including reduced residence occupancy and public health measures affecting restaurants and cafeterias), York’s meal plan retained the same open use declining balance format – meal plan dollars are in a single YU-card account that can be used equally at any participating campus eatery – despite Food Services having to modify contractual and operational arrangements with its service providers to ensure continuity of service and mitigate risk.

To mitigate this impact in 2021-22, and as a transitional step toward a new 2022/2023 model for meal plans and Food Services (described further below), it is

## Board of Governors

proposed that meal plan funds be allocated equally into two YU-card accounts: one account that is dedicated to Food Services eateries; and a second account that can be accessed by all participating campus eateries. This change represents a 10% shift in meal plan spend based on historical usage by students, while better aligning the meal plan with service obligations. The detailed cost breakdown of meal plan packages for 2021-22 (proposed) and 2020-21 (current) are as follows:

### *Proposed Meal Plan Packages 2021-2022*

<b>Meal Plan</b>	<b>Total Cost</b>	<b>Food Services Eateries (20 locations)</b>	<b>All Campus Eateries (59 locations)</b>
Bronze	\$4000	\$1875	\$1875
Silver	\$ 4500	\$2125	\$2125
Gold	\$ 5000	\$2375	\$2375
Platinum	\$ 5500	\$2625	\$2625
Convenience	\$ 2750		\$2625
Unspent Funds Carry Forward		No	Yes

### *Current Meal Plan Packages 2020-2021*

<b>Meal Plan</b>	<b>Total Cost</b>	<b>Food Services Eateries</b>	<b>All Campus Eateries</b>
Bronze	\$3750	N/A	\$3600
Silver	\$4250	N/A	\$4100
Gold	\$4750	N/A	\$4600
Platinum	\$5250	N/A	\$5100
Convenience	\$2500	N/A	\$2425
Unspent Funds Carry Forward		N/A	Yes

## Board of Governors

### **Rationale**

York's meal plan prices remain among the lowest in the province (see Appendix A). This continues to cause a disconnect between the purchasing power of York's meal plans and student perceptions of value, and in combination with the highly distributed nature of the meal plan program, challenges the University to deliver a consistently high-quality dining experience for residence students. Further, the current model can induce students to make price-based choices for their meals rather than those that meet their dietary needs or preferences. While an often-used guideline suggests that at least \$20 per day is needed to properly feed a student, the minimum meal plan for 2020-21 provides only \$15 per day.

The 2020 Canada Food Price Report published by Dalhousie University and the University of Guelph forecast a 4% increase in food costs for 2020. Food costs are forecast to increase further in 2021 due to COVID-related pressures on supply chains and service delivery models. In the absence of an increase in Meal Plan rates, erosion of purchasing power will cause further misalignment between plan prices and student/parent/guardian expectations that meal plans will be sufficient to meet their needs for the year, and encourage unhealthy food choices. The University plans continued investment in dining hall facility and equipment renewal to improve program quality.

Based on the proposed changes, York's minimum meal plan will remain at the low end of the spectrum in the GTA and Ontario.

### **Future Plans**

Given persistent complaints by students about their residence dining experience, the University has undertaken several external reviews (most recent in March 2019) of its meal plan program and food service landscape with a view to enhancing the student experience. Flowing from these reviews, the University is pursuing significant renovations to the dining halls and the implementation of an all-inclusive "Anytime Dining" model for meal plans. The all-inclusive model is seeing a resurgence among institutions and has recently been implemented at several universities in Canada, each of which has reported significantly improved food quality and student satisfaction.

The all-inclusive model provides students with many benefits, including: unlimited access to dining halls with extended hours of operation; marche-style made-to-order cooking; more variety and healthier options; more culturally- and life-choice diverse

## Board of Governors

options; and high-quality venues that provide opportunities for social and academic programming and engagement. A recent survey of undergraduate residence students on the Keele and Glendon campuses indicated an overwhelming preference (90%) for an unlimited access meal plan.

Implementation of this model will require capital investment to renovate and expand the dining halls and the Central Square cafeteria, along with new all-inclusive meal plans that are anticipated to start at approximately \$4600 per year. While this will represent a larger increase in the base meal plan price, it provides students with unlimited access to higher quality dining that is aligned with the input that was received.

Further assessment of this model, including financial projections, facility requirements and the service delivery method, are being conducted and will be presented in due course. An architectural feasibility study of the related dining facilities is nearing completion. The earliest the new model could be implemented is September 2022.

## Board of Governors

### Appendix A – Minimum Mandatory Meal Plan Rates at Other Ontario Institutions (2019-20 and 2020-21)

<b>Institution</b>	<b>Minimum Mandatory Meal Plan</b>	
	<b>2019-20</b>	<b>2020-21</b>
Western University	\$5800	\$5950
Ryerson University	\$5550	\$5759
Wilfrid Laurier	\$5450	\$5610
University of Waterloo	\$4904	\$5048
University of Windsor	\$4800	\$4950
Brock University	\$4500	\$4800
Trent University	\$4450	\$4500
McMaster University	\$4335	N/A*
University of Guelph	\$4120	\$4250
University of Toronto – Mississauga	\$3750	\$3750
<b>York University</b>	<b>\$3500</b>	<b>\$3750</b>

\*McMaster University residence is closed for 2020-21

# Board of Governors

## Memorandum

To: Board of Governors

From: Bobbi White, Chair, Finance and Audit Committee

Date: 1 December 2020

Subject: Undergraduate Residence Rates

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### Recommendation:

The Finance and Audit Committee recommends that the Board of Governors approve the following three items:

**1. Increase in the 2021-22 undergraduate residence rates listed below:**

Room Type	% Increase
Double rooms in dormitory-style residences	5.0%
Single rooms in dormitory-style residences	5.0%
Suite-style rooms (with kitchens) – Keele campus	5.0%
Suite-style rooms (without kitchens) – Glendon campus	5.0%

All rates include internet service.

