



York University Board of Governors Notice of Meeting

November 28, 2017 at 1:30 pm to 4:30 pm
BMO Skyroom, 3rd Floor
Centre of Excellence, Glendon Campus
2275 Bayview Avenue, Toronto

PAGE

I. CLOSED SESSION

II. OPEN SESSION – 2:00pm approximately

1. Chair's Items (R. Waugh)
 - a. Report on Items Decided in the Closed Session
 - b. Consent Agenda Approval
2. Executive Committee (R. Waugh) *2:10 pm*
3. President's Items (R. Lenton) *2:15 pm*
 - a. Presentation: Faculty of Science Ray Jayawardhana
 - b. Senior Administrative Searches: Update
 - c. Kudos Report..... 1
4. Academic Resources (E. Nestman) *3:00 pm*
5. External Relations (J. Lassonde) *3:10 pm*
 - a. New student bursary (E. Alloul)
6. Finance and Audit Committee (W. Hatanaka) *3:20 pm*
 - a. Capital Projects: Markham Campus Capital Project Budget (For approval) 5
 - b. Ancillary Long-Term Plan: 2017 Update (For approval) 8
7. Governance and Human Resources Committee (D. McFadden) *3:45pm*
8. Land and Property Committee (P. Tsaparis) *3:55pm*
 - a. Markham Centre Campus: schematic design (For approval)..... 32
 - b. Continued Designation of Land for University Roadway (For approval) 43
9. Other Business

10. In Camera Session *4:20 pm*

CONSENT AGENDA

Minutes of the Meeting of October 3, 2017 46

PRESIDENT'S KUDOS REPORT

NOVEMBER 2017



GREENEST SCHOOLS

Corporate Knights ranked Schulich's MBA program **#2 in the world** for responsible business in their 2017 Better World MBA Ranking issue.



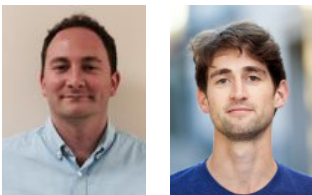
Financial and Business Economics student **Kevin Chau** made history as the first entrepreneur to make a deal with all six investors on the *CBC* television show *Dragons Den*. Summary Scanner, the innovative mobile app he pitched, reduces reading time by summarizing key points of text from a picture.



The Lions field hockey team won the **Ontario University Athletics championship** for the first time since 1996, and were also **U SPORTS silver medalists**.



Professor John E. Moores and four other researchers in his Planetary Volatiles Laboratory at Lassonde received **NASA's Group Achievement Award** for their contributions to the Mars Science Laboratory's (popularly known as Curiosity Rover) first extended mission. This will be the twelfth time in the past six years that researchers from the Laboratory have won the Group Achievement Award.



Students and alumni from the Department of History were recognized at the **2017 Heritage Toronto Awards**:

- PhD graduate Jay Young won the Short Publications Award.
- PhD graduate Daniel Ross was nominated for the Short Publications Award.
- MA student Morgan Cameron Ross was nominated for the Public History Award.

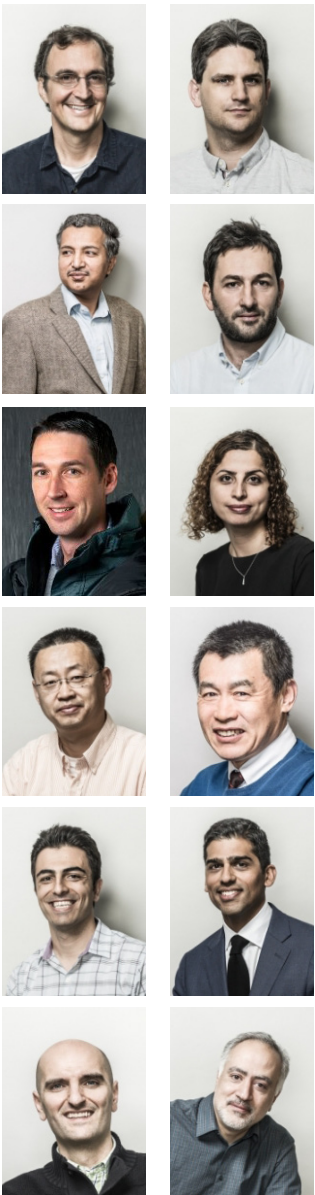




The [Lions men's soccer team](#) defeated the Carleton Ravens to win their fourth Ontario University Athletics banner in five seasons.



Osgoode Professor and lawyer [Faisal Kutty](#) was awarded the Platinum Award of Excellence for community service & leadership at the [2017 Muslim Awards for Excellence Gala](#).



[Thirteen professors at Lassonde](#) have been awarded more than \$2.2 million in Discovery Grants from the Natural Sciences & Engineering Research Council of Canada. In the 2017 competition, all Lassonde professors who applied for a renewal, and 80 per cent of the first-time applicants, were successful. Recipients of the Discovery Grants are:

- Michael Brown, Department of Electrical Engineering & Computer Science
- Marcus Brubaker, Department of Electrical Engineering & Computer Science
- Suprakash Datta, Department of Electrical Engineering & Computer Science
- Manos Papangelis, Department of Electrical Engineering & Computer Science
- William Colgan, Department of Earth and Space Science & Engineering
- Mojgan Jadidi Mardkheh, Department of Earth and Space Science & Engineering
- Jinjun Shan, Department of Earth and Space Science & Engineering
- Jian-Guo Wang, Department of Earth and Space Science & Engineering
- Hossein Kassiri, Department of Electrical Engineering & Computer Science
- Usman Khan, Department of Civil Engineering
- Dan Palermo, Department of Civil Engineering
- Alidad Amirfazli, Department of Mechanical Engineering
- Paul O'Brien, Department of Mechanical Engineering





Faculty of Science Professors Wendy Taylor and Thilo Womelsdorf, as well as Social Science Professor Les Jacobs, are among the researchers who are recipients of a [Canada Foundation for Innovation investment](#) of more than \$554 million.



Lassonde Master's student [Everett Snieder](#) and his team won the Water Environment Federation's 2017 Design Competition for their redesign of Toronto's Exhibition Place using low-impact development techniques.



History Professor [Edward Jones-Imhotep](#) received the prestigious 2017 Abbot Payson Usher Prize from the Society for the History of Technology for his article on pianist Glenn Gould's use of recording media.



First-year student and Lions field hockey player [Jaslan Stirling](#) was named Co-Most Valuable Player of the Year and Rookie of the Year by Ontario University Athletics.



Lassonde Professor [Costas Armenakis](#) was awarded the Canadian Institute of Geomatics' 2017 Geomatics Award for his exceptional contributions to the advancement of geomatics in Canada.



Faculty of Education Professor [Deborah Britzman](#) was featured in the Distinguished Visitor Lecture series at the University of Alberta.



[Professors Emeriti](#) Judith Nagata and Penny Van Esterik were honoured at the 33rd Biennial Canadian Council for Southeast Asian Studies for their contributions to the field.



Alumna [Megan Leslie](#) (BA '99) has been appointed the first female president of World Wildlife Fund Canada.



Professor [Ruth Koleszar-Green](#) has been appointed the inaugural special advisor to the president on Indigenous initiatives.



York University and Fermilab announced an agreement to jointly appoint a research scientist who will participate in the [Deep Underground Neutrino Experiment](#).

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 28 November 2017

Subject: York University Markham Centre Campus Budget

Recommendation:

The Finance and Audit Committee recommends to the Board of Governors approval of the total project budget of \$253M, inclusive of HST, for the York University Markham Centre Campus (YUMCC).

Background

In March 2014, the Ministry of Education and Skills Development (MAESD) released a competitive call for proposals to postsecondary institutions for new projects that would serve areas of the province where future demand for undergraduate education was anticipated. York University, in conjunction with Seneca College, submitted a response to this call for proposal.

In May 2015, the MAESD announced that York University was selected to deliver a new campus in the City of Markham. The new campus would provide primarily undergraduate education for approximately 4000 students in a rapidly growing community, improve quality and innovation, achieve cost effectiveness and help build Ontario's economy. The proposal was strongly supported by the City of Markham, York Region, area employers and other key partners.

At the September 2017 Finance and Audit Committee meeting, the Committee was informed of a high-level overall project schedule identifying major tasks and milestones up to a construction start date in late 2018 and substantial performance in April 2021. The committee was also informed of the Project Delivery Governance Structure which identified six key areas that cover the range of matters to be addressed and managed through the delivery of the Project.

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Funding

In January 2017, the Deputy Minister of Advanced Education and Skills Development reaffirmed its commitment to the YUMCC Project by confirming the provincial funding contribution amount of \$127.3M in capital towards the total Project cost of \$253M. In addition, the Province committed a one-time operating funding grant of \$8.3M.

In September 2014, the Regional Municipality of York signed a memorandum of understanding (MOU) with York University, committing \$25M towards the Phase I building of the YUMCC project. Also in September 2014, the City of Markham signed an MOU with the University, in which the City committed land with an unrealized value of \$27.3M for the Phase I Building. York University's contribution of \$65M rounds out the total Project cost of \$253M.

A summary of funding and funding sources are provided below (Table 1), along with a breakdown of the project budget (Table 2), for the YUMCC.

Table 1: York University Markham Centre Campus Source of Funds

No.	Description	Amount
1	Ministry of Advanced Education and Skills Development Capital Funds	\$127,300,000
2	Ministry of Advanced Education and Skills Development Operating Grant	\$8,300,000
3	Region of York Financial Contribution	\$25,000,000
4	York University Contribution	\$65,000,000
5	Subtotal	\$225,600,000
6	City of Markham unrealized value of land	\$27,300,000
7	Total	\$252,900,000

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Table 2: York University Markham Centre Campus Budget

No.	Description	Budget
1	Total construction cost including contingency	\$171,000,000
2	Owner ancillary cost ¹	\$18,000,000
3	Furniture, furnishings & equipment (FF&E)	\$18,000,000
4	Professional fees & disbursements	\$18,600,000
5	Subtotal	\$225,600,000
6	City of Markham unrealized value of land	\$27,300,000
7	Total	\$252,900,000

¹Includes, for example, environmental, geotechnical and functional program consultant fees; owner's legal fees; insurance costs; project and post contract contingencies; etc.

The schematic design for the site and building is being brought for the Board's approval by the Land and Property Committee. With the Board's approval of the budget and the schematic design, the project will move to the detailed design phase.

Board of Governors

Memorandum

To: Board of Governors

From: William Hatanaka, Chair, Finance and Audit Committee

Date: 280 November 2017

Subject: Ancillary Operations Long Term Plan

Recommendation:

The Finance and Audit Committee recommends to the Board of Governors approval of the attached update to the Ancillary Operations Long-Term Plan.

Background

The sound management of ancillary operations continues to be an important element in managing the University's finances.

Ancillary facilities are expected to be self-funded over their life. These assets typically experience operating cycles that report operating losses, for the initial years when new assets are brought into service, until they reach a steady-state of operations that recovers the accumulated loss over a reasonable planning horizon.