- 2. Increase in the 2021-22 application fee from \$100 to \$150, with \$100 being refundable if an application is cancelled.**
- 3. Increase in the 2021-22 deposit for accepted offers from \$300 to \$500.**

### Background

York’s undergraduate dormitory room rates (which range from \$6121 to \$8920 depending on room type) remain below the median in comparison with other



## Board of Governors

universities. In 2012 the Board approved a 10 year, \$70M York University Housing Capital Renewal Strategy (the Housing Strategy). At the time, an average annual rate increase of 3.7% for the duration of the 10-year strategy was presented as necessary to the financing of a capital renewal plan for all undergraduate residences and York apartments. Rate increase proposals are based on that guidance while considering the overall mix of units, supply and demand, the financial impact to students, operating and capital requirements, and comparator rates at other institutions. During the initial years following the adoption of the strategy, annual rate increases were 3.7%. Since 2017-18 rate increases have ranged from 2.5% to 4.5% depending on the room type.

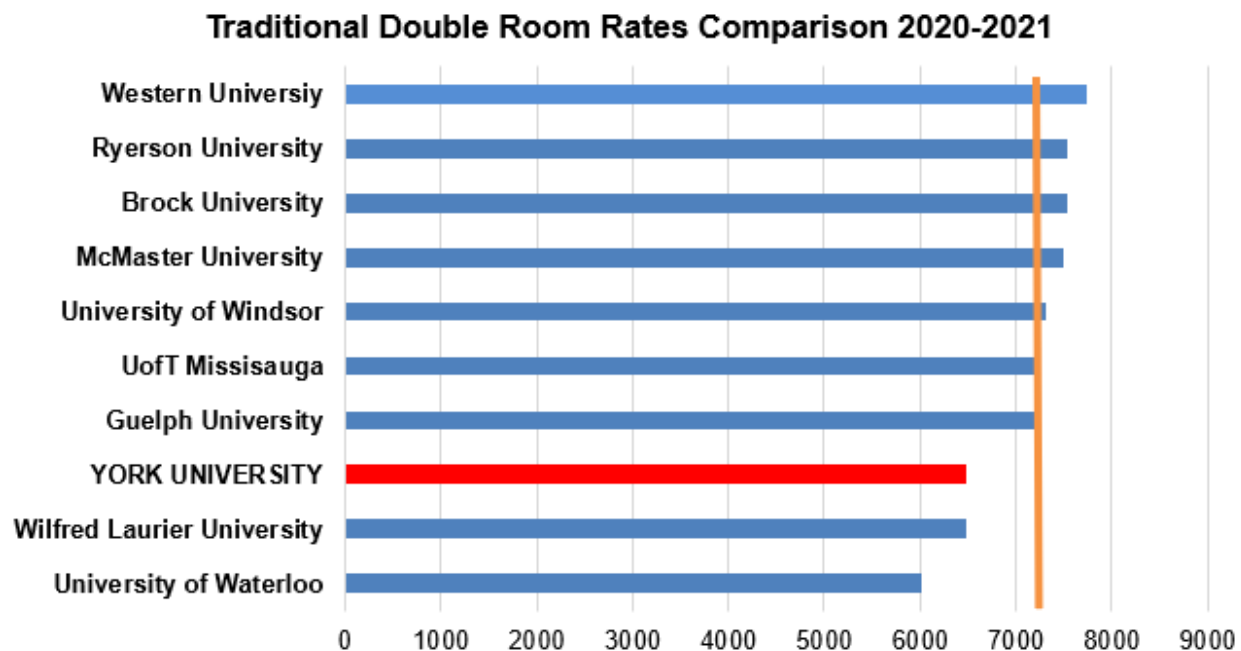
### **Rationale**

A comparison of 2020-21 rates for traditional double rooms, traditional single rooms, and two-person suites is shown below in Tables 1, 2 and 3 respectively. Table 4 provides a comparison of similar room and meal plan packages with equivalent offerings at the University of Toronto St. George campus, which publishes only combined rates. With this year's proposed increases, York's undergraduate residence rates will continue to be at the lower to median-range in comparison to other institutions, without accounting for increases for 2021-22 that other institutions may apply.

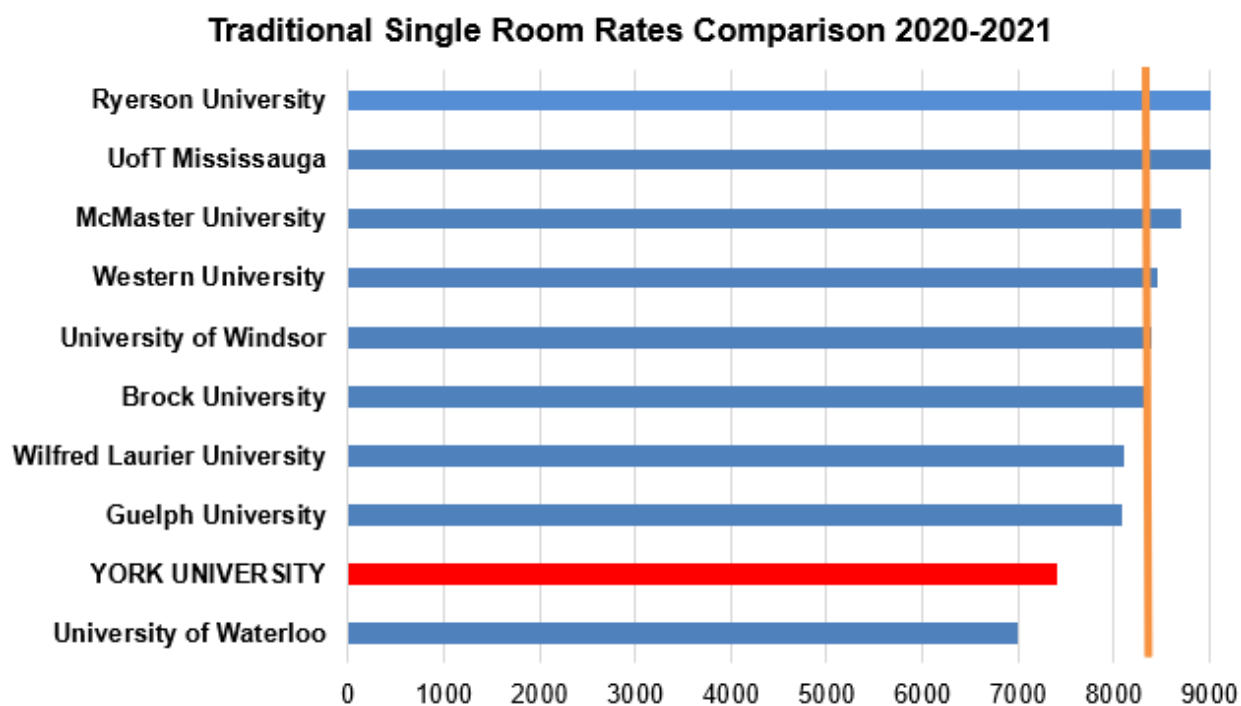
The rate increases proposed for 2021-22 will allow for the continued funding of building renewal and maintenance projects. As of October 2020, \$61.2M under the Housing Strategy has been committed and spent on improvement projects across all undergraduate residence and apartment buildings. This is in addition to annual maintenance and renovation projects that are undertaken in buildings as units turn over and systems require repairs or upgrades. Project budgets are now carrying a higher annual escalation of approximately 7% due to rising material, labour and exchange rate costs.

Further, the pandemic has had an impact on both operating costs due to higher cleaning and sanitation requirements, and revenues due to decreased occupancy and the holdback of units to support risk mitigation plans. The degree to which pandemic-induced impacts and/or measures will persist is uncertain.

**Table 1**

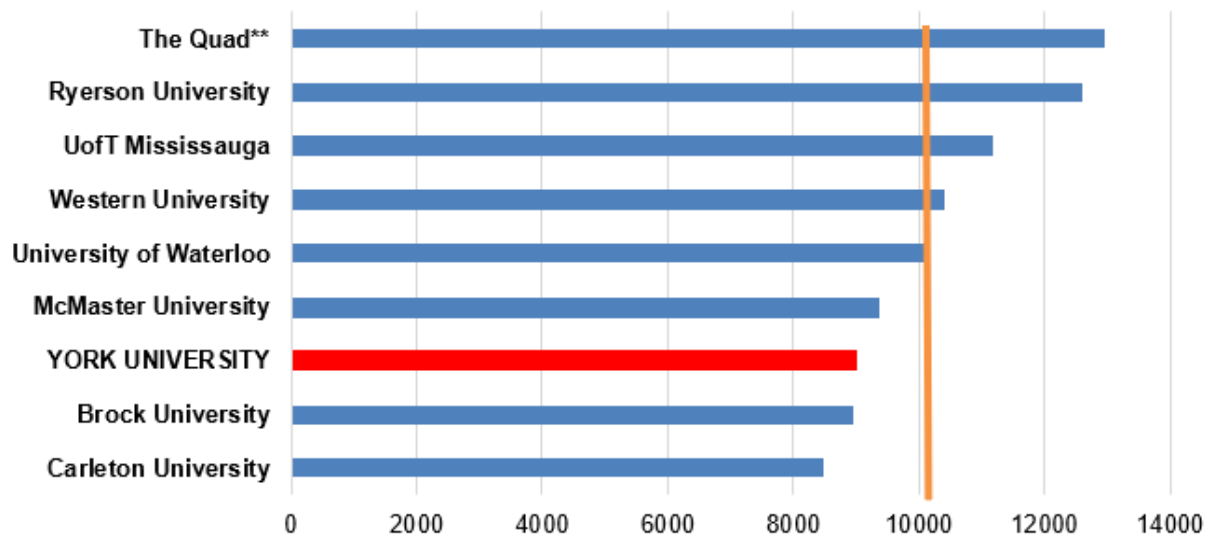


**Table 2**



**Table 3**

**Two-Person Suite Single Room Rates Comparison 2020-2021**



\*\*Twelve-month lease agreement

**Table 4 - University of Toronto St. George Campus, Residence and Meal Plan Rates Compared to Similar Packages at York**