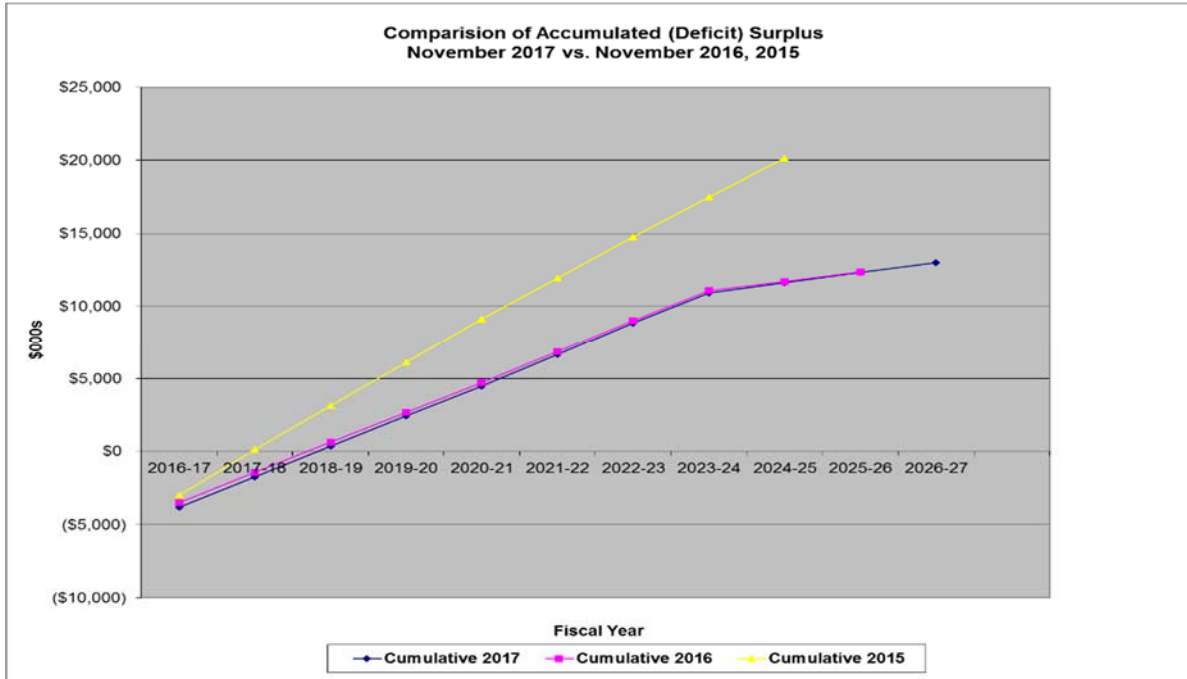
From 2012 - 2015, the ancillary plan has been updated annually to reflect the impact of changes in the economy, technology, enrolment, capital projects, and internal organizational changes. These changes included updates to reflect the declining trend in bookstore sales; the impact of reduced parking inventory due to new capital construction; the favourable impact of the introduction of new food outlets; decline of course kit production due to copyright changes, and impact of the introduction of the SHARP Budget Model.

In fall 2016, the ancillary plan was updated to show that the ancillaries had reached a cumulative balanced position and consequently could more prudently budget for their deferred maintenance costs. The projection for in-year surpluses had been reduced to reflect the annual provision for contributions to deferred maintenance reserves.

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In fall 2017, the ancillary plan was updated with changes related to Bookstore sales and the impact on parking revenues resulting from the opening of the subway. All other assumptions used in prior year plans have been reaffirmed.

A three year overview (2015 - 2017) of accumulated deficit/surplus is illustrated in the below graph.



The detailed long-term plans for each ancillary operation are outlined in the attached report.

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**ANCILLARY OPERATIONS
LONG-TERM PLAN**

**Report to the
Board of Governors**

Finance and Audit Committee

November 20, 2017

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 4. Student Housing Services
 5. Parking Services
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 8. Executive Learning Centre/Nadal Management Centre
 9. Other Ancillary Operations
 - a. Food and Contract Management
 - b. Printing Service
- Appendix: 2017 Long-Term Plans

1. Purpose of this Report

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

The long-term plan is consistent with the University's overall plan relating to enrolments and the campus expansion [SuperBuild, Knowledge Infrastructure (KIP), Strategic Investment Fund (SIF) and other capital expansion programs]. The plan is updated to reflect the most current planning parameters, including up-to-date enrolment numbers.

The sound management of ancillary operations continues to be an important element of the plan to manage the Unrestricted Net Asset deficit. Each of the ancillary operations has an approved business plan that takes into consideration the impact of the budget, economic, enrolment, and staffing changes that are forecast. The business plans for each are presented in the Appendix along with comparisons to the net income targets that were set in the November 2016 long-term plan.

The consolidated revenue, expense and net income projection for all ancillary operations is provided in Figure 1. Figure 1 illustrates that the ancillary operations operated profitably up to 2002-2003.

With the commencement of the operations of the Executive Learning Centre and The Pond Road Residence, as well as the operations of the two new parking structures and the success achieved in Parking and Transportation to reduce the number of single occupant vehicles on campus, the ancillary plan reported net operating losses in the years 2004 through 2006 as the significant cost impact of the new facilities was absorbed.

The plan also shows a return to profitable status in 2007 and 2008, as revenues gradually came into line with the costs of the new facilities. The 2009 results reflected the unfavourable impact of the extended labour disruption and the global financial crisis which had significant impacts on the ancillary operations particularly in the Executive Learning programs.

The ancillary operations returned to generating operating surpluses in the following fiscal year and have now reported seven consecutive years of operating surpluses. In fiscal 2015-16 the cumulative fund balances for the ancillaries turned positive which now provides the opportunity for these units to budget more prudently to address deferred maintenance.

The 2012 plan revisions reflected the impact of the decline in print-book bookstore sales, the incorporation of the new housing strategy, the reduction of parking inventory due to new capital project construction, a revision to the Executive Learning Centre recovery plan and the improved performance for food contract revenue have been reflected.

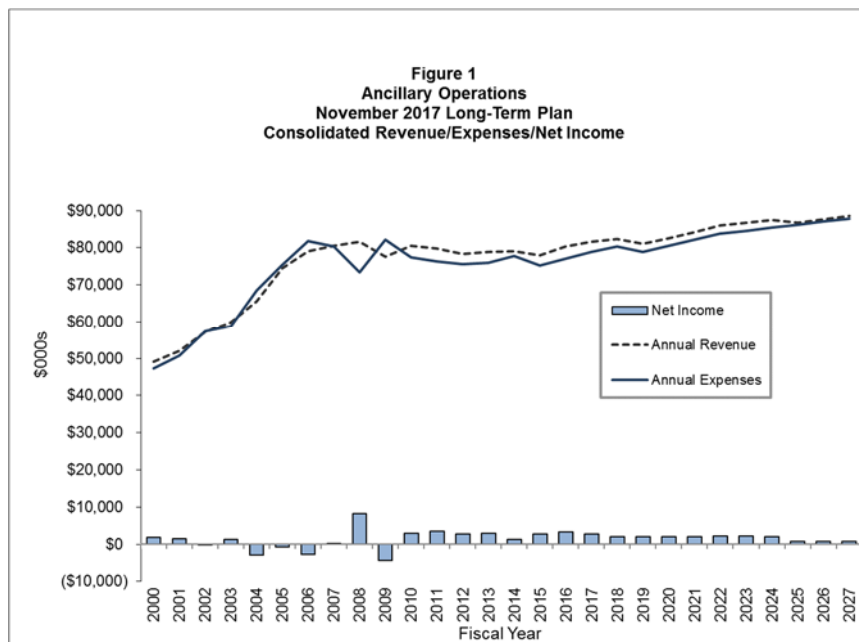
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In the 2013 plan revisions, the impact of a further reduction in the printing operation and bookstore, increased occupancy in Housing, and changes to the Food and Contract Management business were reflected. In the 2014 plan revisions, the impact of further restructuring in printing operations resulting from the permanent reduction in course kit production were captured. In the 2015 plan revisions, the impact of the SHARP Transition Tax saw ancillaries increase their contribution to the University Operating Budget to assist in the conversion to the new SHARP Budget Model. In the 2016 plan revisions, the ancillaries are now including in their budget plans prudent allocations for deferred maintenance or capital upgrades. The 2017 plan revisions were minor in nature as the previous assumptions included in the 2016 plan were reaffirmed.

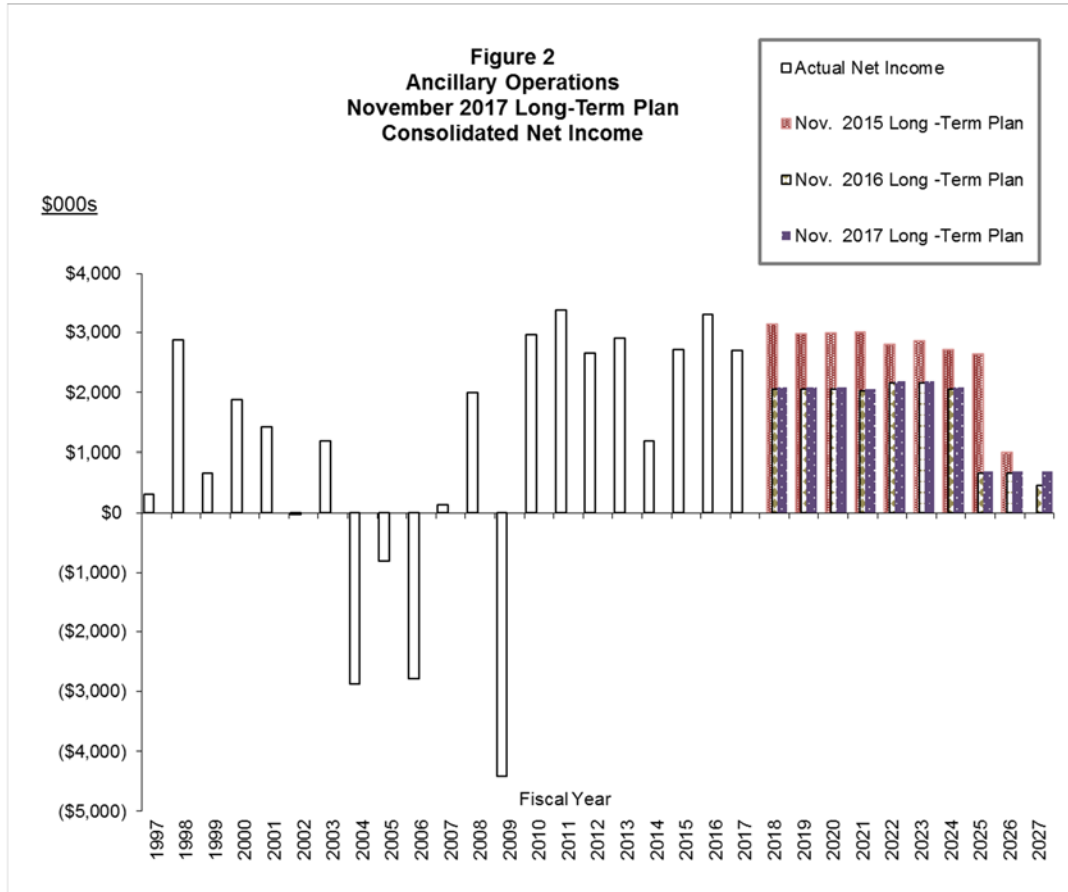
2. Key Planning Assumptions

As in past years, the ancillary business plans are based on assumptions regarding inflation, compensation and interest rates that are consistent across the business units. Consistent with last year’s plan and given the increased volatility in energy prices, separate assumptions on electricity, heating and cooling, and water were used in the development of the ancillary business plans. The assumptions are as follows:

	<u>2016-2017</u>	<u>2017-18 and onwards</u>
Consumer Price index (CPI)	2.0%	2%
Compensation	1.5%	2%
Heating & Cooling	2.0%	2%
Electricity	5%	2%-5%
Water	6%	3%-5%



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The planning assumptions reflect an annual general inflation rate of 2% over the planning period, with the exception of electricity and water costs which are at the rates outlined. Compensation assumptions reflect a rate established for planning purposes for future settlements. In addition to more global assumptions on inflation for compensation and energy, assumptions that are particular to each ancillary operation are factored in for each of the plans.

3. Bookstore

The Bookstore has four 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 following two additional locations in 2013-14: the operations of the Trading Floor store in the Schulich School of Business in 2013 and Osgoode's Bookstore in September 2014.

The Bookstore's e-commerce site enables students to order their text and course materials online. An on-line order and in-store pick up was added in 2015. In 2015, renovations to the main store resulted in approximately 23% reduction of its space in York Lanes. The leasehold improvements are completely funded through the annual rent, paid over a 20-year period. The SSB Trading Floor operation has an annual operating deficit of approximately \$10K, which the Schulich Faculty is funding to maintain this service to

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their students.

The Bookstore's revenue is heavily weighted to course materials, and is subject to change with enrolment fluctuations. Revenue from course materials has considerably declined over the last six years from 9% to 4.7% annually. While the foot print of the store has been reduced as a result of the renovation, the improved layout and design has begun to demonstrate that sales will not be greatly impacted. It is assumed in the plan that non-book merchandise sales (school supplies, insignia branded clothing) will continue to grow.

The Bookstore has been increasing its offerings, including the sale of digital books, and is one of the first Canadian campuses to offer a book rental program. These initiatives reduce costs for students, but also reduce gross revenues and margins for the Bookstore. As in previous plans, there will be significant adjustments to labour and other operating expenses on a continuous basis to show modest returns over a ten-year period. The return to the University (RTU), averaging \$50K per annum, is calculated after contributions to CSBO Overhead of \$154K, the SHARP tax of \$102.4K, the direct overhead costs of \$50K, and net occupancy costs of \$398K, totaling to \$754K per annum.

The current ten-year plan assumes that there will be a slightly negative trend in textbook revenues. The Bookstore will act as a consolidator, offering students a single point for accessing needed materials in an increasingly complex environment of buying new books, used textbooks, renting books and buying or leasing digital books. The business models and profit margins for e-books are not established as the industry continues to redefine itself. There are uncertainties in building this into the long-term plan, but it is assumed that as the campus bookstore model changes, margins may be reduced. However, there will be reduced costs resulting from less handling, merchandising, and operational requirements, leading to a leaner labour force, and similar RTU.

In 2007 the Bookstore strategic plan focused on internal issues of improved operations, fiscal controls and service levels. These issues have been addressed to better control costs. The current long-term plan reflects minimal investments to fulfill the mandate of being a leading-edge bookstore and service to the student community. The long-term projections show reductions in staffing costs as lower labour costs are expected due to higher reliance on digital sales.

Overall, the Bookstore's Net Income contribution over the ten years of the plan totals \$508K versus a previous planned surplus of \$324K due to the impact of product changes and the campus enrollment.

4. Student Housing Services

Student Housing Services provides approximately 2,680 undergraduate beds and 1,250 self-contained apartment units for York's undergraduate, graduate, law, exchange, and YUELI students at the Keele and Glendon campuses.

Implementation of a Housing Strategy approved by the Board of Governors in June 2012 continues:

- A 10-year building renewal plan valued at \$70 million, evolving into a 17-year plan targeting \$115M, funded from annual housing revenues that are directed to building renewal.
- \$50 million spent and committed for projects scheduled for 2012-18 include: washroom remodeling; new furnishings and flooring; elevator upgrades; lighting upgrades; new roofing; window replacements; fire alarm upgrades; accessibility and safety enhancements; and replacement of building components that have aged beyond life cycle.
- A focus on 1st year students with enhanced programming and living-learning communities to promote a culture for student success.
- An institutional framework to oversee the long-term planning and implementation for the new housing strategy including a Student Housing Steering Committee and a Housing Working Group.
- An overarching marketing strategy to improve the recruitment and retention of students in York residences.
- Initiatives to address concerns about the meal plans and food services.

The Current Situation:

Application trends for new and current students have rebounded at Keele and remain relatively stable after a sharp decline experienced in 2007-2011. Recently a decline in enrolments at Glendon has resulted in weakness in applications for the Glendon campus. Average student occupancy levels for the September 2016 to April 2017 reached 93.8% for Keele Undergraduate Residences, 90% for the Glendon Residences and 94% for York Apartments. This compares closely to prior year levels of 92%, 90.4% and 93% respectively.

Previous concerns in respect of the potential for the new 3rd party managed 800 bed Quad residences to impact York housing occupancy rates have not materialized. Consequently, this 10-year plan does not forecast a reduction in occupancy or revenues due to the new residence and anticipated incremental developments based on the same model. Housing Services will continue to monitor the impact of this new residence on its operation.

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The Long-Term Plan does consider the following:

- A conversion of 60 double room bed spaces to 30 super single bed spaces to increase marketability at Keele campus.
- Reduced revenue projection for the Accommodation and Conference Services business segment due to major capital renewal projects and reduction of available marketable space, at approximately \$0.6M per annum for Keele and Glendon campuses.
- Average revenue from YUELI students during the Fall-Winter session projected at \$750,000 per fiscal year for the ten years of the plan. Guest Apartments revenues estimated at \$480K per fiscal year, comparable to previous years.
- A \$70 million budget allocation to fund renewal and improvement projects over ten years to 2021-22.
- An average annual rate increase of 3.7% for undergraduate residences to support the capital renewal plan and inflationary costs.
- A revised approach to rate increases for the York Apartments that takes advantage of vacancies to mirror the 3.7% increases in the undergraduate apartments.
- The inclusion of the new SHARP tax of \$702K per annum commencing fiscal 17/18, totaling \$7M for the 10 years of the plan.
- \$1.5M costs per annum commencing fiscal 17/18 totaling \$13.5M for the ten years of the plan to cover the indirect costs of administrative services not previously paid by ancillaries.
- Facilities overhead charges are estimated to be \$10.2M over the ten-years of the plan.

Overall, Housing's Net Income contribution over the ten years of the plan totals \$3.8M which is comparable to the prior plan.

5. Parking Services

Parking Services has approximately 8,000 parking stalls at the Glendon and Keele campuses across 35 parking lots and various on-street and off-street parking areas. Weekday demand peaks remain on Tuesdays and Thursdays, with Fridays exhibiting the lowest week-day demand.

Parking continues to manage the impact of intense construction activity created by the development south of the Pond Road including the loss of parking spaces resulting from phase one of the Quad residence development, and other campus development projects. Some parking capacity is being reinstated with the completion of the TTC construction activities. Parking control and enforcement staff continue to assist with road closures including traffic duties and pedestrian direction when required by the University, particularly for special events.

In the near term, it is expected that monthly permit sales will decline in number due to the impact of increased use of public transit with the opening of the subway on December

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17th, 2017. These declines are offset by modest rate increases which are necessary to support operating and capital requirements and transportation demand management (TDM) objectives, as well as anticipated continued demand for daily parking. The current long-term plan indicates average monthly permit increases of 1.5% per year with intermittent increases to daily rates (for payment efficiency, daily rates are typically managed in \$0.25 to \$0.50 increments). The plan has also been updated to reflect operating efficiencies that will be gained through technology renewal, student centered service improvements and attrition.

While it is difficult to forecast with certainty the impact of the subway on commuter habits, including the development of an off-campus transit parking lot north of Steeles Avenue, this plan envisions a reduction in revenue of \$500,000 for monthly permits effective 2017-18 to coincide with the anticipated completion of the subway.

The implementation of the SHARP tax of \$364,360 per annum commences fiscal 17/18 and totals \$3.6M for the ten years of the plan.

Overall Parking Service's Net Income contribution over the ten years of the plan totals \$300K, which is net of its contribution of \$11.9M for Land Rent, \$11.8M for Indirect overhead costs, \$3.6M for the SHARP Tax and \$8.1M for Facilities overhead. The unit's 10-year projected cumulative surplus is largely unchanged from the prior plan targets.

6. YU-card Program

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 conceived 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.

Revenue drivers for the long-term are meal plan sales, card usage related to other services and the drivers for expenditures are the annual license/maintenance fees for the YU-card system software and hardware. License/maintenance fees are based on the number of active cards in use during a given year and the amount of hardware installed.

The YU-card program currently absorbs all software license fees for the integration of services such as the Libraries and recreation facilities to provide a seamless cardholder experience and operating savings for participating departments. The YU-card was successfully integrated with the University's access control system in 2014-15 and that program will continue to expand through 2018. A new mobile validation service that provides secure identity validation for exams and other campus events was piloted in 2017 and will be offered as a campus-wide service starting in Winter 2018. Plans exist to switch parking control to YU-Card in the near future.

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The YU-card debit card service has grown substantially since its introduction in 2006. In 2015-2016 the YU-card began to dispense bursary funds to students, which has increased card use and provided the University with administrative efficiencies by not issuing cheques. The initiative has remained in place for 2017-2018 and the plan as presented is based on that practice continuing. Use of the YU-card also continues to grow organically, supported by an ongoing integrated marketing communication program which led the YU-card program to be awarded the 2016 Marketing Excellence Award by the National Association of Campus Card Users. A number of University departments and student organizations now accept YU-card exclusively for payment to eliminate cash handling. Additional staff resources being applied to the YU-card program commencing in 2018 will enable a focused effort to increase YU-card adoption and service levels and sustain the program's growth.

The implementation of the SHARP tax of \$14K per annum commenced in fiscal 17/18 and totals \$142K for the ten years of the plan. Overall, YU-card's Net Income contribution over the ten years of the plan totals \$249K, and is \$7.4K more than prior plan.

7. Telecommunications

The York Telecommunications revenues are used primarily to support University voice infrastructure and services, along with some elements of the University's data network infrastructure. To the extent that a revenue surplus accumulates in Telecommunications over time, it is used to assist in balancing the overall ancillary budget for the University. Telecommunications' operations consist of three distinct segments:

- Telephone equipment and services to units of the University;
- Telephone equipment and services to students in residence;
- Cable TV services to students in residences.

Of these three segments, the first is the most significant in size accounting for over three-quarters of Telecommunications' revenue. Services to students in residence account for the remainder.

The changes brought forward in the updated plan reflect the inclusion of the impacts of the full overhead charges to the University Operating Budget as it transitions to a New Budget Model and more prudent budgeting for infrastructure investments. This year's financial targets were met.