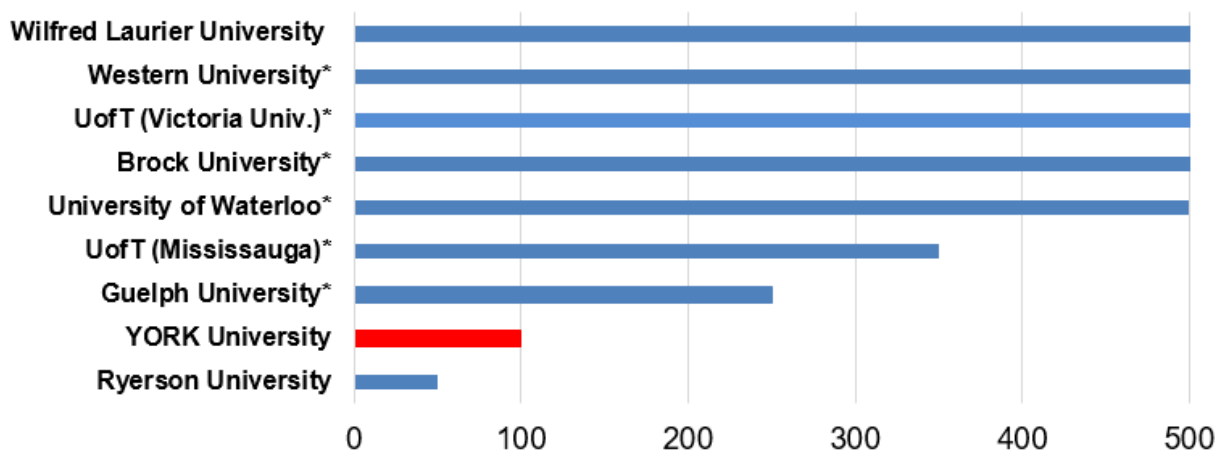
University of Toronto College	Meal Plan	Combined Residence and Meal Plan Rate	York Comparator
Innis College	N/A	\$10,552	\$8,536
Woodsworth College	N/A	\$10,670	\$8,536
Victoria University	Included	\$12,416 - \$17,937	\$9,871 - \$12,662
University College	Included	\$14,308 - \$15,781	\$9,871 - \$12,662
St. Michaels College	Included	\$15,034 - \$16,274	\$9,871 - \$12,662
New College	Included	\$15,120 - \$16,645	\$9,871 - \$12,662
Trinity College	Included	\$15,499 - \$16,844	\$9,871 - \$12,662
Chestnut Residence	Included	\$16,709 - \$20,375	\$9,871 - \$12,662

## Board of Governors

York University continues to collect a nominal application fee when residence applications are submitted, and a deposit when offers are accepted. The application fee is low compared to other Ontario universities, as shown in Table 5, while the proposed deposit is consistent. To manage waitlists more effectively and to incentivize students to cancel unwanted applications, it is recommended that the application fee increase to \$150 with \$100 refundable if an application is cancelled (currently \$100 with \$50 refundable). Similarly, the increase in the deposit will provide a higher level of commitment from applicants. This remains low compared to other institutions, in consideration of student cash flow.

**Table 5**

### Amount Due At Application Comparison 2020-2021



\*Includes a refundable room deposit component



# Board of Governors

## Memorandum

To: Board of Governors

From: Bobbi White, Chair, Finance and Audit Committee

Date: 1 December 2020

Subject: York Apartments - Rental Rates

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### Recommendation:

**The Finance and Audit Committee recommends that the Board of Governors approve the 2021-22 York Apartments rental rate increases, listed below:**

- **0% increase for all units with continuing leases, to reflect the allowable increase established by the Ontario Rent Increase Guidelines (ORIG) for January 2021.**
- **5.0% increase for bachelor units with new leases in Assiniboine, Atkinson, and Passy Garden Apartments, effective 1 May 2021.**
- **5.0% increase for one-bedroom and two-bedroom units with new leases in Assiniboine, Atkinson, and Passy Garden Apartments, effective 1 May 2021.**

### Background:

York Apartments monthly lease rates (which range from \$991 to \$1,790 per month depending on the unit type) remain below the mean in comparison to the surrounding market. The York Apartments have been subject to the Residential Tenancies Act which governs leases, including the allowable rent increase for continuing leases. In 2012, the Board approved a 10 year, \$70M York University Housing Strategy. At the time, an average annual rate increase of 3.7% for the duration of the 10-year strategy was presented as necessary to the financing of a capital renewal plan for all undergraduate residences and York apartments. Rate increase proposals are based on

## Board of Governors

that guidance on average while considering the overall mix of units, supply and demand, the financial impact to students, operating and capital requirements, and comparator rates.

### **Rationale:**

York Apartments rates include all utilities and unlimited internet service and remain below competitors and the market, reflecting the commitment to provide affordable options for students. Table 1, below, shows the available options and corresponding rates for bachelor apartment units on the Keele campus. Tables 2 and 3, below, show local comparator rates for similar sized one- and two-bedroom York apartments respectively. Most off-campus comparators do not include electricity or internet service.

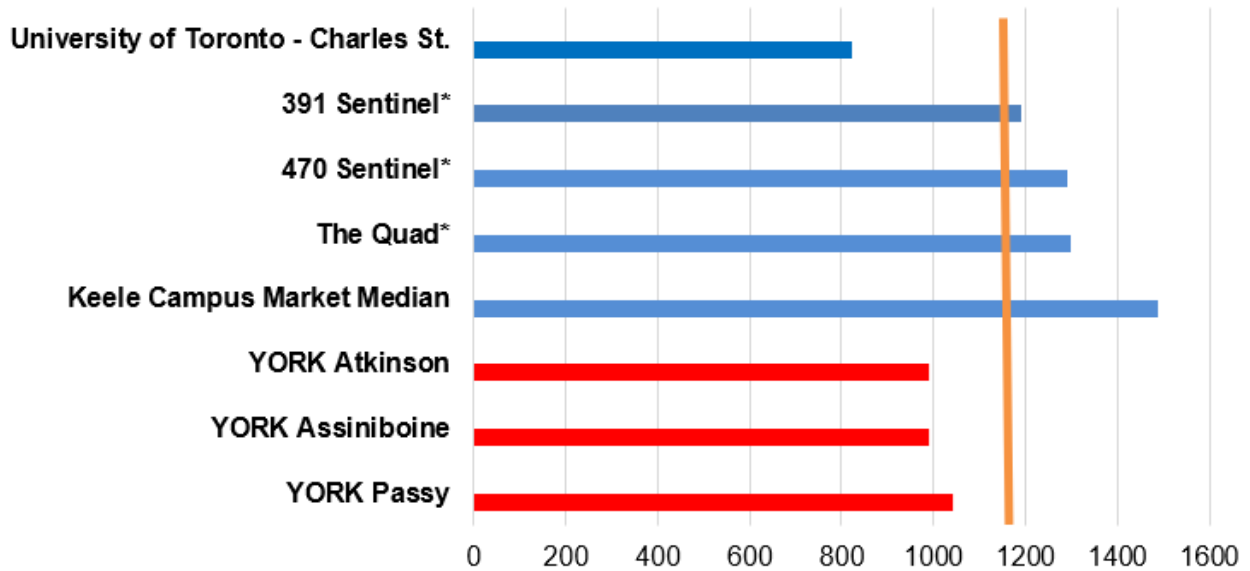
The rate increases proposed for 2021-22 will allow for the continued funding of building renewal and maintenance projects. As of October 2020, \$61.2M under the Housing Strategy has been committed and spent on improvement projects across all undergraduate residences and the apartment buildings, including enhanced wireless internet service, fire protection systems, and mechanical system upgrades. This is in addition to annual building and mechanical system maintenance and improvements, and suite renovations that are undertaken as units turn over, including replacement of kitchens, washrooms, furnishings and flooring. Project budgets are now carrying a higher annual escalation of approximately 7% due to rising material, labour and exchange rate costs.