8. Executive Learning Centre/Nadal Management Centre

The attached plan includes the combined financial results for the Executive Learning Centre on the Keele Campus and the Miles S. Nadal Management Centre located in downtown Toronto.

The November 2017 Plan does not deviate from the November 2016 Plan. The November 2017 Plan continues to forecast a full recovery of the early years operating deficits at the end of 2023-2024 – 20 years from the original start date of November 2003. Each fiscal year has a positive in-year contribution, very similar to the contribution anticipated in the November 2016 Plan.

Plan assumptions:

- SSB contributions will be transferable to the ELC ancillary fund at a rate to ensure that no in-year deficits occur and that accumulated deficits will be fully recovered over the 20 years.
- Both on-going maintenance and renewal of the ELC facility are included as in-year operating expenses.

9. Other Ancillary Operations

Food and Contract Management

Food and Vending Services establishes and manages contracts with third party vendors for food and vending services to provide students, faculty, staff and visitors with a variety of products and services. The vending contracts include laundry for student residences, banking machines, beverage and snack machines and other minor contracts in numerous locations on both campuses.

Food Services' favorable results are due to the introduction of new food outlets and regular updates to menu concepts in response to student demand, and an improvement in revenues from vending contracts. A comprehensive food service strategy has been developed and is pending institutional review. Capital costs for facility improvements are expected to be offset by related increases in revenues, reductions of repair and maintenance expenditures and third-party contributions. The success of Food Services' business plan is dependent on the implementation of new outlets in Central Square and the Victor Phillip Dahdaleh building, and the impact of significant increased competition from retail operations in the Quad Residence complexes.

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 that are currently managed, such as Tennis Canada, Seneca College and Computer Methods

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Building, flow to the central University budget. Revenues from roof top cell antennae total \$3.7M for the ten years of the plan.

The implementation of the SHARP tax commenced in fiscal 17/18 and totals \$524.4K for the ten years of the plan. The unit absorbed this charge primarily due to its strength in continually sourcing new revenue opportunities. In addition, payment of Indirect overhead costs commenced in fiscal 17/18, totaling \$342K for the ten years of the plan.

Overall the unit's Net Income contribution over the ten years of the plan totals \$1.7M which is \$11K favourable to the prior plan.

Printing Services

Printing Services provides stationery, secure printing of exams and diplomas, secure scanning and tabulation of University multiple choice examinations, printing of course materials including course kits, and a range of marketing and communication projects. Printing Services incorporates the Copyright Clearance Centre, which provides customized publishing services while ensuring that copyright royalties are respected.

The department works strenuously to improve its campus market share, however, future demand for printing depends upon independent decisions by departments and faculties to outsource or keep printing in-house.

The revenue from course kits has traditionally been 50% of total revenues. 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. Copies sold, as well as titles produced have been declining slightly, mainly due to the existence of alternative 'free' sources and use of instructor's websites (Moodle) to post articles. The unit provides a high level of consultative services to professors in advising them on materials available to include in their curriculum, referring to previous books and the archive of 100s of thousands of articles, negotiating permissions for content, all in addition to the functional role of assembly and production of books for print. Printing Services has produced customized course books in digital format, and the Bookstore has developed a secure platform for selling the e-kits produced by Printing Services.

Although a gradual decline in course kit production would be expected, experience in 2011-2012 reminds us that sudden change can result in fiscal shock. Since the cancellation of agreements with Access Copyright at the end of August, 2011, a large portion of kits have been cleared for copyright by an outside printer who holds a commercial Access Copyright license. The in-house volumes, therefore, showed a dramatic decline in 2011-2012. This has continued, without resolution or a means to repatriate the work. The work in some form will always be vital for the teaching and learning programme at York, but is no longer fully cost recoverable.

In fiscal 2010-2011, Printing Services reported a profit of \$102K, but has reported

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substantial losses due to the copyright issue since September 1, 2011. The unit obtained funding support for copyright work to meet its financial obligations. Although a restructuring will occur over this planning horizon, for the long-term plan it is simply assumed that there will be annual Central support of \$300K for what were previously unsubsidized course kit and copyright services.

The unit continues to reduce operating expenses through reduced overtime and temporary staff and through closing positions. The unit's Net Income contribution over the ten years of the plan totals \$348K.

Appendix

2017 Long-Term Plans

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ANCILLARY OPERATIONS NOVEMBER 2017 LONG-TERM FORECAST BOOKSTORE in \$000s

	Actual	Budget										
	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024	2024 2025	2025 2026	2026 2027	
Revenue												
Revenue from Sales	\$15,755	\$16,242	\$15,649	\$15,648	\$15,647	\$15,647	\$15,647	\$15,647	\$15,648	\$15,650	\$15,652	
Rent Subsidy from York University	\$656	\$580	\$605	\$613	\$621	\$637	\$646	\$655	\$664	\$673	\$694	
Total Revenue	\$16,411	\$16,822	\$16,254	\$16,261	\$16,268	\$16,284	\$16,293	\$16,302	\$16,312	\$16,323	\$16,346	
Expenses												
Remuneration	\$2,586	\$2,400	\$2,253	\$2,253	\$2,253	\$2,253	\$2,253	\$2,253	\$2,253	\$2,254	\$2,254	
Cost of Goods Sold	\$11,819	\$12,208	\$11,793	\$11,789	\$11,784	\$11,780	\$11,777	\$11,773	\$11,770	\$11,767	\$11,764	
Occupancy Costs	\$1,059	\$994	\$1,002	\$1,011	\$1,019	\$1,035	\$1,044	\$1,053	\$1,062	\$1,071	\$1,092	
Other Operating Expenses	\$1,094	\$1,033	\$995	\$1,000	\$1,005	\$1,010	\$1,015	\$1,020	\$1,025	\$1,031	\$1,036	
Capital Renewal	\$80	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Expenses	\$16,638	\$16,635	\$16,043	\$16,053	\$16,061	\$16,078	\$16,089	\$16,099	\$16,110	\$16,123	\$16,146	
Share Services and GI Costs	\$0	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	\$50	
Transition Tax (SHARP)	\$0	\$102	\$102	\$102	\$102	\$102	\$102	\$102	\$102	\$102	\$102	
Net Income/(Loss) for Fiscal Year	(\$227)	\$35	\$59	\$56	\$55	\$54	\$52	\$51	\$50	\$48	\$48	
Net Income/(Loss) per Nov. 2016 Plan		\$9	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	\$35	
Change from Nov. 2016 Plan		\$26	\$24	\$21	\$20	\$19	\$17	\$16	\$15	\$13	\$13	
Cumulative Change from Nov. 2016 Plan												\$184

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ANCILLARY OPERATIONS NOVEMBER 2017 LONG-TERM FORECAST HOUSING AND CONFERENCE SERVICES in \$000s

	Actual	Budget									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Revenue	\$30,871	\$30,972	\$30,350	\$31,502	\$32,852	\$34,321	\$34,867	\$35,423	\$35,989	\$36,566	\$37,152
Total Revenue	\$30,871	\$30,972	\$30,350	\$31,502	\$32,852	\$34,321	\$34,867	\$35,423	\$35,989	\$36,566	\$37,152
Expenses											
Remuneration	\$6,972	\$7,932	\$8,189	\$8,353	\$8,520	\$8,690	\$8,864	\$9,041	\$9,222	\$9,406	\$9,594
Other Operating Expenses	\$5,751	\$7,136	\$7,329	\$7,476	\$7,625	\$7,777	\$7,933	\$8,092	\$8,254	\$8,419	\$8,587
Energy (HVAC, Electricity, Water)	\$3,364	\$5,349	\$5,331	\$5,482	\$5,607	\$5,738	\$5,921	\$6,168	\$6,277	\$6,643	\$6,757
Capital Renewal	\$6,114	\$13,685	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900	\$6,900
Total Operating Expenses	\$22,201	\$34,102	\$27,749	\$28,211	\$28,652	\$29,105	\$29,618	\$30,201	\$30,653	\$31,368	\$31,838
Operating Income	\$8,670	(\$3,130)	\$2,601	\$3,291	\$4,200	\$5,216	\$5,249	\$5,222	\$5,336	\$5,198	\$5,314
Share Services and GI Costs	\$0	\$1,660	\$1,502	\$1,502	\$1,502	\$1,502	\$1,502	\$1,502	\$1,502	\$1,502	\$1,503
Transition Tax (SHARP)	\$0	\$702	\$702	\$702	\$702	\$702	\$702	\$702	\$702	\$702	\$702
Contribution to/(from) Capital Reserve	\$4,630	(\$9,169)	(\$3,281)	(\$2,621)	(\$1,721)	(\$531)	(\$507)	(\$477)	\$156	(\$131)	(\$16)
Debt Service Costs	\$3,401	\$3,299	\$3,300	\$3,330	\$3,339	\$3,165	\$3,174	\$3,117	\$2,598	\$2,747	\$2,747
Net Income/(Loss) for Fiscal Year	\$639	\$378	\$378	\$378	\$378	\$378	\$378	\$378	\$378	\$378	\$378
Net Income/(Loss) per Nov. 2016 Plan		\$378	\$378	\$378	\$378	\$378	\$378	\$378	\$378	\$378	\$378
Change from Nov. 2016 Plan		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Change from Nov. 2016 Plan											\$0

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ANCILLARY OPERATIONS NOVEMBER 2017 LONG-TERM FORECAST PARKING SERVICES in \$000s

	Actual	Budget									
	2016 2017	2017 2018	2018 2019	2019 2020	2020 2021	2021 2022	2022 2023	2023 2024	2024 2025	2025 2026	2026 2027
Revenue											
Revenue	\$15,768	\$14,549	\$14,585	\$14,855	\$14,965	\$15,076	\$15,351	\$15,466	\$15,582	\$15,867	\$15,987
Total Revenue	\$15,768	\$14,549	\$14,585	\$14,855	\$14,965	\$15,076	\$15,351	\$15,466	\$15,582	\$15,867	\$15,987
Expenses											
Remuneration	\$3,262	\$3,276	\$3,213	\$3,278	\$3,344	\$3,411	\$3,479	\$3,549	\$3,619	\$3,692	\$3,766
Cost of Sales TTC Metropasses	\$630	\$707	\$650	\$663	\$676	\$690	\$704	\$718	\$732	\$747	\$762
Other Operating Expenses	\$2,928	\$3,608	\$3,294	\$3,355	\$3,417	\$3,481	\$3,556	\$3,644	\$3,707	\$3,820	\$3,884
Capital Renewal	\$334	\$597	\$600	\$600	\$600	\$600	\$500	\$500	\$500	\$500	\$500
Total Expenses	\$7,154	\$8,188	\$7,757	\$7,896	\$8,037	\$8,182	\$8,239	\$8,411	\$8,558	\$8,759	\$8,912
Operating Income Before Amort/Land Rent	\$8,614	\$6,361	\$6,828	\$6,959	\$6,928	\$6,894	\$7,112	\$7,055	\$7,024	\$7,108	\$7,075
Amortization - Debt	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202	\$4,202
Contribution to/(from) Capital Reserve	\$1,621	(\$601)	(\$134)	(\$3)	(\$34)	(\$68)	\$150	\$93	\$62	\$146	\$113
Contribution Transp/goSAFE/CCTV/Card Access	\$1,410	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Share Services and GI Costs	\$0	\$1,177	\$1,177	\$1,177	\$1,177	\$1,177	\$1,177	\$1,177	\$1,177	\$1,177	\$1,177
Transition Tax (SHARP)	\$0	\$364	\$364	\$364	\$364	\$364	\$364	\$364	\$364	\$364	\$364
Land Rent	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189	\$1,189
Total Amortization, Reserve, Land Rent	\$8,422	\$6,331	\$6,798	\$6,929	\$6,898	\$6,864	\$7,082	\$7,025	\$6,994	\$7,078	\$7,045
Net Income/(Loss) for Fiscal Year	\$192	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
Net Income/(Loss) per Nov. 2016 Plan		\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30	\$30
Change from Nov. 2016 Plan		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Change from Nov. 2016 Plan											\$0

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ANCILLARY OPERATIONS NOVEMBER 2017 LONG-TERM FORECAST YU-Card Program in \$000s

	Actual	Budget									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Revenue											
Revenue	\$988	\$859	\$936	\$951	\$967	\$983	\$1,000	\$1,017	\$1,035	\$1,053	\$1,071
Expense Recovery - Support	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100	\$100
Total Revenue	\$1,088	\$959	\$1,036	\$1,051	\$1,067	\$1,083	\$1,100	\$1,117	\$1,135	\$1,153	\$1,171
Expenses											
Remuneration	\$298	\$250	\$305	\$311	\$318	\$324	\$330	\$337	\$344	\$351	\$357
Other Operating Expenses	\$364	\$364	\$371	\$379	\$386	\$394	\$402	\$410	\$418	\$426	\$435
Capital Renewal/Equip/Soft Licence	\$266	\$275	\$266	\$271	\$276	\$282	\$287	\$293	\$299	\$305	\$283
Total Expenses	\$928	\$889	\$942	\$961	\$980	\$1,000	\$1,019	\$1,040	\$1,061	\$1,082	\$1,075
Operating Income	\$160	\$70	\$94	\$90	\$87	\$83	\$81	\$77	\$74	\$71	\$96
Contribution to/(from) Capital Reserve	\$129	\$38	\$54	\$51	\$47	\$44	\$40	\$37	\$34	\$31	\$56
Share Services and GI Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transition Tax (SHARP)	\$0	\$14	\$14	\$14	\$14	\$14	\$14	\$14	\$14	\$14	\$14
Net Income/(Loss) for Fiscal Year	\$31	\$18	\$26	\$25	\$26	\$25	\$27	\$26	\$26	\$26	\$26
Net Income/(Loss) per Nov. 2016 Plan		\$18	\$24	\$25	\$25	\$25	\$25	\$25	\$26	\$25	\$26
Change from Nov. 2016 Plan		\$0	\$2	\$0	\$1	\$0	\$2	\$1	\$0	\$1	\$0
Cumulative Change from Nov. 2016 Plan											7

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ANCILLARY OPERATIONS NOVEMBER 2017 LONG -TERM FORECAST UIT, TELECOMMUNICATIONS in \$000s

	Actual	Budget									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Revenue	\$4,385	\$4,374	\$4,332	\$4,291	\$4,251	\$4,210	\$4,170	\$4,131	\$4,091	\$4,052	\$4,014
Expenses											
Remuneration	\$1,759	\$1,851	\$1,888	\$1,926	\$1,964	\$2,004	\$2,044	\$2,085	\$2,126	\$1,905	\$1,872
Other Operating Expenses	\$1,253	\$1,439	\$1,468	\$1,497	\$1,527	\$1,558	\$1,589	\$1,621	\$1,653	\$1,900	\$1,895
Repair / Maintenance (Inventory/amortization)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$3,012	\$3,290	\$3,356	\$3,423	\$3,491	\$3,561	\$3,632	\$3,705	\$3,779	\$3,805	\$3,767
Operating Income	\$1,373	\$1,084	\$977	\$868	\$759	\$649	\$538	\$425	\$312	\$247	\$247
Contribution to/(from) Capital Reserve	\$835	\$515	\$431	\$421	\$347	\$302	\$191	\$178	\$65	\$0	\$0
Share Services and GI Costs	\$0	\$223	\$225	\$226	\$226	\$226	\$226	\$226	\$226	\$226	\$226
Transition Tax (SHARP)	\$0	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21	\$21
Net Income/(Loss) for Fiscal Year	\$538	\$325	\$300	\$200	\$165	\$100	\$100	\$0	\$0	\$0	(\$0)
Net Income/(Loss) per Nov. 2016 Plan		\$325	\$299	\$200	\$165	\$100	\$100	\$0	\$0	\$0	\$0
Change from Nov. 2016 Plan		\$0	\$1	\$0	\$0	(\$0)	(\$0)	\$0	\$0	\$0	(\$0)
Cumulative Change from Nov. 2016 Plan											\$2

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**ANCILLARY OPERATIONS
NOVEMBER 2017 LONG TERM FORECAST
EXECUTIVE LEARNING CENTRE & NADAL MANAGEMENT CENTRE
in \$000s**

	Actual	Budget									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Revenue											
Executive Learning Centre	\$5,054	\$5,346	\$5,292	\$5,292	\$5,292	\$5,292	\$5,292	\$5,292	\$5,292	\$5,292	\$5,292
Revenue Transfer from SEEC Operations	\$3,177	\$4,210	\$3,555	\$3,655	\$3,700	\$3,900	\$3,900	\$3,900	\$2,500	\$2,500	\$2,500
Nadal Management Centre	\$1,192	\$1,277	\$1,323	\$1,323	\$1,370	\$1,370	\$1,370	\$1,370	\$1,369	\$1,369	\$1,369
Total Revenue	\$9,423	\$10,833	\$10,170	\$10,270	\$10,362	\$10,562	\$10,562	\$10,562	\$9,161	\$9,161	\$9,161
Expenses											
Executive Learning Centre	\$5,209	\$5,988	\$5,292	\$5,292	\$5,292	\$5,292	\$5,292	\$5,292	\$5,292	\$5,292	\$5,292
Nadal Management Centre	\$1,136	\$1,239	\$1,272	\$1,272	\$1,319	\$1,319	\$1,319	\$1,319	\$1,319	\$1,319	\$1,319
Total Expenses	\$6,345	\$7,227	\$6,564	\$6,564	\$6,611	\$6,611	\$6,611	\$6,611	\$6,611	\$6,611	\$6,611
Operating Income	\$3,078	\$3,606	\$3,606	\$3,706	\$3,751	\$3,951	\$3,951	\$3,951	\$2,550	\$2,550	\$2,550
SHARP Budget Allocations	\$0	\$655	\$655	\$655	\$700	\$700	\$700	\$700	\$700	\$700	\$700
Debt Service Costs	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850	\$1,850
Net Income/(Loss) for Fiscal Year	\$1,228	\$1,101	\$1,101	\$1,201	\$1,201	\$1,401	\$1,401	\$1,401	\$0	\$0	\$0
Net Income/(Loss) per Nov. 2016 Plan		\$1,101	\$1,101	\$1,201	\$1,201	\$1,401	\$1,401	\$1,401	\$0	\$0	\$0
Change from Nov. 2016 Plan		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Cumulative Change from Nov. 2016 Plan											\$0

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ANCILLARY OPERATIONS NOVEMBER 2017 LONG-TERM FORECAST FOOD AND CONTRACT MANAGEMENT in \$000s

	Actual	Budget									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Revenue	\$2,134	\$2,216	\$2,641	\$2,674	\$2,704	\$2,734	\$2,616	\$2,662	\$2,698	\$2,731	\$2,764
Total Revenue	\$2,134	\$2,216	\$2,641	\$2,674	\$2,704	\$2,734	\$2,616	\$2,662	\$2,698	\$2,731	\$2,764
Expenses											
Remuneration	\$316	\$403	\$483	\$492	\$502	\$512	\$522	\$532	\$542	\$553	\$564
Other Operating Expenses	\$757	\$857	\$876	\$897	\$918	\$940	\$972	\$1,015	\$1,036	\$1,100	\$1,122
Capital Renewal/Mtce/Equipment	\$449	\$704	\$1,030	\$1,033	\$1,032	\$1,029	\$870	\$863	\$867	\$825	\$825
Total Expenses	\$1,522	\$1,964	\$2,389	\$2,422	\$2,452	\$2,481	\$2,364	\$2,410	\$2,445	\$2,478	\$2,511
Contribution to/(From) Capital Reserve	\$229	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Share Services and GI Costs	\$0	\$34	\$34	\$34	\$34	\$34	\$34	\$34	\$34	\$34	\$34
Transition Tax (SHARP)	\$0	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52	\$52
Net Income/(Loss) for Fiscal Year	\$383	\$166	\$166	\$166	\$166	\$167	\$166	\$166	\$167	\$167	\$167
Net Income/(Loss) per Nov. 2016 Plan		\$166	\$164	\$164	\$166	\$166	\$165	\$164	\$166	\$166	\$166
Change from Nov. 2016 Plan		\$0	\$2	\$2	\$0	\$1	\$1	\$2	\$1	\$1	\$1
Cumulative Change from Nov. 2016 Plan											\$11

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ANCILLARY OPERATIONS NOVEMBER 2017 LONG-TERM FORECAST PRINTING SERVICES in \$000s

	Actual	Budget									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Revenue	\$1,513	\$1,627	\$1,654	\$1,681	\$1,709	\$1,737	\$1,766	\$1,795	\$1,825	\$1,855	\$1,886
Expenses											
Remuneration	\$961	\$925	\$894	\$912	\$930	\$949	\$968	\$987	\$1,007	\$1,027	\$1,048
Cost of Sales	\$561	\$575	\$596	\$607	\$620	\$632	\$645	\$658	\$671	\$684	\$698
Capital Renewal/Equipment	\$6	\$33	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40	\$40
Other Operating Expenses	\$73	\$68	\$90	\$87	\$83	\$80	\$76	\$73	\$69	\$65	\$60
Total Expenses	\$1,601	\$1,601	\$1,620	\$1,646	\$1,673	\$1,701	\$1,729	\$1,758	\$1,787	\$1,816	\$1,846
Share Services and GI Costs	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Transition Tax (SHARP)	\$0	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Net Income/(Loss) for Fiscal Year	(\$88)	\$25	\$33	\$34	\$35	\$35	\$36	\$36	\$37	\$38	\$39
Net Income/(Loss) per Nov. 2016 Plan		\$24	\$24	\$23	\$23	\$23	\$23	\$23	\$23	\$24	\$23
Change from Nov. 2016 Plan		\$1	\$9	\$11	\$12	\$12	\$13	\$13	\$14	\$14	\$16
Cumulative Change from Nov. 2016 Plan											\$115

Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Land and Property Committee

Date: 28 November 2017

Subject: York University Markham Centre Campus – Schematic design

Recommendation:

The Land and Property Committee recommends to the Board of Governors approval of the schematic design of the York University Markham Centre Campus, consistent with the plans found at Appendix A.