Further, the pandemic has had an impact on both operating costs due to higher cleaning and sanitation requirements, and revenues due to decreased occupancy and the holdback of units to support risk mitigation plans. The degree to which pandemic-induced impacts and/or measures will persist is uncertain.

The ORIG regulates rate increases for continuing leases; it does not set limits on increases for vacant/new-lease units. This results in differential rates being charged for similar units depending on the status of the lease. Since the ORIG has ranged from 0-3.1% over the last 10 years, the increase for new leases has typically been higher each year to “catch up” for both capital and operating cost increases on a blended basis.

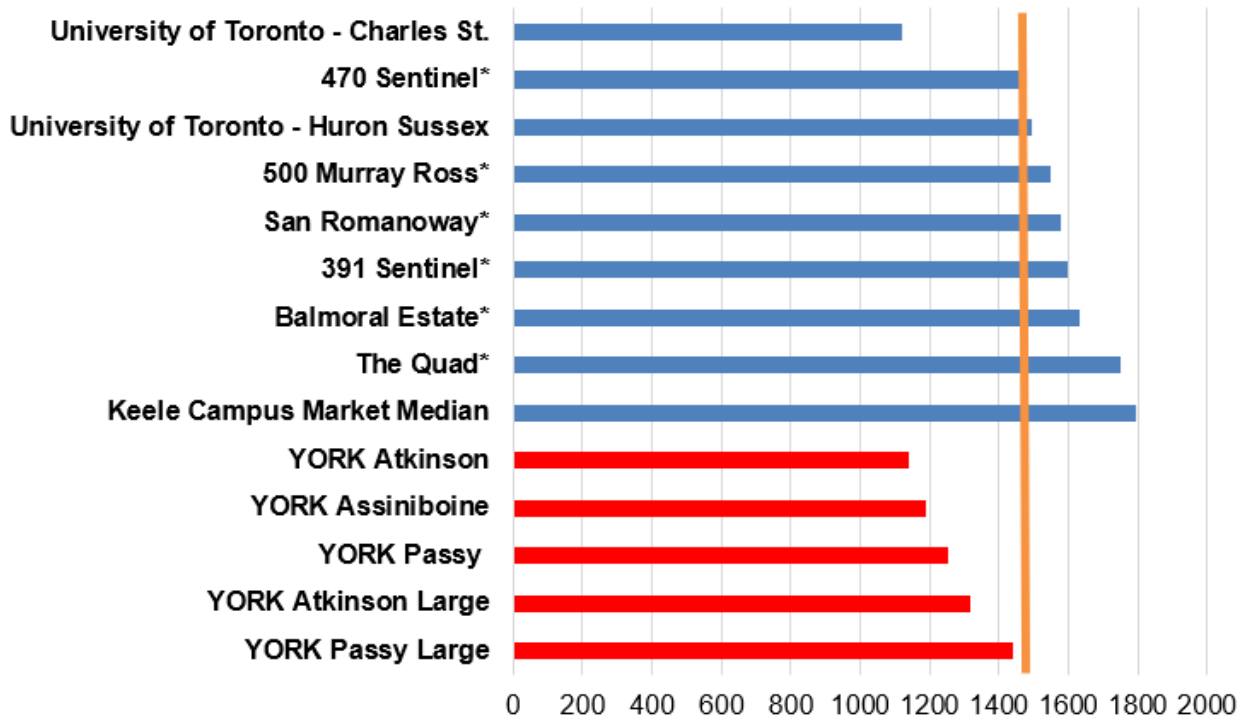
## Board of Governors

**Table One – Bachelor Apartment Rates Comparison 2020**



\* Electricity not included

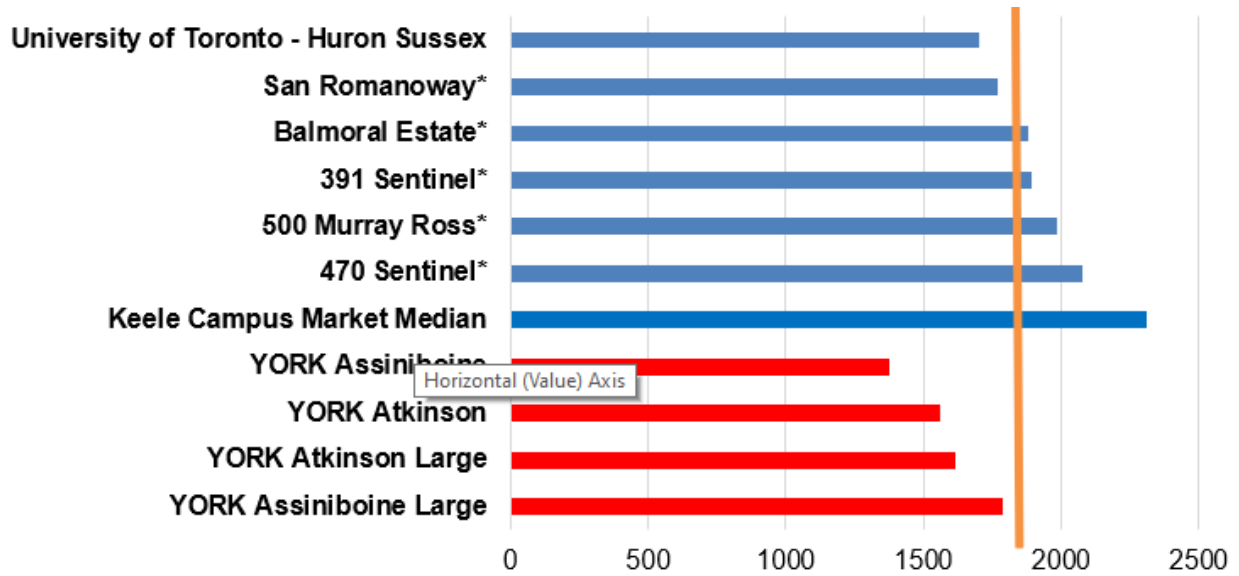
**Table Two – One-Bedroom Apartment Rates Comparison 2020**



\* Electricity not included

# Board of Governors

## Table Three – Two-Bedroom Apartment Rates Comparison 2020



\* Electricity not included



## York University Board of Governors - Minutes

**Meeting:** Open Session 6 October 2020 at 1:30 pm to 4:30 pm  
held via videoconference.

<b>Present:</b>	<b>Others:</b>
Paul Tsaparis, Chair	Amir Asif
Francesca Accinelli	Anthony Barbisan
Kirsten Andersen	Gary Brewer
Joanie Cameron Pritchett	Sarah Cantrell
Jacques Demers	Sheila Cote-Meek
Antonio Di Domenico	Lucy Fromowitz
Kate Duncan	Vinitha Gengatharan
Jose Etcheverry	Lisa Gleva
David Garg	Alice Horvorka
Max Gotlieb	Barbara Joy
Mazen Hamadeh	Julie Lafford
Vijay Kanwar	Ran Lewin
Konata Lake	Mary Catherine Masciangelo
Loretta Lam	Alex Matos
Julie Lassonde	Ijade Maxwell Rodrigues
Rhonda Lenton	Carol McAulay
Carole Malo	JJ McMurtry
David McFadden	Sharon M Murphy
David Mochon	Jeff O'Hagan
Earle Nestmann	Lisa Philipps
Dee Patterson	Terry Shields
Helen Polatajko	Christine Silversides
Eugene Roman	Sara J Slinn
Ken Silver	E. Louise Spencer
Narendra Singh	Graeme Stewart
Mary Traversy	Susan Webb
Bobbi White	
Randy Williamson	Kathryn White, Assistant Secretary