Background

In March 2014, the Ministry of Education and Skills Development (MAESD) released a competitive call for proposals to postsecondary institutions for new projects that would serve areas of the province where future demand for undergraduate education was anticipated. York University, in conjunction with Seneca College, submitted a response to this call for proposal.

In May 2015, the MAESD announced that York University was selected to deliver a new campus in the City of Markham. The new campus would provide primarily undergraduate education for approximately 4000 students in a rapidly growing community, improve quality and innovation, achieve cost effectiveness and help build Ontario's economy. The proposal was strongly supported by the City of Markham, York Region, area employers and other key partners.

In January 2017, the Deputy Minister of Advanced Education and Skills Development reaffirmed its commitment to the York University Markham Centre Campus (YUMCC) Project by confirming the provincial funding contribution amount of \$127.3M in capital towards the total Project cost of \$253M. In addition, the Province committed a one-time operating funding grant of \$8.3M.

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Since the announcement, the University has focused on confirming the academic program and designing the building. Work related to third-party agreements/alliances is the focus in the coming months.

At the October 2017 Land and Property Committee meeting, the Committee was informed of a high-level overall project schedule identifying major tasks and milestones up to a construction start date in late 2018 and substantial performance in April 2021. The committee was also informed of the Project Delivery Governance Structure which identified six key areas that cover the range of matters to be addressed and managed through the delivery of the Project.

With the approval of the schematic design and the project budget, the project will move to the Design Development phase which will include production of construction documents in preparation for the construction project to be tendered.

Appendix A

Academic Functional Program

The process of creating an academic functional program for the YUMCC began in September 2016. A functional program defines the user group spaces around which the building will be built. Over the past ten months extensive consultation with academic user groups has taken place in the form of workshops and faculty specific meetings. These consultations provided faculty representatives the opportunity to identify a range of information regarding planned courses, projected enrolment, faculty complement, and teaching/learning space requirements. Table 1, below, illustrates proposed York Faculties and Academic Space Types.

Board of Governors - Land and Property Committee

Table 1: Proposed York University Faculties and Academic Space Types

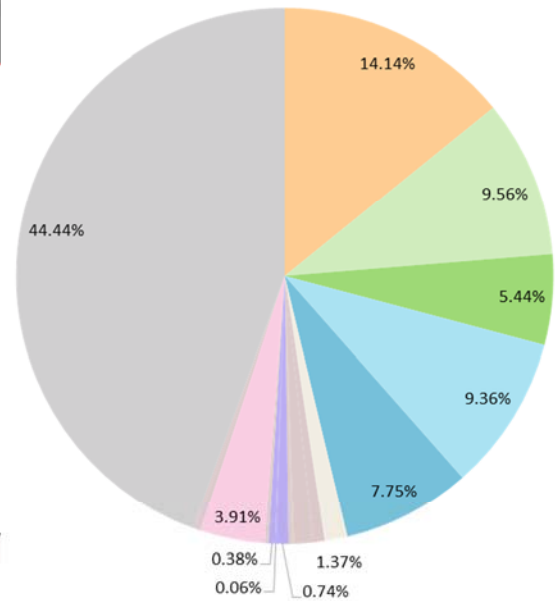
Faculty	Academic Space Types
Arts, Media, Performance & Design	Teaching/Instructional Spaces <ul style="list-style-type: none"> • Collaborative Tiered Lecture Halls • Active Learning Environments/Classrooms
Education	Instructional Lab Spaces <ul style="list-style-type: none"> • Computer Labs • Wet Labs • Dry Labs • Project Rooms • Mixed Media Studios
Environmental Studies	Research Spaces <ul style="list-style-type: none"> • Wet Labs • Dry Labs • Project Rooms • Vivarium
Liberal Arts & Professional Studies	Informal Learning & Research Commons (Library) <ul style="list-style-type: none"> • Study Spaces • Maker Spaces
Lassonde Engineering	Faculty Work Areas <ul style="list-style-type: none"> • Offices and Administrative Spaces • Support Spaces • Meeting Spaces
Science	Student Services <ul style="list-style-type: none"> • Advising/Counselling Suite • Registrar and Admissions • Student Government Spaces • Presentation Spaces • Supplemental Instructional Spaces (Assistive Learning, Skills) • Testing Centre • Interfaith/Spiritual Room
Seneca College	

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A draft consolidated functional program for the YUMCC was completed in July 2017, and an overview of the initial findings was presented at the July Project Delivery Committee (PDC) meeting. The academic user groups reviewed and validated the content of the draft document. See below Figure 1 for YUMCC breakdown of space allocation.

Figure 1: York University Markham Centre Campus Space Allocation Breakdown

No.	COMPONENT	TOTAL AREA (nsm)	TOTAL AREA (nsf)	% of Net Area	% of Estimated Gross Area
1	Classroom Facilities	4,996.2	53,779	25.45%	14.14%
2	Laboratories - Instructional	3,377.8	36,358	17.20%	9.56%
3	Research	1,922.2	20,605	9.79%	5.44%
4	Faculty Offices and Related Space	3,309.5	35,623	16.86%	9.36%
5	Library Facilities & Campus Study Space	2,739.3	29,486	13.95%	7.75%
15	Assembly & Exhibition Facilities	485.1	5,222	2.47%	1.37%
20	Materials Management	238.6	2,568	1.22%	0.68%
21	Maintenance	410.8	4,422	2.09%	1.16%
22	Grounds And Fleet Management	20.0	215	0.10%	0.06%
23	Custodial	11.2	121	0.06%	0.03%
24	Community Safety	81.8	880	0.42%	0.23%
25	Food Services	260.0	2,799	1.32%	0.74%
26	YU Card	22.2	239	0.11%	0.06%
27	Bookstore	135.0	1,453	0.69%	0.38%
28	Mailing Services	40.0	431	0.20%	0.11%
29	Printing Services	40.0	431	0.20%	0.11%
30	Student Services	1,383.0	14,886	7.04%	3.91%
31	Human Resources & Employee Relations	102.4	1,102	0.52%	0.29%
32	University Information Technology	58.2	626	0.30%	0.16%
TOTAL PROGRAMMED NET AREA		19,633.4	211,246	100.00%	55.56%
	Estimated* Gross Areas @ 1.8 <i>(Structure, Mechanical, Electrical, Vertical Circulation...)</i>	15706.7	168,996		44.44%
TOTAL ESTIMATED BUILDING GROSS AREA		35,340.1	380,243	180.00%	100.00%

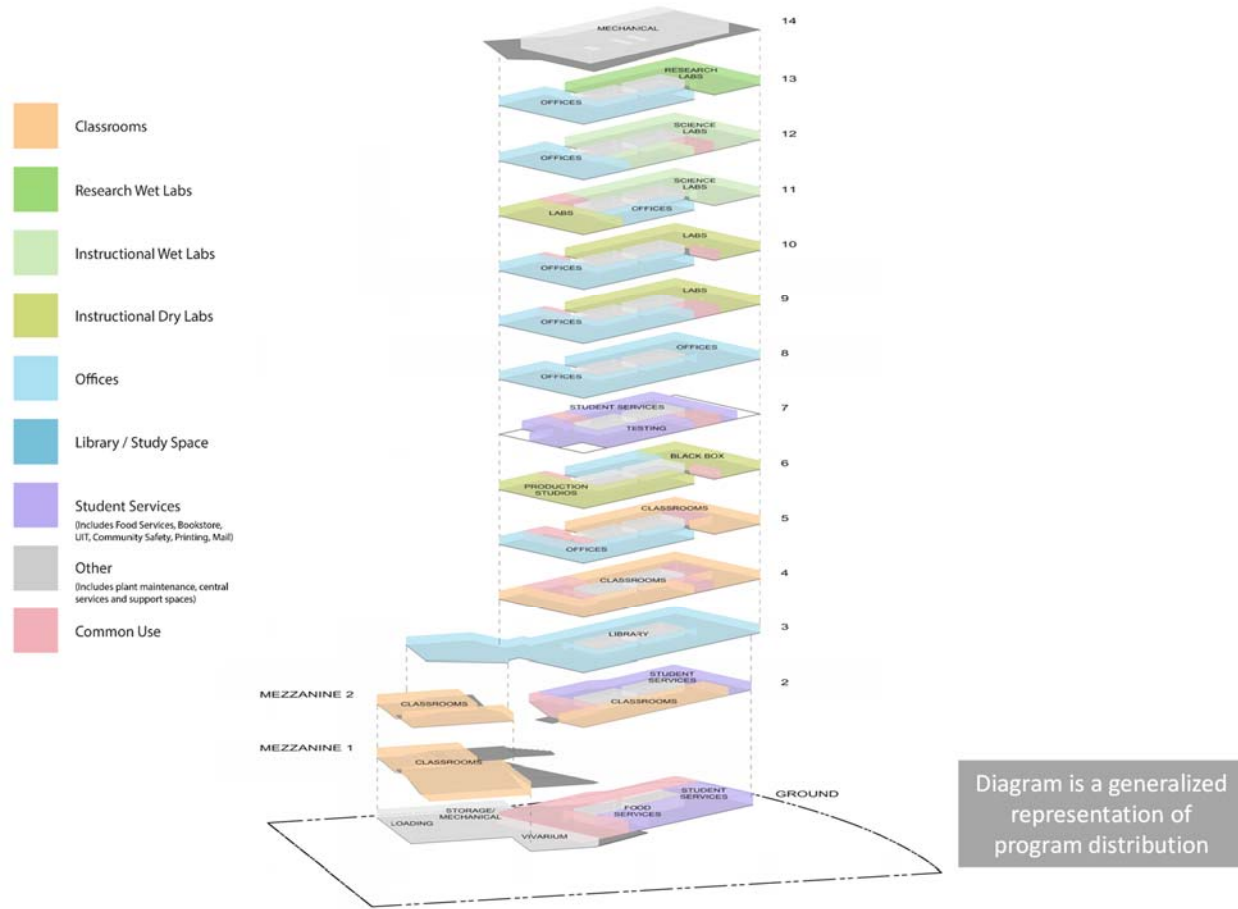


* Gross Areas and Total Building Gross Area are not programmed and are *estimated* using an industry standard grossing factor of 1.8. The actual building gross area is dependent on the design.

Based on the functional program developed by Resource Planning Group (RPG), Diamond Schmitt Architects Inc. (DSAI) conducted an exercise in space planning to determine program space locations within the building. The following blocking and stacking diagram (Figure 2) represents the results of academic/non-academic requirements, as outlined in the functional program.

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Figure 2: York University Markham Centre Campus Blocking and Stacking



Note: Blocking and stacking diagram to be finalized in the design development phase.

Project Schedule

The master schedule was developed with the aim of achieving University objectives necessary for operations of classes in September 2021. Listed below is a summary of the major milestones necessary to target the campus opening in September 2021.

Board of Governors - Land and Property Committee

Table 2: York University Markham Centre Campus Project Schedule

No.	Item	Duration (in months)	Start	Finish
1	Functional Program	13	September 2016	September 2017
2	Planning & Design	16	June 2017	August 2018
	Schematic Design*	5	June 2017	October 2017
	Design Development	3	October 2017	December 2017
	Contract Documents*	8	January 2018	August 2018
3	Pre-Qualification/Tender/Contract Award*	6	May 2018	October 2018
4	Construction	30	October 2018	March 2021
5	Substantial Performance	0	April 2021	April 2021
6	Move-In & Occupancy	5	April 2021	August 2021
7	Start of Classes	0	September 2021	September 2021

*Project "Approval Process"

Risk Management

Included in this summary schedule are activities of due diligence to ensure the Project remains within the targeted budget and schedule.