	Amanda Wassermuhul, Assistant Secretary
Pascal Robichaud, Secretary	Elaine MacRae, Governance Coordinator
Cheryl Underhill, Assistant Secretary	Michelle Roseman, Administrative Assistant

## II. OPEN SESSION

### 1. Chair's Items

Governors and community members were welcomed to the first Board meeting of the new academic year and the 466<sup>th</sup> meeting of the Board of Governors of York University.

## York University Board of Governors - Minutes

New governors David Mochon, Joannie Cameron Pritchett, and Mazen Hamadeh were introduced and welcomed, and their committee assignments noted.

As widely shared in recent communications, the Chair highlighted the wonderful announcement by the Premier of the Province's approval for the Markham Centre Campus to proceed. To mark the celebration of the long-awaited construction kick-off, an inspiring video has been prepared by the University to broadly disseminate the exciting development.

The Chair recently met with the new President and CEO of the Council of Ontario Universities (COU), Steve Orsini, who is convening individually with all university Board Chairs to glean reflections on the broader post-secondary education sector. The COU has recently submitted a budget proposal to the Province for pandemic cost recovery.

### a. Report on Items Decided in the Closed Session

In closed session, the Board received a confidential briefing on labour relations.

### b. Consent Agenda Approval

The Board approved by consent:

- the minutes of the meeting of 23 June 2020
- the appointment of Jason Springer and Frank D'Agostino (CUPE 1356) and Mary Catherine Masciangelo (Presidential) nominees, and the re-appointment of Melanie Cao, (YUFA), and Sonny Day (YUSA) nominees on the Pension Fund Board of Trustees, for a three-year term, commencing 1 October 2020
- revisions to the Banking Resolution to reflect changes in University personnel

## 2. Executive Committee

Referring to the written report circulated with the agenda, the decision to appoint Professor Robert Savage as Dean of the Faculty of Education for a five-year term effective 1 July 2021 was *noted*.