At each of the major planning and design milestones an estimate will be created by the design team to inform the University on the status of costs versus the budget – an independent cost consultant prepares these for the design team. Each of these estimates will be peer reviewed by BTY Group to ensure the accuracy and quality of estimates created by the design team cost consultants. A cycle of value engineering has been incorporated to ensure the Project remains on target.

BTY Group is an independent project delivery services firm retained by York University to audit project scheduling, cost consulting, and claims services and YUDC is facilitating this work. BTY will validate our internal practice as well as all of our supporting consultants. A monthly report will be generated and issued to YUDC and presented at the PDC meetings. A risk analysis report at each of the milestones will be generated by identifying potential claims, risks and strategies, and mitigation of these risks will be

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proposed. In addition, monthly PDC meetings are in place to monitor the progress of the scheduled milestones noted above.

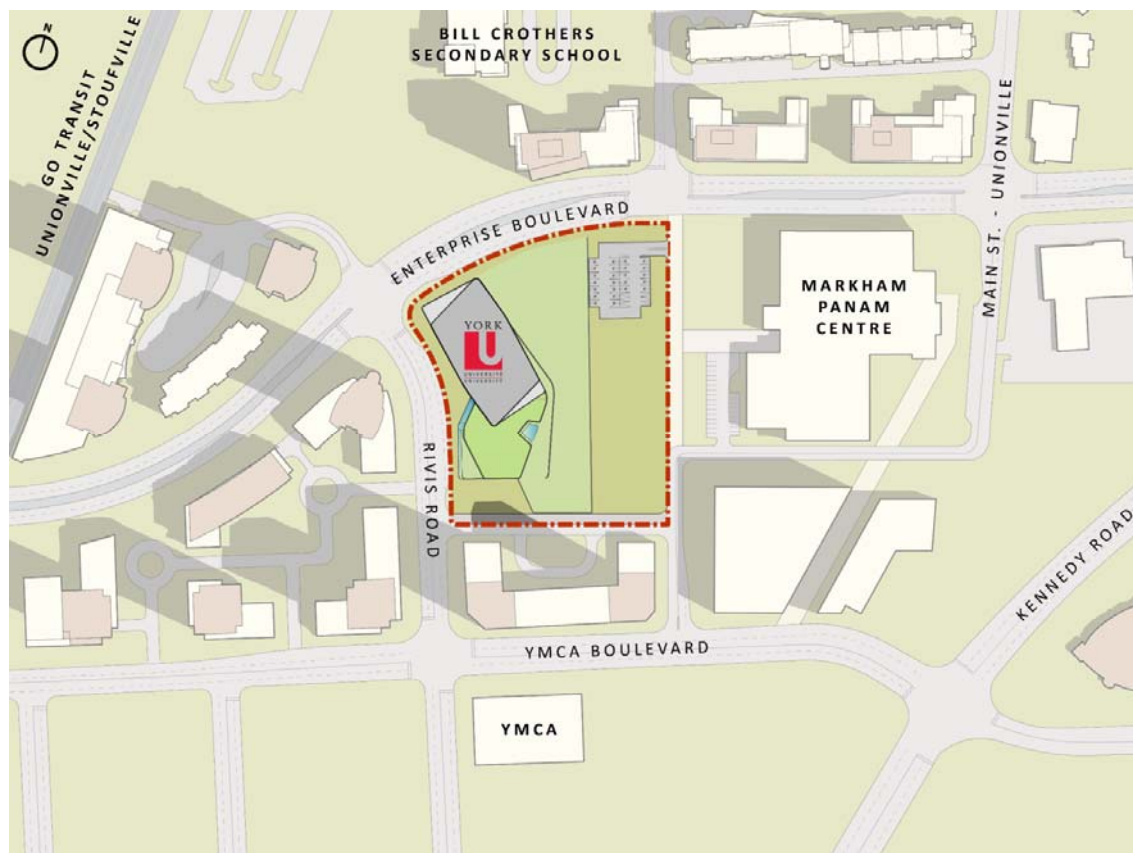
Design

Since June 2017, DSAI has been developing the schematic design for the York University Markham Centre Campus. DSAI has analyzed the criteria from the functional program in conjunction with design principles set forth by the University to establish an appropriate design. Design principles and preliminary concept designs for the site are provided below.

Design Principles for the Site

1. Campus commons
2. Maximize landscaped outdoor space
3. East-west link to Pan Am Centre
4. Strong campus identity
5. Visual impact along Enterprise Boulevard
6. Maximize sun penetration to buildings and campus commons
7. Optimal tower floor plate size at 25,000 square feet

Figure 3: York University Markham Centre Campus Site



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Figure 4: View from Campus Commons



Figure 5: View from Enterprise and Ravis



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Figure 6: View from Rivis looking North



Design Principles for the Interior

1. Creation of academic neighbourhoods
2. Connection within and between neighbourhoods
3. Focus on access and student life
4. Maximize flexibility
5. Locate high throughput programs at lower levels
6. Locate programs requiring high air changes at upper levels.

Figure 7: Entrance Lobby



Figure 8: Third Floor Connection



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Figure 9: Landscape Level – Lecture Theatres and Student Services



Figure 10: Entry Level – Computer Labs, Students Services, Vivarium and BOH



Figure 11: Learning Resource Centre



Figure 12: Level 10 – Research Lab Floor



Board of Governors

Memorandum

To: Board of Governors

From: Paul Tsaparis, Chair, Land and Property Committee

Date: 28 November 2017

Subject: Land Designation - York University Busway

Recommendation:

The Land and Property Committee recommends to the Board of Governors approval for the designation of a segment of campus lands between The Pond Road and York Boulevard, which are associated with the northerly portion of the temporary Toronto Transit Commission’s busway, as a University roadway.

Background:

In March 2008 the City of Toronto (City), the Toronto Transit Commission (TTC), and York University executed a “Busway Easement Agreement” thereby enabling the TTC to construct, maintain and operate, for a temporary period, a segment of a bus priority route on York’s land. Figure 1, attached, illustrates the northerly segment of the TTC Busway (busway) that was built along the east portion of the Keele Campus.

The TTC began use of the busway on November 20, 2009, and under the terms of the agreement, was to cease its operation upon the start of revenue service of the Toronto-York Spadina Subway Extension (TYSSE) into the City of Vaughan. The TTC has announced December 17, 2017 as the TYSSE’s revenue service date.

The Busway Easement Agreement requires the City/TTC to remove the busway infrastructure from York lands within one year following the end of the easement agreement term (December 17, 2017), and to restore the lands to their pre-construction condition. The agreement also provides York the right to notify the City/TTC if it requires the busway, in full or in part, to remain on the University’s lands. Such notice is to be provided to the City and TTC prior to the end of the easement term.

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Rationale:

In early 2016, in anticipation of York having to notify the City and the TTC of a position regarding the busway, the York University Development Corporation (YUDC), on behalf of the University, retained BA Group (traffic & transportation consultants) to analyze the long-term campus road network requirements and opportunities for the post subway opening. Inputs to their analysis included requirements of the City-approved York University Secondary Plan (2009), direction from the Board-approved Keele Campus Master Plan (2013), and the design intent of the Schulich Building expansion. Information from the BA Group's analysis was presented to the Land and Property Committee at its May 2, 2017 meeting, for discussion.

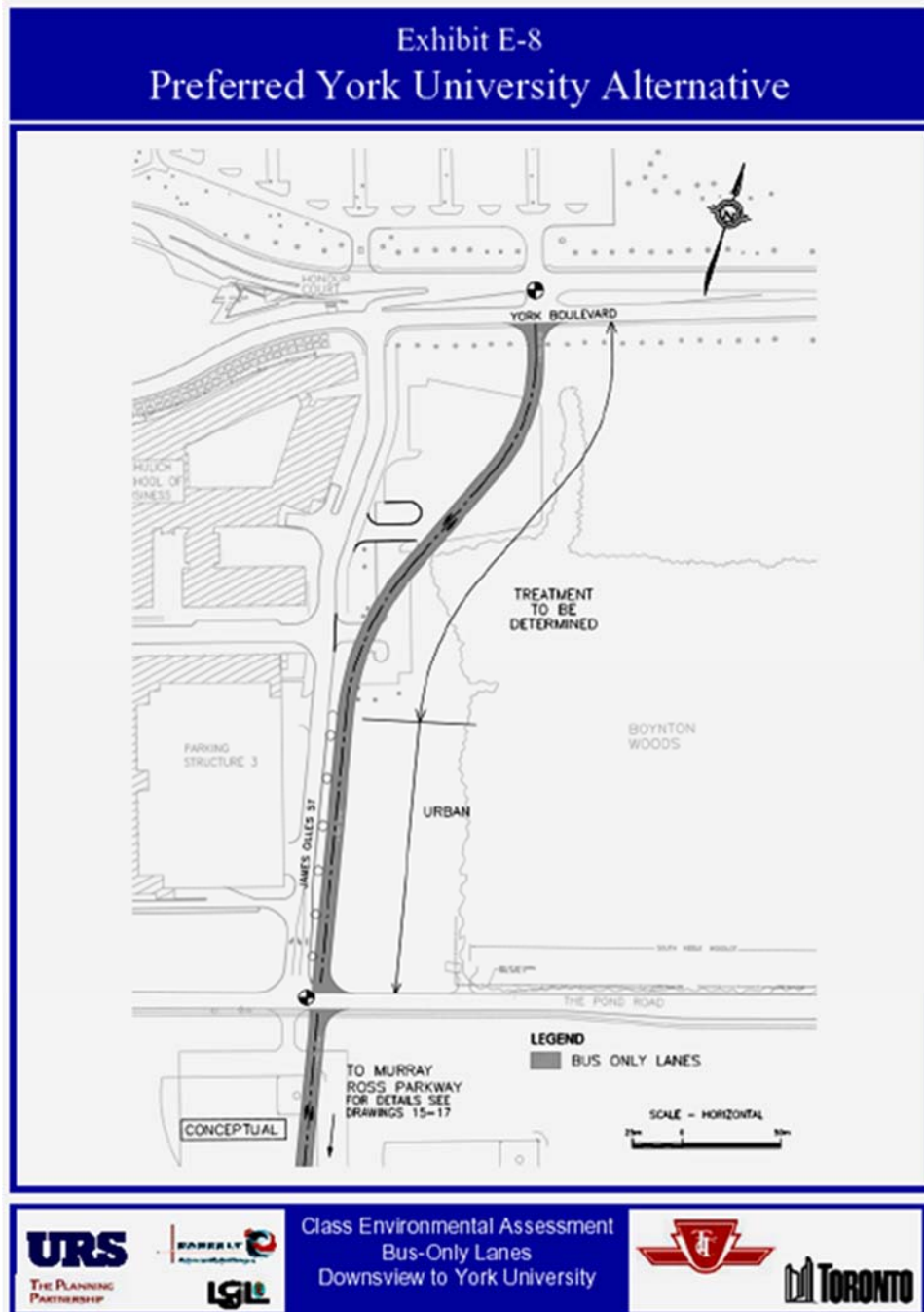
The Committee discussion about the busway considered the benefits (listed below) to the University, that the retained portion of busway would bring to the desired long-term campus road network.