## 3. President's Items

### a. President's Annual Report: Highlights

The 2019-20 President's Annual Report has been produced in digital format, executed through an engaging and interactive website, it is both widely accessible and sustainable. The Report is framed as a celebration of the University's accomplishments

## York University Board of Governors - Minutes

under the 2015-2020 University Academic Plan (UAP) and sets the stage for the ambitious academic goals of the 2020-2025 UAP. Through presentation slides (copy filed with these minutes), highlights of the University's successes of the year were touched on by President Lenton, notably:

- Senate's approval of a new five-year University Academic Plan;
- the commencement of construction on the new building to accommodate growth in the School of Continuing Studies;
- the launch of the new Faculty of Environmental and Urban Change; and
- the unplanned but successful completion of the 2019-20 academic year online

### b. Setting the Stage for 2020-2025

Drawing on the presentation slides, President Lenton juxtaposed the impressive list of achievements across all areas of the University against the President/Vice-Presidents Group's 2019-2020 Integrated Resource Plan (IRP) with 11 objectives and 65 defined actions.

Moving forward, the production of the new University Academic Plan for the five-year period of 2020-2025 is driving an updated Strategic Plan. With the UAP at the core, the Strategic Plan consists of associated plans to support the achievement of the UAP priorities. Defining 2020-21 as a "pivot year", the President/Vice-President's Group has established an IRP with 12 objectives (in addition to pandemic response and recovery); significant opportunities ahead include the Markham Centre Campus, the Vaughan health precinct and the Lands for Learning initiative.

A key initiative undertaken to support the University's goals in the increasingly competitive post-secondary sector is the development of a brand differentiation strategy. Chief Communications Officer, Susan Webb, briefed the Board on the plan. Designed to capture what is unique about York, build a shared sense of identity and purpose, and communicate the value the University brings locally and globally, the objective of the differentiation strategy is to enhance York's reputation, drive enrolment, attract funding/strategic partnerships. Entrenching the University's reputation as a place for "positive change" is the long-term success plan of the brand strategy. Plans to embed the brand across all divisions at the University are being developed and implemented, including the following central elements:

## York University Board of Governors - Minutes

- new visual design system and York-specific emblems for pan-university adoption
- a standing creative platform to underpin all campaigns
- a brand advertising campaign, include new websites
- a brand-specific media plan

Throughout the year, the President and Vice-Presidents will be accountable to the Board on all the 2020-21 objectives.

### c. Kudos Report

The report as distributed was *noted*.

## 4. Academic Resources Committee

### a. Report on Appointments, Tenure and Promotions

Documentation was noted. It was duly *agreed* **that the Board of Governors approve the President's October 2020 report on appointments, tenure and promotion.**

On behalf of the Committee, Mr DiDomenico provided a summary of key items of business discussed. The Committee received an update from the President on the new University Academic Plan 2020-2025, the 2020-21 divisional priorities for the President and Vice-Presidents, and the work being undertaken towards a comprehensive strategic plan for the University.

The Committee also heard from the Provost on the various measures taken to ensure academic continuity during the pandemic, preliminary enrolment performance, and other priorities for the year. The latter include a focus on implementation of initiatives to advance UAP priorities and faculty complement authorizations for FW'21. The Committee commended the incredible efforts to sustain program delivery during the pandemic. At an upcoming Board cycle, a report is to be provided on how well York students are doing in this environment, and what the administration is learning about what has worked well and what are needed enhancements.

The Vice-President Research and Innovation also reported on research continuity during the pandemic, current research successes and VPRI objectives for 2020-21.

## York University Board of Governors - Minutes

### 5. External Relations Committee

#### a. Brand Stewardship Policy Revisions

Speaking to the documentation, Ms Lassonde noted that the proposed amendments to the policy address the meteoric rise of social media as a main communications channel and, consequently, incorporate measures to mitigate reputational risk to the University associated with brand management in this vein. It was duly *agreed* **that the Board of Governors approve the amendments to the Brand Stewardship Policy, attached as Appendix B.**

#### b. Points of Pride

The refreshed Points of Pride, which showcase York as a driving force of positive change - and use the new digital design system - were noted.

In addition to discussing the above-noted items of business, the Committee was also briefed on the work by Communications & Public Affairs, Advancement, and Government & Community Relations to chart their respective strategies in support of the new University Academic Plan. Also highlighted was that the advancement team is nearing the University's fundraising campaign target, and that there will be a refresh of the campaign in alignment with the new Markham Centre Campus to support goals and plans there.

Ms Lassonde expressed thanks and appreciation to governors who joined the Pierre Lassonde Family Foundation and the Victor Dahdaleh Foundation in donating to the COVID-19 student relief fund; close to \$475,000 has been raised which has benefitted hundreds of York students.

### 6. Finance and Audit Committee

#### a. Budget Update

When the Board approved the 2020-2023 operating budget last June, several crucial elements were in flux due to the unknown impact of the ongoing pandemic. The uncertainties about FW 2020-21 enrolments led to contingency plans being prepared by Faculties and divisions last spring. With fuller knowledge emerging on the enrolment picture at this time, Vice-Presidents Philipps and McAulay provided a comprehensive budget to the Board, speaking to the slides circulated with the agenda.

## York University Board of Governors - Minutes

Noting that enrolment health equals budget health for the University, the critical news is that the significant decline in enrolments anticipated in the spring did not materialize, with undergraduate enrolments slightly ahead of targets owing to high retention of continuing students. However, in view of the significant drop in new undergraduate and graduate research intakes, strategies are being considered to counteract the low intake year in future years. Overall, the forecasted reduction in tuition fee revenues in June of \$93M has swung to a \$16M surplus on the basis of preliminary Fall 2020 enrolments. Although the enrolment results are uneven across the Faculties, with the encouraging picture emerging overall, neither amendments to the Board approved budget nor approval of cost mitigation strategies contemplated last spring are necessary. A final, post-November 1 report on FW'20 enrolments will be provided at the next Board meeting.

### b. ELC Long-term Plan and Budget

As set out in the documentation, due to the impact of pandemic on operations and the high cost to remediate damage from a significant instance of vandalism to the facility, cost mitigation efforts are necessary at the Executive Learning Centre (ELC) housed in the Schulich School of Business. A strategic review of the ELC is underway to address its long-term financial sustainability.