- It would be an effective north/south circulation route that replaces James Gillies Street, which no longer intersects York Boulevard due to the Schulich Building Expansion;
- It would further separate north/south vehicular traffic flows away from the desired pedestrian zone at and around the Harry W. Arthurs Common;
- It would establish a York University roadway in a location of a future City road that is required by the Secondary Plan;
- It would be possible to close the south end of James Gillies Street at The Pond Road, and incorporate the land area to create a larger development parcel for the new School of Continuing Studies; and
- It would provide an important access route to the support easement related to the new TTC subway tunnels that traverse the campus.

For these reasons, it is recommended that the northerly portion of the TTC busway, located between The Pond Road and York Boulevard, be retained as a private University roadway, and that the City and TTC be formally notified of the University's wishes.

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Figure 1. York University Busway



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Meeting: Open Session 3 October, 2017 at 1:30 pm
5th Floor Kaneff Tower, Keele Campus



Present:	Regrets:	Others:
Rick Waugh, Chair Elisa Alloul Jacques Demers Laura Formusa Sheila Forshaw Bill Hatanaka Vijay Kanwar Andy Lennox Rhonda Lenton David Mutimer Earle Nestmann Joel Roberts Eugene Roman Lauren Sergio Paul Tsaparis Ajay Virmani Bobbi-Jean White Randy Williamson Henry Wu Maureen Armstrong, Secretary Cheryl Underhill, Assistant Secretary	Debbie Jamieson Konata Lake Julie Lassonde David McFadden Jane Rowe Honey Sherman Hana Zalzal	Michael Charles Leanne DeFilippis Richard Francki Lucy Fromowitz Rob Haché Ran Lewin Weiling Li Guy Larocque Kim Maltman Lyndon Martin Ijade Maxwell Rodrigues Kristin Morrison Ananya Mukherjee-Reed Jeff O'Hagan Barbara Joy Lisa Philipps Trudy Pound-Curtis Bud Purves Fahim Quadir Susan Webb Elaine MacRae, Governance Coordinator

I. OPEN SESSION

1. Chair's Items

Governors and community members were welcomed to the first Board meeting of the new academic year and the 451st meeting of the Board of Governors of York University.

a. Report on Items Decided in the Closed Session

The Chair reported that the following items were decided in the Closed session:

- the appointment of Loretta Lam to the Board for a four-year term from 3 October 2017 to 31 December 2021

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- the appointment of Dr Mary Condon as Interim Dean, Osgoode Hall Law School effective 1 May 2018
- b. **Consent Agenda Approval**

The Board approved by consent:

- the minutes of the meeting of 27 June 2017
- the re-appointment of Randy Williamson (Board nominee) and Christine Silversides (President's nominee) to the Pension Fund Board of Trustees, each for a three-year term commencing 1 October 2017. Randy was also re-appointed as Chair of the Pension Fund Board of Trustees.

c. **Update on the Hult Prize Student Competition**

At its meeting in June, the Board received a presentation from the Schulich students who were finalists in the prestigious Hult Prize Competition on their development of technology to bring cost effective internet accessibility to refugee camps and other in-need communities around the world. Altogether \$100,000 was contributed for the team which came from governors' support for this initiative, the Waugh Family Foundation's donation of \$25,000 of matching dollars and University funding. Appreciation was extended to all who contributed to this important social entrepreneurship initiative.

Commending the ingenuity and excellent work of the Schulich students, President Lenton noted how proud the University is of them and their accomplishment of being a finalist in the Hult Prize competition. The University will endeavor to provide support for student initiatives such as these.

2. Executive Committee

a. Protocol for the Nomination of Students to the Board of Governors

The supporting documentation was noted. The protocol will bring needed consistency to the student, faculty and staff nomination processes to the Board. It was duly *agreed that the Board of Governors approve the Protocol for the Nomination of Students to the York University Board of Governors, as set out in Appendix A.*

b. Action Taken on Behalf of the Board

Referring to the written report circulated with the agenda, the decisions taken by the Executive Committee on time-sensitive matters were noted.

3. President's Items

a. President's 2017-2018 Priorities

The President reflected on the transformative changes in the post-secondary education landscape over the last decade. Globalization, technological advances, the call for

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institutions to be responsive to the needs of the labour force - including from governments – and the demand for facilitating pathways and collaborations between colleges and universities are shaping universities' evolution. Within the Ontario context, the Province's drive to differentiate universities, tie funding to performance metrics and revise the funding formula have introduced significant implications for universities. Most notably, unrestricted enrolment growth as a strategy to reduce deficits is no longer an option for Faculties at York.

This larger backdrop, together with local challenges (e.g., labour relations, implications of a new French university) and plans (e.g., Markham Centre Campus, renewing faculty complement), requires the University to stay on its trajectory to achieve its academic goals and sustain its vision. President Lenton's path forward rests on four pillars: access; connectedness, excellence and impact. Concrete strategies under each pillar to advance the objectives have been articulated and form the core of the priorities for 2017-2018. A copy of the President's presentation slides are file with these minutes.

b. Presentation: The Innovation Network

Vice-President Haché reported on the mandate and work of Innovation York, the umbrella unit at the University to support research innovation activities and initiatives; a copy of the presentation slides is filed with these minutes. The evolution of Innovation York was highlighted, noting that since its formation in 2012 it has added LaunchYU, an entrepreneurship program, expanded to support commercialization and integrate the University's successful Knowledge Mobilization office. And very recently, an innovation and entrepreneurship centre in Markham was established called YSpace, aimed at helping up-and-coming entrepreneurs turn promising ideas into action. Innovation York is now a full service support for entrepreneurship, industry liaison, knowledge mobilization, commercialization and agreements for the University. As it strengthens, it will be looking to see increasing revenue for the University from research agreements, growing rates of student participation in the programs, and more internship/entrepreneurship-based courses within the academic programs.

c. Kudos Report

The report as distributed was noted.

4. Academic Resources Committee

On behalf of the committee, Mr Wu provided a summary of key items of business discussed including Markham Centre campus planning, renewal of the Strategic Research Plan, and the alignment of major academic and administrative plans.

a. Report on Appointments, Tenure and Promotions

Documentation was noted. In reviewing the report the committee also discussed faculty complement trends and changes vis-à-vis enrolments. A year-end faculty complement

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report was also provided. It was duly *agreed* that the **Board of Governors approve the President's October 2017 report on appointments, tenure and promotion.**

5. External Relations Committee

In the Chair's absence, Ms Formosa reported that the committee received updates on the fundraising campaign, the next phase of the brand campaign and the upcoming reputation campaign. The news was shared that York will soon be home to a 1-metre telescope, the largest on a Canadian university campus, thanks to a \$500,000 donation by the Carswell Family Foundation, matched by the University. It was also noted that the 2017 Bryden Awards ceremonies is taking place on November 23 and governors were encouraged to attend.

6. Finance and Audit Committee

The committee received a budget status report. The key updates were the mixed enrolment results based on the preliminary Fall data, and the lower than hoped for enrolment targets being established for York in its Strategic Mandate Agreement-2 (SMA) with the Province. Higher enrolment targets will be the goal for SMA-3, which will include the Markham campus enrolments. Performance metrics and targets for differentiation grant allocation will be included in the next SMA, starting in 2020-2021, which will require focused planning on the University's part.

Mr Hatanaka also noted that a comprehensive update on the Markham Centre Campus was provided jointly by the administration and the York University Development Corporation. And that key risks under the committee's mandate are being monitored on an ongoing basis.

a. Capital Projects

Major Science and Health Renewal Project: Budget Adjustment

Referring to the supporting documentation, Mr Hatanaka advised that the high level cost estimates that informed the initial budget together with cost escalations have necessitated the proposed budget increase for the SIF project. It was duly *agreed*, that **the Board of Governors approve approve an incremental budget adjustment of \$4M to the Major Science and Health Renewal project.**

Glendon Deferred Maintenance Project

The proposed infrastructure improvements are much needed at Glendon due to the aging facilities. The funds for the capital project will come from the capital reserves budget. It was duly *agreed*, that **the Board of Governors approve an expenditure of up to \$3.25M for capital related improvements at Glendon campus.**

7. Governance & Human Resources

On behalf of the committee, Mr. Tsaparis reported that:

- planning to fill the four vacancies on the Board continues

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- the provincial initiative to establish executive compensation frameworks at Ontario universities is ongoing;
- Bill 148: Fair Workplaces, Better Jobs Act 2017 is also still in progress within the provincial legislature, and its impact on universities is not yet known.
- the committee discussed the institutional results of the second Employee Engagement Survey and requested that further refinement and analysis of the results be prepared for further discussion.

Governors who had not yet completed the annual survey were encouraged to do so.

8. Investment Committee

Mr. Williamson reported on the investment performance of the endowment fund. The first seven months of the year have seen notable market volatility, but the fund performance has been stable amidst the fluctuations. \$15M was disbursed to students last spring, the highest amount ever distributed by the University. Management will be preparing a framework for Socially Responsible Investing (SRI) for the endowment fund which includes as a first step, a best practices review of other universities' SRI policies / processes. There will be a community consultation stage during the exercise. Following the disbandment of the York University Advisory Committee on Responsible Investing (YUACRI), the President has undertaken to review the issues further and recommend a strategy for moving forward.

9. Land and Property Committee

Mr. Tsaparis reported the following from the Land & Property committee:

- the Markham campus building site plan and initial space designs for the Phase 1 building were previewed at its meeting; it is anticipated that final space planning decisions will be completed in December following confirmation in October of the set of academic programs to be offered at the campus.
- that York's new Student Centre was the recipient of the BIM 2017 The Owners Award for its implementation of BIM & Virtual Design and Construction-related technologies, and that the Bergeron Centre was recently included on the Top 33 Iconic Buildings in Toronto list, and named the Most Iconic Building in North York as a "marvel of contemporary design"
- that the three SIF-funded capital projects are progressing.
- the Quad student residence was ready for occupation in September as planned; its occupancy rates as of 1 September were 98% residential and 96% for the commercial retail space; the students are about a 50-50 split of international and domestic
- December 17th remains the opening date of the Spadina subway extension

York University Board of Governors - Minutes

a. School of Continuing Studies Site Plan Selection

Having taken into account the comprehensive documentation circulated with the agenda, it was duly *agreed* that the **Board of Governors approve the site referred to herein as Site 1 (Parcel 16 in the York University Master Plan) for the construction of a new School of Continuing Studies Building.**

10. Other Business

Ms Alloul reported that the Student Representative Roundtable had its first meeting of the new academic year. Key items on the agenda were providing input into the search process for the University's next Vice-President Academic & Provost, and proposal proceeding to Senate to establish a Fall Reading Week.

11. In Camera Session

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

Rick Waugh, Chair _____

M. Armstrong, Secretary _____