It was duly *agreed* **that Board of Governors approve the long-term plan for the Executive Learning Center (ELC), and related budgets.**

### c. Contract Renewals

- Workplace Print and Services

It was duly *agreed* **that the Board of Governors approve York entering into a 3-year contract with Ricoh Canada for the supply of workplace print and services. The value of the contract is \$2.2M, exclusive of HST, based on a three-year period from March 1, 2020 to February 28, 2023, with two optional one-year extensions.**

- Contract Renewal: Sun Life Financial - Group Benefits

Referencing the supporting materials, Ms White advised that the renewed terms of the proposed contract are based on a rate guarantee from SunLife, and that due to the pandemic it is a disruptive time to go to market otherwise. It was duly *agreed*

## York University Board of Governors - Minutes

**that the Board of Governors approve the extension of York University's existing agreement with Sun Life for the provision of administrative services only (ASO) Health, Dental and Long-Term Disability (LTD) benefits, covering the period of May 2, 2020 to April 31, 2025. The approximate value of the contract is \$2M annually (\$10M over 5 years), exclusive of HST.**

Other matters the Committee discussed included an update on the cyber security incident at the University and the institutional steps be taken in response to mitigate risk of subsequent attacks, ongoing plans with the new student information system and possible expansion of the initiative, and a report from the internal auditor.

### **7. Governance and Human Resources**

On behalf of the Committee, Mr McFadden reported that the key items of business before the Governance & Human Resources committee this cycle included:

- a confidential labour relations update
- the revised timing of the Chancellor search process, to start in winter 2021 and conclude with an appointment by the end of this academic year
- reviewing changes to the Procedures governing the appointment of the Chair of the Board, scheduled to come to the Board for approval at its next meeting
- identifying nominees for current and imminent vacancies on the Board
  - a. Policy on Alcohol and Cannabis Use

The proposed revisions to the Policy reflect the legalization of cannabis and related consumables and add new provisions regulating the use of Cannabis on campus. The expanded framework for managing risks to users and to the institution, and the clear articulation of responsibility and accountability surrounding the lawful sale, service and use of alcohol and cannabis, demonstrates York's commitment to fostering and maintaining an environment that is safe and secure for all community members. The revised and re-named Policy also addresses the need for increased focus on campus-wide alcohol and cannabis education. A review of like policies at several Canadian postsecondary institutions - including other Toronto universities – informed the revisions to York's legislation. It is also reflective of input received from key campus stakeholders.

**It was duly *agreed* that the Board of Governors approve the revised Policy on Alcohol and Cannabis Use, attached at Appendix B.**

# York University Board of Governors - Minutes

## 8. Investment Committee

- a. Endowment Distribution Rate 2020-2021

It was duly *agreed* that the Board of Governors approve an Endowment Distribution rate of \$4.23 per unit for 2020-21, representing an increase of \$0.06 per unit over the 2019-20 distribution rate of \$4.17 per unit.

Mr Demers also reported on the other items of business reviewed by the Investment Committee, including: discussion of sustainable investing initiatives, the appointment of *Willis Towers Watson*, and *Proteus* as to provide investment manager advisory services for York’s Endowment and Pension Funds, and an endowment fund performance report.

## 9. Land and Property Committee

The Land and Property Committee’s discussion of capital projects was framed around the alignment of capital project activities to the UAP priorities and the UN Sustainable Development Goals incorporated into the Academic Plan. Projects have been able to proceed in spite of the pandemic, with some moving at an advanced pace due to the limited university operations on campus. Sustainability and social procurement are informing all capital project RFPs. The Markham campus is in active execution phase. The ongoing work to create the vision and strategy for the Lands for Learning initiative was also discussed. Consultants on the project, Ernst & Young and DIALOG, facilitated an initial consultation with the Committee seeking input on a number of questions; the team will engage Committee members in discussion collectively and individually over the course of the academic year.

## 10. Other Business

There was none.

## 11. In Camera Session

An *in camera* session was held; no decisions were taken

Paul Tsaparis, Chair \_\_\_\_\_

Pascal Robichaud, Secretary \_\_\_\_\_



## Board of Governors

### Memorandum

To: Board of Governors

From: Bobbi White, Chair, Finance and Audit Committee

Date: 1 December 2020

Subject: Banking Resolution Update

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### Recommendation:

**That the Finance and Audit Committee recommends that the Board of Governors approve the following signing officers on University bank accounts:**

#### GROUP A

**Chair, Board of Governors**

Paul Tsaparis

**President**

Rhonda Lenton

**Provost & Vice-President Academic**

Lisa Philipps

**Vice-President Finance and Administration**

Carol McAulay

**Secretary of the University**

Pascal Robichaud

#### GROUP B

**AVP Finance and CFO (Interim)**

Sanish Samuel

**Assistant Comptroller**

Ian Tytler

**AVP Budgets and Asset Management**

Ran Lewin

**Director of Procurement Services**

Dexter King

**Treasurer**

Arijit Banik

For payments issued on the accounts held with the Bank of Montreal, HSBC Canada and the Royal Bank of Canada, any two signing officers of Group A and Group B are authorized to sign and/or endorse cheques, drafts, letters of credit, and orders for the payment of money.

## Board of Governors

All other banking obligations or liabilities of the University will require either two signatures of Group A or one of Group A and one of Group B.

### **Rationale:**

The Banking Resolution has been updated to reflect personnel change; specifically:

- The departure of Terry Shields, AVP Finance and CFO, effective November 5, 2020, and the appointment of Sanish Samuel, Interim AVP Finance and CFO, effective November 5, 2020.
- Title change for Ian Tytler who is now Assistant Comptroller.